



# RESULTS REPORT 2018

OCTOBER 2019



**OXFAM**  
IBIS

Photo credits:

Frontpage: Uganda, Emmanuel Museruka

P. 8: Guatemala City, Guatemala, Bertil Suadicani

P. 11: Burkina Faso, William Vest-Lillesøe

P. 12: Jordan, William Vest-Lillesøe

P. 17: Volunteer Tax watchers in Ghana, Lotte Ærsøe

P. 22: Camp for former rebels in Colombia, Andreas Beck

P. 24: Camp for Sudanese refugees in Uganda, William Vest-Lillesøe

P. 30: Refugee camp in Jordan, William Vest-Lillesøe

P. 32: Resilience training for young Sudanese, Emmanuel Museruka

P. 34: Berta Cáceres from Honduras was killed for her climate activism. Her 84 years old mother Doña Austra Bertha Flores Lopez is also politically active. Photo Betina Nathalie

P. 50: Guatemala, Bertil Suadicani

P. 53: Oxfam volunteers at Roskilde festival, Denmark,

P. 57: Liberia, Lotte Ærsøe

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

Oxfam is a Confederation of 20 affiliates around the globe working in 90 countries.

Please read more on [www.oxfam.org](http://www.oxfam.org)

Published in October 2019 by Oxfam IBIS,

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## CONTENT

Executive Summary .....	4
1. Introduction.....	8
2. Transformative Education for Active Citizenship .....	12
3. Economic Justice and Inclusive Democracies.....	17
4. Inclusive Peacebuilding .....	22
5. Humanitarian Response and Education in Emergencies.....	26
6. Use of Flexible Funds.....	30
7. Use of Danida Funds for Co-Financing .....	32
8. Country Level Results .....	34
9. Innovation.....	50
10. Information, Engagement and Advocacy In Denmark .....	53
11. Organisational and Strategic Developments .....	57
Annex 1.....	61

## EXECUTIVE SUMMARY

In 2018, Oxfam IBIS approved its new strategy 'Fighting Inequality (2018-2022)', which stresses the overall fight against inequality and poverty and the work for just societies where all people have equal rights, access and opportunities. 2018 was also the year, where Oxfam IBIS entered a new four-year Strategic Partnership with Danida around the four thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, and two new areas of work: Inclusive Peacebuilding and Humanitarian Response and Education in Emergencies.

Overall, across all Oxfam IBIS' work areas, 2018 was on the one hand satisfactory, with good progress against targets in the Global Results Framework 2018-2021. On the other, it was less satisfactory year due to several challenges in relation to operational issues, which delayed implementation. A number of factors in the countries we work in, as well as internal factors, have contributed to an unstable situation. The external factors comprise situations of fragility and internal conflicts (South Sudan, Mali, Burkina Faso, Niger and Guatemala) and civil society organisations put under pressure with limited space for democratic participation (Niger, Burkina Faso, Liberia, Sierra Leone, and Mozambique and various Latin American countries like Guatemala and Nicaragua). Internally, Oxfam IBIS finalised the closing down its Country Offices and fully became a part of the One Oxfam model operating through one single Country Office in each country. Moreover, changes took place at the secretariat in Oxfam IBIS. The Secretary General discontinued in office in mid-September 2018, however, it was possible to appoint a replacement just before Christmas, scheduled to start in February 2019. Still despite all these changes, the Organisational Performance System (OPS) reveals that we managed to achieve a number of important results.

The rights-based development of civil society partners is still the basis for capacity development with the aim of strengthening them as independent and result-oriented agents of change. Within the Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies programmes, Oxfam IBIS in 2018 achieved good results through its partners. For the Transformative Education for Active Citizenship programme, Oxfam IBIS performed satisfactorily on various targets in the Global Results Framework 2018-2021. Especially the scaling up of good education practices by national public authorities has been successful. Similarly, the influence in relation to education policies and financing at national and global levels is promising, achieving 33% of the four-year target. The Economic Justice and Inclusive Democracies programme equally demonstrated important progress. Especially through partner platforms, progress was made within the complex area of tax justice and pro-poor public spending, and fair taxation was brought on the agenda of public debate. Important progress was equally proved towards protection of human rights, gender justice and improvement of youth's human rights and living conditions.

During 2018, Oxfam IBIS advanced significantly in the development of the two new thematic areas; Inclusive Peacebuilding and Humanitarian Response and Education in Emergencies. For both areas, efforts were made on establishing programmes and frameworks, coordination with other Oxfam IBIS thematic areas such as inequality and education, and integration into the broader work of the Oxfam Confederation. There is now a stronger foundation in both areas with more consolidated strategies and approaches. For the Inclusive Peacebuilding programme, Oxfam IBIS managed to enhance women's participation in peace processes for example in South Sudan. IBIS also played an active role in strengthening the Women, Peace and Security agenda in Denmark. For Humanitarian Response and Education in Emergencies, initiatives were started in protracted conflicts and crisis in South Sudan and Mali with focus on improving learning opportunities for children, youth and women. Furthermore, 21,000 people in humanitarian crisis in various countries benefitted from shorter support initiatives. Towards the end of the year, the humanitarian programme was expanded to also include Yemen, Syria and Lebanon. Advocacy efforts were centred around the localization agenda, and education in emergencies.

With the inception of the new Strategic Partnership with Danida, Oxfam IBIS decided to further increase its focus on innovation. As a primary step, innovation efforts were focused around three flagship projects, where new approaches, tools and ideas were developed and tested in transformative education, tax dialogues and peacebuilding initiatives, from where lessons learned have been recorded. In addition, a mechanism to fund innovation projects generated by local partners and stakeholders was outlined in coordination with other Oxfam initiatives and will be piloted in West Africa in 2019. Towards the end of the year, an advisor for innovation came on board and an inhouse innovation taskforce was established.

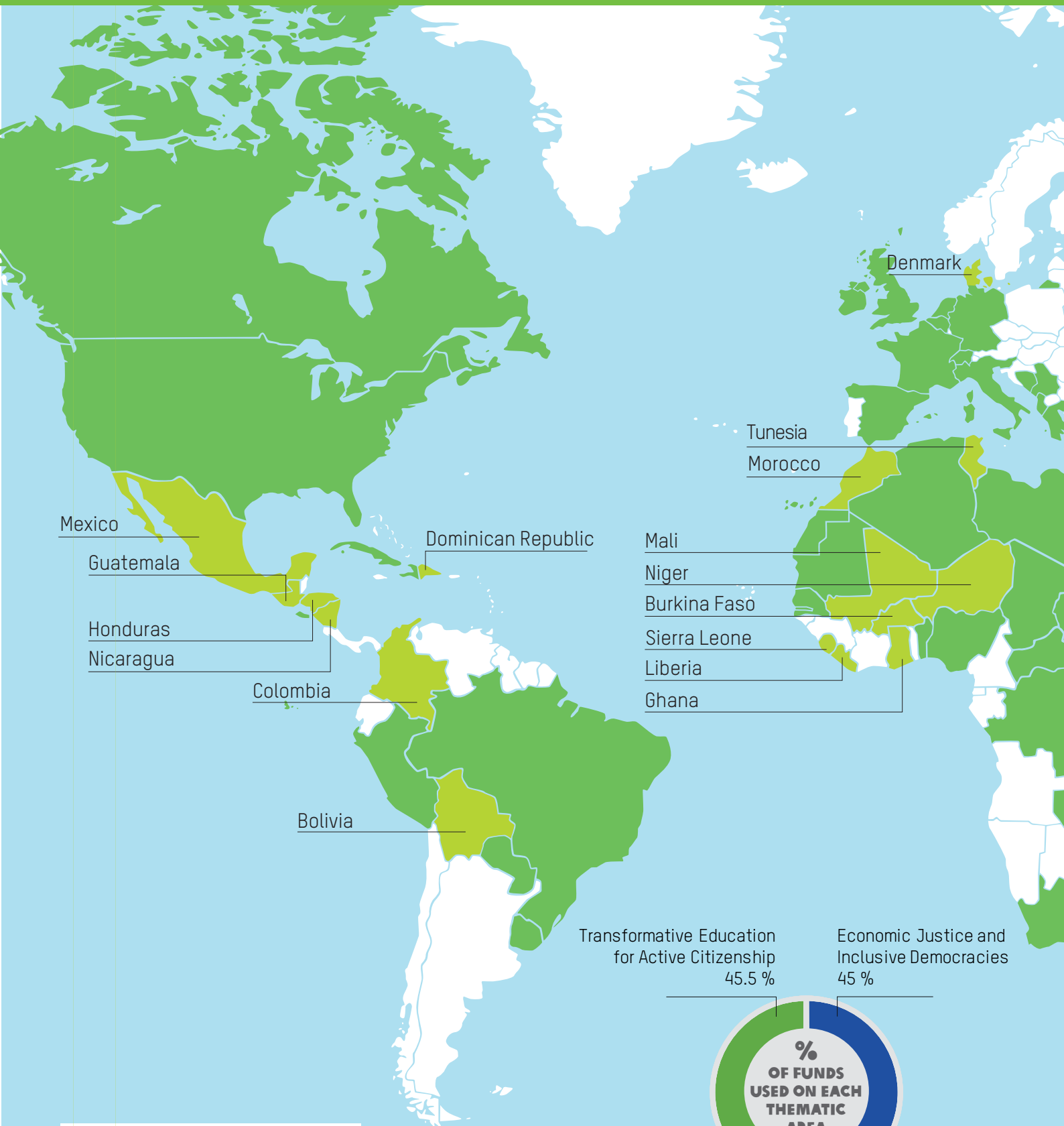
The information, public engagement and advocacy in Denmark performed satisfactorily. Outreach and engagement demonstrated good results, with increased interaction on social media and retention of membership and numbers of support givers. The 'Whole World in School' campaign maintained a high number of participants and more than 177,000 students participated in 2018 reaching 69% of all Danish primary schools. A successful campaign contributed to the Danish foreign minister deciding to suspend the export of arms to Saudi Arabia and United Arab Emirates that provided arms to the Saudi Arabian-led war in Yemen.

Oxfam IBIS' performance within organisational development was satisfactory in 2018 under the given circumstances. Adjusting the programme implementation through the One Oxfam operating model caused delays in implementation, with the result of an underspending of 21% on lot CIV of the Strategic Partnership with Danida, which is unsatisfactory. Efforts to streamline interaction with Country Offices will continue. Towards the end of the year, Danida carried out a capacity assessment and review of Oxfam IBIS, which recognized the organisation for its high quality and relevant programmes. Recommendations were provided as to further strengthen the two new thematic areas, Inclusive Peacebuilding and Humanitarian Response, which were assessed to be of utmost relevance, and to improve risk management. The implementation of the recommendations of the review is on track.

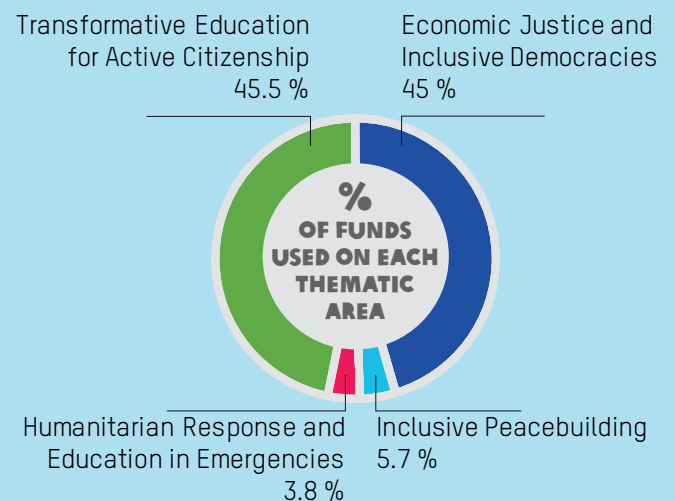
Oxfam IBIS participated in the process of reviewing the One Oxfam operating model and the governance structure of the Oxfam Confederation in order to strengthen effective and efficient programme implementation. 2018 was a successful year, where fundraising resulted in several additional grants. Among these, Oxfam IBIS was selected as Grant Agent for the Global Partnership for Education to manage its Advocacy and Social Accountability programme of 365M DKK over five years.

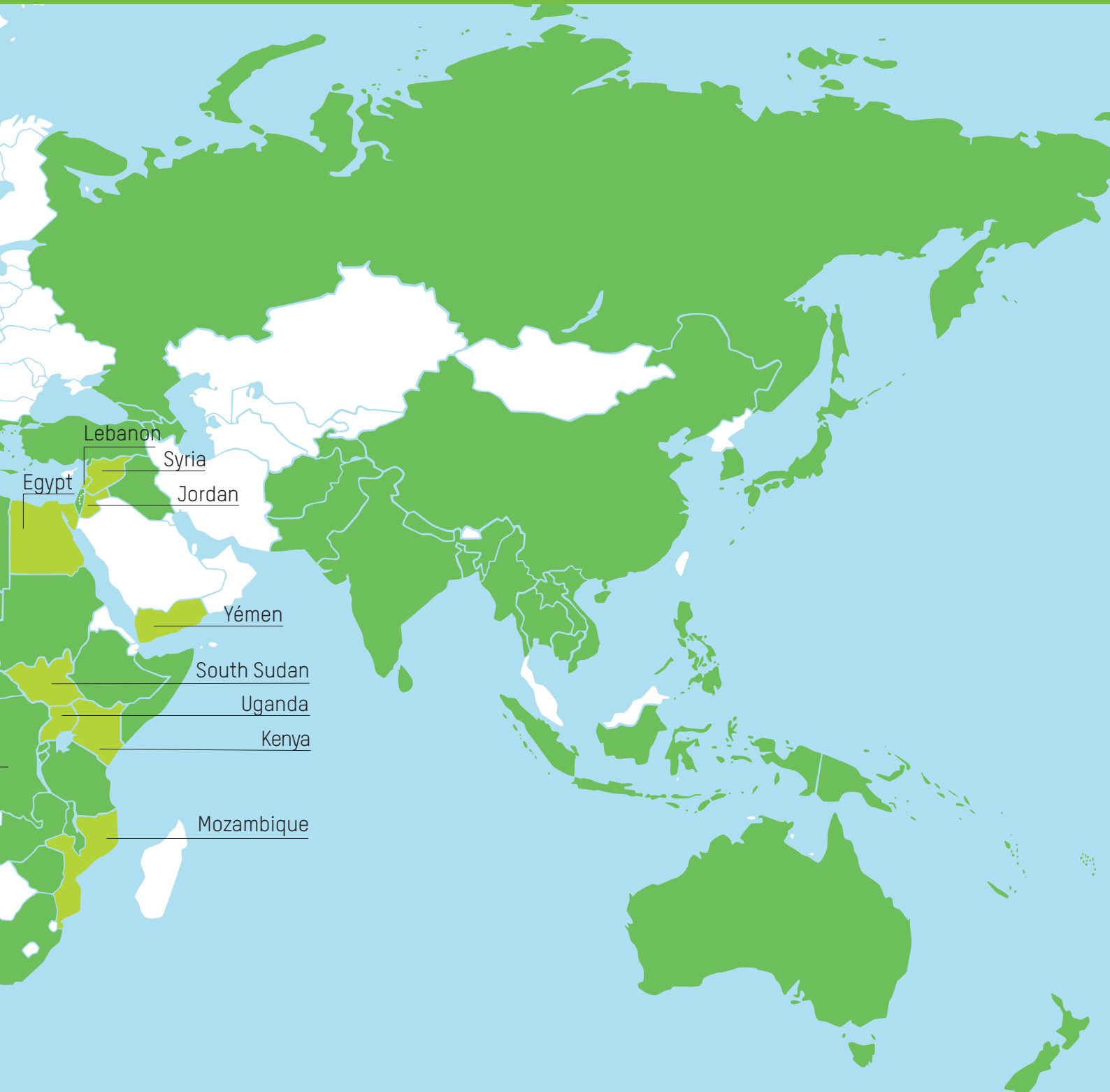
Finally, a plan to increase the equity was agreed and followed. The result for 2018 with a surplus of 1M DKK leading to an equity of 7M is a satisfactory progress. Furthermore, the percentage of financial resources going directly to partners and partner implementation processes was in 2018 at 78%, which is considered satisfactory.

# WHERE WE FIGHT INEQUALITY 2018



 Countries of engagement of Oxfam International (90)  
 Countries where Oxfam IBIS is active (25)





**121** PARTNERS SUPPORTED

**25** COUNTRIES

**119,814**

PEOPLE WE HAVE WORKED WITH DIRECTLY



**53 %**  
WOMEN AND GIRLS



**25 %**  
YOUTH





# 1. INTRODUCTION



Oxfam IBIS fights inequality and poverty and works for just societies where all people have equal rights, access, and opportunities. This is stressed in Oxfam IBIS' strategy 'Fighting Inequality (2018-2022)', which was approved in 2018. To achieve the overall aim of the strategy, we work through four thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, and two new areas of work: Inclusive Peacebuilding and Humanitarian Response and Education in Emergencies.

Oxfam IBIS is an affiliate of the Oxfam Confederation, which works to combat poverty and inequality in more than 90 countries. Oxfam IBIS contributes to the efforts of the Confederation in 24 countries. In 2018, Oxfam IBIS was able to advance its agenda in 10 countries in Africa, seven in Latin America, and seven in the Middle East and North Africa.

Oxfam IBIS is part of the Confederation's new One Oxfam operating model, with the establishment of Oxfam Country Offices where all Oxfam affiliates work under a single management structure. The input to the joint effort of Oxfam was to a large extent enabled through the Strategic Partnership with Danida (2018-2021).

## Situations of fragility and shrinking civic space

Oxfam IBIS continues to work in contexts characterized by situations of fragility and rapidly changing and volatile environments. It makes it challenging and difficult to operate but, at the same time, it also adds to our relevance. In several of Oxfam IBIS' partner countries, for example South Sudan, Mali, Burkina Faso, Niger and Guatemala, situations of fragility are prevailing. This has demanded high levels of agility in strategic and programmatic planning and rigorous risk management.

As Oxfam IBIS works through a human rights-based approach and to the largest possible extent organises its work in partnership with civil society organisations (CSOs), an additional challenge was that civil society in many of the countries where we work is put under political pressure on a regular basis by the State and is challenged on its space to operate and to take up its role and function to demand for accountability and to make contributions to the development process.

Shrinking civic space is experienced in countries such as Niger, Burkina Faso, Liberia, Sierra Leone, and Mozambique and in various Latin American

countries like Guatemala and Nicaragua. In order to address this alarming tendency, Oxfam IBIS' programmes have a strong focus on supporting CSOs and their alliances to enhance open and popular dialogue and champion civil society's participation in political processes.

## Gender justice and youth

In 2018, Oxfam IBIS strengthened its cross-cutting approach to gender justice and youth. Oxfam IBIS seeks to maximise the impact of its gender justice programming by a combination of both gender mainstreaming and stand-alone projects, a method which has proved effective. Oxfam IBIS applies a triangulated approach, working concurrently to raise political participation and economic empowerment of women and by eliminating gender-based violence, drawing upon the interrelatedness of the three points of entry.

Being member of the Oxfam Confederation significantly adds value to the work of Oxfam IBIS. Oxfam holds gender justice as a prominent strategic priority and gender justice mainstreaming and programming are rolled out in 90 countries.

The strengthening of the approach to improving the lives of poor and marginalised youth is done through support to young women's and men's leadership, agency for change and self-organisation.

Oxfam IBIS supports youth-led development through collaboration with youth organisations and youth-led movements. An important approach is support to youth organisations in using national law and international conventions and agreements as a leverage for fighting inequality, discrimination and violence and for promoting their economic and political rights, such as rights to education, and their right to be heard and to participate in decisions that affect their lives, at national and regional levels.

Youth participation is an area of increasing attention from the Oxfam Confederation, and youth programmes are being implemented in many countries, a contribution that can add value to Oxfam IBIS' projects and programmes. Lessons learned and knowledge are shared at various levels in Oxfam, for example in the thematic Knowledge Hub "Youth and Active Citizenship" that provides guidance and tools on youth participation.

## Influencing in Oxfam

During the first year of the Strategic Partnership with Danida and of the implementation of Oxfam

IBIS' new strategy, efforts were carried out in coordination and alignment with other Oxfam affiliates, with the ambition to leverage the quality and cost effectiveness of our joint contributions to and engagement in national, regional and international influencing initiatives. Being part of the Oxfam Confederation has significantly increased Oxfam IBIS' opportunity to join and add value to important advocacy, policy influencing and campaigning at scale within all Oxfam IBIS' thematic areas. This has enabled Oxfam IBIS to take part in efforts to change the general conditions that create inequality, poverty, injustice and exclusion. In 2018, we contributed to several global Oxfam influencing campaigns such as the Enough campaign on gender justice, the Even-it-Up campaign on inequality, and Rights in Crisis on the rights of people affected by conflicts.

### Sustainable Development Goals

Oxfam IBIS contributed in 2018 directly to the Sustainable Development Goals (SDGs) 1, 4, 5, 8, 10, 16, 17 as well as the additional goal 18 on youth (see annex 1 for a full overview of goals and targets that Oxfam IBIS contributed to). We also contributed to the international ambitions of leaving 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 all others as the goals are interconnected.

### Measuring progress and documenting results

The results report covers the first year of the new Oxfam IBIS Strategy 2018-2022 and marks the start of the four-year Strategic Partnership with Danida. Various challenges have influenced achievements against some of the set targets in the Results Framework, however, this report will show that Oxfam IBIS managed to deliver satisfactory results and progress on several fronts amidst these changes.

Oxfam IBIS' Organisational Performance System (OPS), which facilitates learning and performance reporting at all levels in the organisation (from partners in various programme countries to the Board in Denmark), is the core foundation of the 2018 results report. The OPS process is complemented by:

- Reporting on key indicators that inform on results and progress against specific programme objectives;
- Reporting on shared global strategic indicators, enabling a cross-programme view of progress against thematic strategic objectives;
- Risk management at programme and Oxfam IBIS corporate levels.

Progress towards the objectives within each thematic area has been self-assessed by Oxfam IBIS using the following rating scale:

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

The scale is inspired by 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.





# 2. TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP

**67,611**

PEOPLE WE HAVE WORKED WITH DIRECTLY

**42** PARTNERS SUPPORTED



**55 %**

WOMEN AND GIRLS



**18 %**

YOUTH



**45.5%**  
OF FUNDS



**1** NO POVERTY



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**17** PARTNERSHIPS FOR THE GOALS



**18** YOUTH EMPOWERMENT



Transformative Education for Active Citizenship and education for all are integral parts of the fight against inequality. As a new affiliate, Oxfam IBIS managed at an acceptable level to integrate and adapt transformative education to Oxfam's country level programming on active citizenship, gender-based violence, youth, and advocacy for increased financing of public essential services. In this process we contributed with our technical expertise and long experience working with transformative education. The Oxfam Education Community of Practice and Influence under the leadership of Oxfam IBIS was a lever for bringing education on the agenda of the Oxfam Confederation as well as in relevant networks and partner organisations. The Community spearheads experience sharing, learning on transformative education and contributes to the technical development of education in Oxfam.

In 2018, Oxfam IBIS made significant progress towards the objectives of the Transformative Education thematic area. In line with the human rights-based approach, civil society partners and alliances were empowered to enter a dialogue with governments, to hold duty bearers to account and to advocate for improved education policies and financing. The aim is to ensure the right to quality education and lifelong learning opportunities for poor and marginalised people leaving no-one behind, including women and youth. To initiate a stronger support to youth-led development, a new regional West Arica programme was launched to

empower youth to advocate for the right to quality education.

A noteworthy development is the lifting of advocacy efforts from the local to the national level with a stronger focus on testing innovative quality education approaches and models and using these actively for advocacy, adoption, and scaling up by education authorities.

At the global level, Oxfam IBIS continued to play a key role in education advocacy efforts. Oxfam IBIS took part as a member of the Board of the Global Partnership for Education, a multi-donor fund that supports developing countries in their efforts to plan and implement conducive policies that can deliver quality basic education to all, and until the end of 2018 also as a member of the Board of the civil society movement, Global Campaign for Education. Furthermore, Oxfam IBIS' education interventions were linked up with Oxfam's global 'Enough Campaign' to end gender-based violence.

In 2018, Oxfam IBIS and partners implemented programmes in 11 countries in Africa and Latin America within the area of Transformative Education for Active Citizenship. Implementation was carried out through country programmes and two regional programmes in West Africa and Latin America. Mali, Niger and Uganda are new countries in the portfolio embracing the transformative education agenda.

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

Key performance indicators	Results 2018	Targets 2018-2021	Funding Sources
1.1.1. Number of civil society partners that have established and/or worked through strategic alliances/platforms	13	25	SP, EU, Hempel
1.1.2. Number of publications and/or researches on education and inequality produced by Oxfam and partners	5	12	SP, EU, Hempel
1.2.1. Number of changes in education policies - and in their financing and delivery in practice - that are influenced by Oxfam and partners	10	30	SP, EU, Hempel
1.3.1. Number of quality education approaches and models developed/adapted and/or tested	4	10	SP, EU, Hempel, DK Collection, Lighthouse
1.3.2. Number of good practices scaled-up and institutionalized by national public education actors or/and through donor programmes	3	5	SP, EU, Hempel, DK Collection
1.4.1. Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity	100%	85%	All funding sources
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	80,000	All funding sources

## Achieved results

The results reported in 2018 are satisfactory compared to the cumulative targets for 2018-2021. Table 1 presents an overview of Oxfam IBIS' results against the global strategic indicators for Transformative Education in the Global Results Framework. The results are supplemented by change stories to illustrate the changes achieved and Oxfam IBIS' added value.

In 2018, **13 civil society partners established or worked through an alliance** in order to strengthen their advocacy work on education financing, quality and equality, which constitutes good progress towards the target of 25 and underlines the successful value added by Oxfam IBIS in bringing CSOs together in the common pursuit of a change goal. The alliances vary in size. Five of the alliances have ten or more CSOs as members. Support to youth networks was a priority especially within the regional West Africa youth programme as well as in the Africa Network on Education for All with the aim to empower youth and their organisations and alliances to advocate for their right to quality education, policy participation and employment. Furthermore, the education rights movement under the umbrella of Global Campaign for Education was strengthened via core financing and technical capacity support at global level, regionally in Africa and Latin America as well as at national level via National Education Coalitions.

The influencing of education agendas and processes had high priority in 2018 and progress towards the target related to **changes in education policies** is promising, as ten results were achieved against the target of 30. Seven of these took place at national level. Policy changes included, for example, the inclusion of a Complementary Basic Education policy in the new Education Sector Plan and budget in Ghana; the repeal of a law prohibiting pregnant girls from going to school in Mozambique; and the inclusion of a module on active citizenship and peace education in the national curriculum in Mali.

At global level, Oxfam IBIS' partner, Global Campaign for Education (GCE) has continued the monitoring of the Sustainable Development Goal 4 (SDG 4) through the Voluntary National Review process and engaged in the High-Level Policy Forum, which plays a central role in the follow-up and review of the SDGs at the global level. GCE contributed to the discussions with a paper addressing the measurement and accountability processes and the financing of the SDG goals and targets. GCE also contributed to the policy

processes under G20 Buenos Aires summit, and one outcome was the final declaration of the G20 meeting stating that "access to education is a human right and a strategic field of public policy" and a call for States to reaffirm their commitment to the implementation of a "fair, sustainable and modern international tax system."

Four quality education **models and approaches were tested or adapted**, which is an advance of 40% towards the 2021 target. A total of 19,900 learners participated in the interventions. For example, the REFLECT functional literacy approach for youth in Mozambique was evaluated by local education authorities, who are now considering integrating it into the formal adult education system. In Burkina Faso, the School Government (school councils) approach was adopted as a means of strengthening children's self-esteem, participation and decision-making.

Three **good practices were scaled up and adopted** by public education actors, a satisfactory result given that the target for 2021 is five. One example is in Northern Region of Ghana, where the combined efforts of advocacy by Oxfam in Ghana and partners resulted in the establishment of 25 new Girl's Model Junior High Schools by local authorities. From 2008 to 2016, Oxfam IBIS has supported the piloting and testing of the Junior High Schools in Northern Ghana. The High Schools have been thoroughly documented and they are proven to be effective in promoting higher completion, pass and transition rates among girls in deprived districts. The School model has since 2016 been scaled up in different districts in Ghana. In Bolivia, a model for bilingual and culturally relevant education for indigenous children was approved by the Ministry of Education. The two results are based on a model tested prior to this strategic period.

Oxfam IBIS' education interventions included a total of **42 partners** (39 civil society organisations and networks and three other types of partners). The partners with Partnership Development Plans in place, all reported a positive improvement in **organisational, thematic and advocacy capacity**.

A total of **67,611 people participated** in Oxfam IBIS' education programmes, of which 19,900 were learners in the testing of education models. Other people have participated in trainings or advocacy activities. The people engaged include a share of 59% children (aged 0-14), 18% youth (aged 15-24) and 23% adults. 55% were female participants.

The **Education Community of Practice and Influence** is an example of Oxfam IBIS' added value to the Oxfam Confederation's work on education and inequalities. The 2018 status is that the Education Community has gained recognition across the Confederation with 75 receivers of the newsletter, active participation of members, and expansion of transformative education work to six new countries. The Community provided input to the education analysis produced for the Davos meeting in January 2019 and took part in the review of Oxfam's Strategic Plan with the aim of a future Oxfam global strategy to embrace transformative education. Finally, the Community contributed to the fact that education would be the core theme in Oxfam's global inequality campaign in 2019.

## Lessons learned

- In order to foster long lasting impact when implementing influencing policies, it is indispensable to cooperate with a range of stakeholders. There will therefore be continued close engagement with partners, education authorities, schools, and in some cases donors in implementation at country level.
- Developed and tested quality education models that respond to concrete challenges lived by people are strong evidence in policy advocacy and can be used at different levels and for various purposes.
- Youth are increasingly taking on the role of strong active citizens, when given responsibilities and learning opportunities linked to concrete advocacy-work. Further learning from this field will be a priority in the coming period.

## Change story

### Advocacy for education

#### Latin America and Global

CLADE – the Latin American Campaign for the Right to Education – is a long-time partner of Oxfam IBIS and promotes civil society mobilization and advocacy for the right to free, transformative, and public education for all in 16 countries of Latin America and the Caribbean. In 2018, CLADE contributed to significant policy results based on years of sustained advocacy using strategies involving national, regional and global collaboration. One example is the adoption by Latin American Ministers of Education of a roadmap for

the implementation of the Sustainable Development Goal 4 (SDG 4,) which commits States to maintaining and progressively increasing domestic financing for education, as well as improving efficiency and accountability.

To track regional development within education, CLADE has set up an online education financing monitoring tool, which analyses public funding for education in 20 countries of the region. This information was used in the regional advocacy campaign 'Fair Financing' and summarised in a report, which was presented in various policy forums. Furthermore, CLADE contributed to successful advocacy work to create a CSO participation mechanism in the UN Economic Commission for Latin America and the Caribbean that monitors the implementation of the SDGs in the region. These results are particularly noteworthy given the developments in the region, where the space for CSO involvement in policy processes is under pressure. Finally, CLADE played a key role, together with the Global Campaign for Education (GCE) and National Education Committees (NECs) from several countries in Latin America, at the G20 Buenos Aires summit held in Argentina, where education was included in the G20 agenda for the first time.

Oxfam IBIS has added value to CLADE's advocacy work by providing technical support to CLADE's advocacy strategies, creation of documentation, and networking with national and global education actors such as NECs and GCE.

SDG target 1.a, 4.1, 4.4, 4.5, 4.6, and 4.7.

## Change story

### Government focus on girls' safety in schools - Sierra Leone

Oxfam IBIS' education project in Sierra Leone aims at eliminating gender-based violence through education efforts. The project strategy is strongly informed by a thorough research conducted by CARL (Community Action to Restore Lives), a strategic partner to Oxfam IBIS, that identified the social norms that perpetuate violence against girls in schools. Project activities include, for example, school and community dialogues on bullying and sexual harassment of girls and the appointment of female teachers as focal points to whom violence can be reported. After one year of project implementation, girls are now more confident to talk about their experiences of violence. Besides this, CARL has formed civil society Gender Alliances and Girl Ambassador Networks

addressing all forms of school related gender-based violence such as corporal punishment, child labour, teenage pregnancy and early marriage, and are educating their peers to have respect for girls. Project research and experience provided key evidence to Oxfam's global 'Enough' campaign on how to influence a new education policy in the country. The campaign was successful in turning the attention of the government towards the

problem of rape and sexual violence in schools. The First Lady of Sierra Leone hosted her equals from Sub-Saharan West African countries and launched the 'Hands Off Our Girls' campaign in the effort to end sexual violence against girls. The campaign attracted massive national and international attention.

SDG targets 4.7, 5.1, and 5.2.





# 3 ECONOMIC JUSTICE AND INCLUSIVE DEMOCRACIES

**30,399**

PEOPLE WE HAVE WORKED WITH DIRECTLY

**67** PARTNERS SUPPORTED



**52 %**

WOMEN AND GIRLS



**18 %**

YOUTH



**45% OF FUNDS**



**1** NO POVERTY



**5** GENDER EQUALITY



**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**17** PARTNERSHIPS FOR THE GOALS



**18** YOUTH EMPOWERMENT



In 2018, 16 countries in Africa, Latin America and the Middle East and North Africa implemented programme activities within Economic Justice and Inclusive Democracies. The programme focused on four intervention areas: Fiscal justice, Responsible investments, Democratic reforms, and Protection of human rights; and was implemented through national, regional and global programmes.

In close collaboration with civil society partners, Oxfam IBIS made significant progress towards the overall objectives of the thematic area. With a human rights-based approach and building on the PANT principles (participation, accountability, non-discrimination and transparency), civil society change agents were empowered to conduct evidence-based advocacy for policy change, hold government and private sector to account, and participate in multi-stakeholder dialogues.

Oxfam IBIS has during 2018 strengthened its work to fight economic and fiscal injustice. A key strategy is to facilitate constructive dialogues between CSOs, private sector and governments to identify concrete proposals to end tax evasion and avoidance and to eliminate capital flight from developing countries. The aim is to impact

decision-makers at national, regional and global levels.

We have continued the support to partners to demand transparency and accountability of public spending and private sector investments. Local communities participated in planning, implementation and monitoring of municipal budgets, which strengthened the social contract between the State and citizens. Extractive industries were held accountable for their commitments to local community development, respect for indigenous peoples' right to Free, Prior and Informed Consent (ILO Convention 169), and for responsible taxpaying to the State.

Because of a more explicit strategic focus on youth and gender justice, Oxfam IBIS worked more directly with youth and women's rights organisations to advance their voices and to take part in and influence decision-making processes affecting their lives. The effort to change youth's lives and opportunities was also reflected in country programmes as well as in the regional programme in the MENA region funded under the Danish Arab Partnership programme. Young people were secured access to employment and decent jobs; and contact was established with

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

Key performance indicators	Results 2018	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	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	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	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	80	SP, Dutch MFA.
2.5.1 Number of public and private institutions' initiatives aimed at improving youth's human rights and living conditions, including employment, influenced by youth organisations, supported by Oxfam IBIS.	9	40	SP, Dutch MFA, DAPP/YPE.
2.6.1 Number of civil society platforms, coalitions or networks supported by Oxfam IBIS that successfully advocate for improved economic justice and inclusive democracies <i>Results here are included in indicators above</i>	18	80	SP, SIDA, Dutch MFA.
2.7.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity.	100%	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	200,000	All funding sources

employees with good prospect of getting employed.

Although, Oxfam IBIS and partners managed to make significant progress in the work to impact decision-makers, many advocacy initiatives that were set up in 2018 will still reap concrete results acknowledging that successful advocacy in complex topics such as economic justice and inclusive democracies takes time.

### Shrinking civic space

Despite significant progress in 2018, programme implementation has been challenged by shrinking space for civil society in many of the partner countries where we work. Partners experience an increase in cases of threats against and criminalization of human rights defenders and an enhanced surveillance of CSOs and international Non-Governmental Organisations (NGOs) as in Niger, Burkina Faso, Liberia, Sierra Leone, Mozambique and in various countries in Latin America such as Guatemala and Nicaragua. There are laws limiting CSOs' democratic participation in many countries and similar laws are on their way in other countries, as for example Sierra Leone.

Oxfam IBIS has supported different strategies to addressing the concern of shrinking civic space. Cases of violence of human rights were documented and in some cases protection and security plans were in place for partner organisations and their leaders. Partners were encouraged to work in networks and through alliances with common advocacy agendas, in order to reduce the risk of being singled out and targeted, and constructive and peaceful dialogues were supported between local authorities, state actors and citizens/civil society. Furthermore, we sought closer coordination with local and international actors such as donors, embassies and institutions in the countries as well as with international networks to defend civic space, human rights and continued support to civil society.<sup>1</sup> These efforts to contest the tendencies of shrinking civic space, which cut across all thematic areas in our programming as well as in the four civil society funds managed by Oxfam IBIS; el Mecanismo in Guatemala, FASOC in Nicaragua, AICE in Mozambique, and the fund on human rights and security in Burkina Faso, will be reinforced in the coming period.

### Achieved results

The achievement of results in 2018 shows that Oxfam IBIS is well on track in relation to the cumulative target for 2018-2021 in the area of

Economic Justice and Inclusive Democracies and overall progress is rated as satisfactory. Table 2 gives an overview of results against the global strategic targets in the Global Results Framework, as reported by projects and programmes. The results are supplemented by change stories to illustrate the changes achieved and Oxfam IBIS' added value.

In 2018, a total of 17 results were recorded under the **economic and fiscal justice** indicator, which is a satisfactory target achievement of 21% (against the 2021 target). One example is from Ghana, where the partner Africa Centre for Energy Policy succeeded in putting pressure on the Cabinet of Ghana to approve a policy to fight corruption and ensure transparency in the petroleum downstream industry in the country. Furthermore, Oxfam IBIS supported the creation by civil society partners of "Inequality Platforms" in several countries, for example Burkina Faso, Ghana, Sierra Leone and Guatemala, which stimulated public debate and awareness on fair taxation and possibilities for increasing revenue mobilization from extractive industries.

18 concrete results were achieved within **democratic reforms and protection of human rights**. For example, in Burkina Faso, longstanding pressure from Oxfam IBIS' partners led the Ministry of Mines to draft a decree on the environmental issues of the mining code. CSOs will now be consulted in order to highlight the interest of communities in environmental protection before adoption. Results related to Free, Prior and Informed Consent have been reported in Bolivia, Guatemala, Nicaragua and Mexico where legislation has been approved in the defence of the rights of indigenous peoples and local communities to their land and territories.

In 2018, three results were achieved related to **private sector engagement for responsible and sustainable investments**. As this is a new intervention area, which requires the involvement of strong stakeholders, the annual results are satisfactory. For example, constructive and evidence-based multi-stakeholder dialogues on responsible tax were initiated in Ghana and Kenya in coordination with the Danish embassies, where nine private sector actors participated in Ghana in these dialogues for the first time. Oxfam IBIS will in the coming period intensify our work to ensure respect for the UN Guiding Principles on Business and Human Rights and promote responsible and sustainable investments from Development Finance Institutions and pension funds.

16 results were recorded on **gender justice** related to voice and leadership, economic empowerment and elimination of violence against women. Results are seen at country level in, for example, Liberia where the Domestic Violence Bill was approved by government and in Guatemala where the Civil National Police has applied new methods to diagnose the situation of women in cases of violence. Furthermore, our efforts have been leveraged in campaigns at global level. In 2018, in particular, Oxfam IBIS was actively engaged in the process around the 63rd session of the United Nations Commission on the Status of Women, which dealt with “Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls”. As a preparatory step to the negotiations at the UN session and together with other Danish NGOs, we provided inputs to be integrated in the Danish position paper such as; i) social protection needs for women in fragile and conflict situations, ii) involvement of women in the design and evaluation of protection schemes, and iii) safety in schools as a prerequisite to enrol and retain girls in education.

In 2018, a total of nine results were recorded on the indicator on improvement of **youth’s human rights and living conditions**. Technical skills and entrepreneurship training were promoted, and 215 youth found new employment or internships in Egypt and Morocco. Young leadership was strengthened among the Indigenous Guaranís in Bolivia in establishing the Machareti and Gutierrez indigenous autonomies. Finally, in Guatemala education actors such as teachers took action to prevent pregnancies among young girls. Our annual data and reports reveal that we supported initiatives with youth organisations in the country programmes e.g. the national political movement in Guatemala with student participation, and as part of Oxfam’s global ‘Enough’ campaign. However, although we have enhanced collaboration with youth organisations, we are still exploring how best to work with movements and informal groups in our programmes.

Of the total of 63 results reported in 2018 in the area of Economic Justice and Inclusive Democracies, 18 (29%) were achieved by **civil society platforms, coalitions or networks**, which is a satisfactory result, especially considering the shrinking space for civil society action in many of the programme countries.

Oxfam IBIS’ Economic Justice and Inclusive Democracies programmes worked with **67 active partnerships** in 2018 (60 civil society

organisations or platforms and 7 other types of partners (public authorities, research centres and regional institutions). Partners are actively engaged in all phases of the programme cycle and our partnerships are strongly anchored in a human rights-based approach. According to reports, Oxfam IBIS had a crucial added value in tailor-made **capacity development of partner organisations**. All - 100% - of the partners with Partnership Development Plans reported a positive improvement in capacity. Training was conducted in, for example, advocacy, leadership, monitoring, gender justice, campaigning, and strategic planning and in more technical fields such as tax, extractives, international rights conventions, and budget monitoring.

In 2018, **30,399 people participated** in Oxfam IBIS’ Economic Justice and Inclusive Democracies programmes e.g. in capacity building, advocacy, accountability fora or dialogue meetings among different stakeholders. 49% of these were young people (aged 15-24) and 52% were female participants.

Joining the Oxfam Confederation has significantly increased Oxfam IBIS’ opportunity to join and add value to important advocacy, policy influencing and campaigning at scale within Economic Justice and Inclusive Democracies and based on high-end research. Examples of this were the ‘Enough’ campaign on gender justice and the ‘Even it Up’ campaign on inequality, to which we actively contributed in 2018.

## Lessons learned

- Collaborative efforts through alliances of partners with a common advocacy agenda both enhance outcomes and security in countries affected by shrinking civic space. In the coming years, Oxfam IBIS will, as an initiative across the programmes, seek to mitigate risks and shrinking civic space through closer coordination with donors, embassies and international institutions to jointly defend civic space and human rights and continued support to civil society.
- Oxfam IBIS will explore how to further link our present partner alliances with social movements and informal groups (e.g. youth), communities, media, and associations of journalists and lawyers, aiming at creating alliances that can challenge the root causes of inequality and the power of the political and economic elites.

## Change story

### Increased citizen participation in local development - Burkina Faso.

In a new programme in Burkina Faso, Oxfam IBIS is supporting three civil society partners with solid experience in monitoring public policy and finances, in strengthening the dialogue between citizens and municipal government about local budgets and development plans. The partners are the Center for Study and Applied Research in Public Finance, the Organization for Capacity Development, and the Permanent Secretariat of Non-Governmental Organizations.

In the municipalities of Tenkodogo, Kaya and Dori, the dialogue between local politicians and civil society, organized in Community Committees of Citizen Control is rolled out regarding planning, implementation and monitoring of the municipal budgets. The members of the three Community Committees are young and adult women and men. The CSO partners have assisted the establishment of the Community Committees through a number of training sessions that have strengthened the members to qualitatively contributing to local policy and budget dialogue meetings with the municipal councils. To include ordinary citizens in the budget dialogues, 1,500 copies of simplified municipal budgets in four local languages have been composed and distributed in each municipality. Budget dialogues have been broadcasted on local radio stations and debated in a number of local public hearings. The Community Committees have contributed to the debates by publicly presenting alternative budgets demanding more financing for social services such as education and health and have already successfully achieved more effective and transparent management of public finances in Tenkodogo, Kaya and Dori and more awareness on rights and governance among ordinary citizens.

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

## Change story

### Indigenous communities affected by mining in the People's Tribunal – Latin America

Through Oxfam IBIS' regional advocacy programme in Latin America, the partners EDUCA Foundation and Oaxacan Collective in Defence of the Territories drew international attention through the People's Tribunal to the human rights violations caused by mining exploration in Oaxaca in Mexico. At the end of 2018, 52 predominantly indigenous communities belonging mainly to the Zapoteca people were mobilised to present 22 cases that described how mining activities have affected indigenous territories with, for example, polluted waters and social conflicts, in five regions of Oaxaca.

The demands of the communities presented in the People's Tribunal were the cancellation of 322 concessions and 41 active mining projects. With the statement made by the People's Tribunal supporting their demands, the affected communities have achieved the opening of a dialogue with the Mexican federal government about the claims and the possibility of going through the mining concessions and verifying whether they comply with legislation. Oxfam IBIS' support to the communities entailed capacity and leadership development, facilitation of a unified advocacy agenda, and collaboration during all phases of the advocacy process. Furthermore, Oxfam contributed to a safe space around the People's Tribunal.

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



# 4 INCLUSIVE PEACE BUILDING

**687**

PEOPLE WE HAVE  
WORKED WITH  
DIRECTLY

**3** PARTNERS  
SUPPORTED



**36 %**

WOMEN AND GIRLS



**5**

GENDER  
EQUALITY



**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



**17** PARTNERSHIPS  
FOR THE GOALS



**18** YOUTH  
EMPOWERMENT



As Oxfam IBIS' work on Inclusive Peacebuilding started up in January 2018, this was a foundational year and focused on establishing the team's structure, focus areas, and ways of working. The team focused on integrating a peacebuilding and conflict-sensitive lens across Oxfam IBIS' core areas of work, including on inequality, education, and humanitarian response, while also seeking to advance specific peacebuilding efforts at country level.

Through the Strategic Partnership with Danida, Oxfam IBIS' Inclusive Peacebuilding portfolio had an initial focus on five countries in two regions, the Sahel (Burkina Faso, Mali, and Niger) and the South Sudanese regional crisis response, which meant engagement in both South Sudan and Northern Uganda. In South Sudan, Oxfam IBIS' engagement complemented and expanded the work of the Oxfam Country programmes on peacebuilding by supporting local-level reconciliation efforts, while also supporting civil society engagement and advocacy in relation to the peace process. Conversely, much of the programmatic work in the Sahel is open to being defined and initiated mainly due to a refinement of the strategic goals and objectives for the thematic area. During 2018, Oxfam IBIS realized that our added value in the peacebuilding space would not start by engaging in systemic reform and dialogue efforts at the levels of the United Nations as originally planned, but rather focusing on

programmatic efforts at country and regional levels in order to involve youth and women in peacebuilding processes at these levels. This change allowed a stronger focus on practical engagement in peacebuilding efforts in the Sahel region.

Oxfam IBIS commenced its work at country level by supporting women, youth, and refugees in increasing their capacity to lead peacebuilding efforts and engage in peace negotiation processes. In South Sudan for example women activists were supported to participate in the peace process. Furthermore, strengthened CSOs participated in or led several peacebuilding initiatives and advocacy efforts in South Sudan, Uganda and Liberia. The approach has proven to be effective, both in terms of supporting meaningful engagement and participation in high-level peace negotiations, and in community-level peacebuilding and reconciliation efforts.

Oxfam IBIS has also sought to strengthen the Oxfam Confederation's policy and programmatic engagement on inclusive peacebuilding, including through working closely with Oxfam Great Britain and Oxfam Novib (the Netherlands) who both have conflict and fragility expertise and a long-standing track record of programming in this thematic area. This has involved ongoing efforts to identify and develop relevant 'hooks' within Oxfam's broader work on inequality, poverty, and humanitarian

**Table 3: Inclusive Peacebuilding**

Key performance indicators	Results 2018	Targets 2018-2021	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 ( <i>high level formal peacebuilding</i> )	2	40	SP
3.1.2 Number of peacebuilding initiatives, such as multi-stakeholder dialogues, with participation of women and youth, including refugees/displaced persons ( <i>community or sub-national level</i> )	1	25	SP
3.1.3 Number of provisions, recommendations, or actions agreed in high-level negotiations and/or multi-stakeholder dialogues which specifically relate to the role of women and youth in peacebuilding	1	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	7	SP
3.4.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity	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	700	SP

Key performance indicator no. 3.3.1 has been removed as there was overlap with no. 3.4.1

response to relate to the priority themes falling under our Inclusive Peacebuilding work. Some of the 'hooks' were detailed conflict analysis, knowledge generation (e.g. about peace and inequality) and support to community led activities, which helped to generate buy-in from partners and Oxfam Country programmes.

Both in Denmark and at programme level, Oxfam IBIS had a focus on strengthening the practical application of the Women, Peace, and Security agenda. This took place both at advocacy-level through Oxfam's influencing efforts and the coordination of civil society response into the review of Denmark's National Action Plan (NAP), and by gearing many of the country programmes towards strengthening the meaningful influence and engagement of women in peace negotiations and other peacebuilding efforts.

Oxfam IBIS developed partnerships with relevant external expertise, including organizations such as PeaceNexus, International Alert, the West African Network for Peacebuilding, and the Unyoke Foundation. Similarly, there has been progress in establishing partnerships at country level with civil society actors and other INGOs and UN agencies working on peacebuilding. In South Sudan, this has involved close programmatic coordination and joint activities together with the UN Mission (UNMISS).

## Achieved results

Considering results in 2018, there have been some challenges in achieving the global strategic targets set out in the Global Results Framework for Inclusive Peacebuilding. However, measuring this against the context of building up and refining the strategic approach to a new thematic area, the overall progress is rated as satisfactory. The preliminary work comprising refined goals, establishment of partnerships, network, and relationships, definition of entry points to Oxfam and start-up of projects involving women and youth will ensure the portfolio is well positioned to achieve the targets identified over the duration of the strategy period. Table 3 gives an overview of Oxfam IBIS' results against the global strategic targets for 2018-2021. The results are supplemented by change stories to illustrate the changes achieved and Oxfam IBIS' added value.

In 2018, three results were achieved in the field of support to civil society and partners in **high level formal peace negotiations and local level peacebuilding initiatives**. One example was the support to the South Sudan Civil Society Forum and its engagement in the regional peace negotiations in South Sudan. Members of the

Forum were provided space through consultation with the Intergovernmental Authority on Development Special Envoy, Ismail Weis, the parties to the conflict, and other key stakeholders, and highlighted the importance of an inclusive and transparent process. Another example is in Uganda, where Oxfam IBIS supported the locally held concert and campaign by CAFOT (Community Action for Transformation) in a South Sudanese refugee settlement. The campaign created a forum for CAFOT and other speakers to share messages about peace, which had not happened before.

One result was recorded on the indicator on **provisions, recommendations, or actions agreed in high-level negotiations**. As a result of the influencing work by the partner South Sudan Civil Society Forum, the provisions in the revised Peace Agreement for South Sudan included a strengthened role for women in national governance and for women and youth in peacebuilding at local and national levels.

Two changes were achieved in **international stakeholders' policies, programming and practices** as an outcome of Oxfam IBIS' contribution; In Uganda, UN Refugee Agency engaged more consistently with refugee communities in adjusting support to their needs, while also trying to be more agile in terms of supporting peacebuilding activities in response to tensions amongst the refugee community. In South Sudan, International NGOs (e.g. Norwegian People's Aid, Crisis Action, and CARE) strengthened coherence and collective outcomes by working together to get behind the South Sudan Civil Society Forum. This was key to ensuring the Forum was sustained and that division amongst civil society were not exacerbated. A perception survey initiative was supported to capture South Sudanese perceptions of peace and social cohesion, which will be conducted on an annual basis over the next four years to bring forward voices and perceptions on peace and social cohesion both at the community and national level of South Sudanese women, youth, and refugees.

Oxfam IBIS supported three civil society partners in 2018: CAFOT, the South Sudanese network, South Sudan Civils Society Forum, and a regional network, Strategic Initiatives for Women's Rights in Africa. Even though there was no capacity building plan as such with specific objectives established, Oxfam IBIS supported with training and collaboration, which increased exposure and visibility to and engagement with government authorities and international NGOs involved in peacebuilding activities and processes. Training



workshops were held for a group of civil society representatives in South Sudan on topics such as conflict analysis, scenario planning and capacity to engage with policy makers.

A total of **687 people participated** in Oxfam IBIS' peacebuilding programmes, which is more than expected. They participated in capacity building activities, policy dialogue and accountability fora. 36% of the participants were women. As the target was set too low, it will be revised upwards.

As an **added value at Confederation level**, Oxfam IBIS is taking the lead in bringing together key counterparts from affiliates and Oxfam International to strengthen work on peacebuilding, both from programming, policy and influencing perspectives. Oxfam IBIS has collaborated closely with Oxfam Great Britain and Oxfam Novib to establish a 'core team' of technical and strategic expertise on peacebuilding, conflict, and fragility, with a view to acting as a 'virtual service/support hub' for Oxfam Country Offices.

## Lessons learned

- As learned in Uganda, refugee groups can effectively mobilize their own communities in relation to big events and campaigns to a far greater extent than UN Refugee Agency or INGOs. Oxfam IBIS will investigate how direct support to refugee groups can be further explored and prioritized in the programmes.
- A growing number of Oxfam Country programmes are keen to establish or expand peacebuilding activities, or to ensure that their humanitarian and development activities are more broadly conflict sensitive. Though more time-consuming, the use of an initial conflict analysis has been particularly well received. Oxfam IBIS will continue using this as an entrance to collaboration with more Oxfam Country Offices on peacebuilding issues in the coming period.

## Change story

### Community action for peace South Sudan and Uganda

In Uganda, Oxfam IBIS undertook peacebuilding activities together with national and international NGOs, in order to inform advocacy on broader

conflict and peace issues. As part of this effort, Oxfam IBIS provided support to CAFOT – Community Action for Transformation, a South Sudanese refugee-led organization based in Imvepi settlement, Arua District in Northern Uganda. CAFOT conducted a peace concert, which contributed to a joint campaign launched in December 2018 under the theme #SSRefugees4Peace. The campaign brought together approximately 15 national and international NGOs to discuss and share experiences about how South Sudanese refugees are contributing to building peace in their own communities in Uganda, as well as in South Sudan. Furthermore, the campaign – through its hashtag, activities, and media outputs – contributed to Oxfam's global Rights in Crisis campaign by amplifying voices of refugees and women engaged in peacebuilding; highlighted the important contributions of refugee-led community based organisations in the refugee response; and raised the need for more support for refugee-led peacebuilding work.

SDG targets 5.2, 5.5, 16.2, and 16.6.

## Change story

### Cross-border peacebuilding initiatives Burkina Faso and Niger

In the Sahel, Oxfam IBIS initiated cross-border collaborations for peacebuilding and responding to the sub-regional nature of the conflict dynamics. In an initial step towards creating opportunities to share experiences and discuss cross-border causes and dynamics of conflict, Oxfam brought relevant partners from the border regions of Burkina Faso and Niger and Country Office staff together in an initial "Participatory Conflict Analysis and Scenario Planning workshop" to jointly analyse country-specific conflict dimensions, while also sharing perspectives on regional and cross-border aspects of conflict. This peer-to-peer exchange not only informed and shaped the Oxfam programme going forward by identifying opportunities to support specific needs and ideas presented by partners such as community-level dialogues, but even linked those partners at the forefront of the peacebuilding work in the region closer together.

SDG targets 16.1 and 16.2



# 5. HUMANITARIAN RESPONSE AND EDUCATION IN EMERGENCIES

**21,117**

PEOPLE WE HAVE WORKED WITH DIRECTLY

**9** PARTNERS SUPPORTED



**47%**

WOMEN AND GIRLS



**13%**

YOUTH



**3.8%**  
OF FUNDS



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**17** PARTNERSHIPS FOR THE GOALS



**18** YOUTH EMPOWERMENT



Oxfam IBIS was enabled to become an active partner of Oxfam's well established and comprehensive humanitarian portfolio through the Strategic Partnership with Danida. In the initial phase, focus was put on establishing projects and programmes and strengthening the framework for and development of a humanitarian portfolio integral to the Oxfam Confederation.

Oxfam IBIS initiated relationship building with the Confederation's humanitarian teams at country, regional and global levels. With the ambition of becoming a significant humanitarian player, Oxfam IBIS built on Oxfam's strong track record in the humanitarian sector. At the same time, we aimed at building up an independent profile without our contribution being a parallel string in the humanitarian efforts of the Confederation.

Following the priority of Humanitarian Response and Education in Emergencies under Oxfam IBIS' new strategy, the organisation decided to work with Oxfam Country Offices in South Sudan and Mali on Education in Emergencies (EiE) programmes in the humanitarian/development nexus. Mali was a new partner country for Oxfam IBIS, and the volatile and challenging context put pressure on the implementing capacity of the Country Office. Consequently, the programme was redefined and downscaled in collaboration with the Country Office to better match implementation capacity and associated contextual risks. In South Sudan new geographic areas for implementation were identified during 2018, because of a reorganisation of the programme in South Sudan, where engagement in some geographical areas were

phased out. In both cases, challenges were put to the programmes in the two countries, since they started with delay.

At the global level, Oxfam IBIS played a role in advocating for the integration of education in humanitarian interventions in countries where we work. This was carried out through participation in various global fora to raise awareness of the importance of EiE (e.g. in International Network for Education in Emergencies (INEE), ECHO Consultation on EiE, and the Global Partnership for Education).

Another key issue for Oxfam IBIS is keeping the financial commitments for localization high on the agenda. For example, within the Oxfam Confederation, we contributed to a stronger focus on national and local actors in Oxfam's humanitarian strategy and joined Oxfam's global working group on Local Humanitarian Leadership. Furthermore, we engaged with relevant Country Offices, such as South Sudan, on strengthening the localization agenda in programming and policy work. At a global level, Oxfam IBIS, together with Oxfam's Global Humanitarian Team participated in the Charter for Change annual meeting 2018. We also contributed to Oxfam's Core Humanitarian Standard certification.

Through the Global Partnership for Education and Education Cannot Wait, Oxfam IBIS, on behalf of Oxfam, advocated for the percentage of humanitarian funding to be increased for education. This is a long process, since only 2.3% of humanitarian funding officially went to education in 2018.

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

Key performance indicators	Results 2018	Targets 2018-2021	Funding source
4.1.1 Number of children, youth and adults (m/f) – who have completed a course/education module of quality	2,149	100,000	SP
4.1.2 Number of learners (children, youth and teachers) with access to increased safe & secure environment	10,748	135,000	SP
4.2.1 Number of people (m/f) who have received quality humanitarian assistance such as water, protection and food security	8,220	80,000	SP
4.3.1 Percentage of Oxfam IBIS' humanitarian funding managed by local civil society organisations	16%	25% by 2021	SP
4.4.1 Number of actions influencing key policy developments and adherence to international commitments in particular on education in emergencies, nexus and localization	1	25	SP
4.5.1 Percentage of partners showing improved organizational, thematic and/or advocacy capacity	100%	75%	SP

In Denmark, Oxfam IBIS coordinated and worked with other Danish CSOs and the Ministry of Foreign Affairs to strengthen collaboration about Grand Bargain commitments, particularly localization, humanitarian access and Education in Emergency, and is co-leading a series of learning events on localization with ActionAid Denmark and Save the Children Denmark.

Within the education nexus, the humanitarian team coordinated with other Oxfam IBIS teams such as the Inclusive Peacebuilding team and the team for Transformative Education for Active Citizenship in support of building evidence and utilising local level experiences and best practices. Thus, Oxfam IBIS has worked with Colombia University on the development of a Teacher Professional Development model, which will be shared through a meeting in INEE in 2019. Furthermore, we supported Oxfam in South Sudan to carry out an evaluation of their Accelerated Learning Programme (ALP) (2014-2018) for adolescents and youth, with a point of departure in the inter-agency Accelerated Education Working Group's (AEWG) ten principles, so that the evaluation could feed into the AEWG as a case study, and be presented on the INEE website in 2019.

Being part of the Oxfam Confederation provided us with opportunities in the humanitarian sector and in late 2018, Oxfam IBIS expanded its humanitarian programme to also include Yemen, Lebanon and Syria, from which results are expected in 2019. The support, in the form of smaller flex funding grants, was given to five countries namely; Guatemala, Colombia, DR Congo, Niger and Jordan.

## Achieved results

The results reported in 2018 are satisfactory given the fact that this was the first year that Oxfam IBIS had a substantive humanitarian portfolio to implement. Establishing and building up a new thematic intervention area with new staff and relation-building in the Oxfam Confederation take time and this has caused shortcomings in relation to targets for 2018-2021 and an underspending in relation to budgets in the first year of implementation. At the same time, however, targets in the Results Framework were set with an ambition to expand the humanitarian portfolio. Achieving the targets for 2021 is still realistic, considering the recent expansion of projects to Syria, Lebanon and Yemen, positive developments in projects in South Sudan, re-organisation of the Mali project and the prospects of having a more effective implementation in coming years.

Table 4 gives an overview of Oxfam IBIS' results against the global strategic targets 2018-2021 for Humanitarian Response and Education in Emergencies. The results are supplemented by a change story to illustrate the changes achieved and Oxfam IBIS' added value.

Oxfam IBIS reached in 2018 a total of **21,117 people** in its humanitarian interventions. 2,147 of these benefitted from EiE and completed a course or education module of quality in South Sudan. 10,748 learners (children, youth and teachers) were ensured a safe and secure learning environment in Mali, Colombia and Jordan, and 8,220 people received quality humanitarian assistance such as water, protection and/or food security in Guatemala, Niger and DR Congo. The total number of people benefitting from humanitarian interventions in 2018 was 7% of the planned 2021 target of 315,000. As mentioned above, we expect to be able to catch up due to the new initiatives under implementation.

One of Oxfam IBIS' focus areas is to promote local leadership and strengthen capacity of local civil society in the humanitarian area, aiming at CSOs increasingly managing Oxfam IBIS' humanitarian funding. In 2018, **16% of total spending went to local partners**. Additionally, funding was given to Parents and Teachers Associations to renovate and maintain education facilities (1.7% of total spending) in South Sudan and capacity building of local administrations was included in the programming to strengthen existing systems. With a 2021 target of 25% of Oxfam IBIS' humanitarian funding being managed by local CSOs, the year 2018 showed that supporting local partnerships in humanitarian projects is progressing towards the target, although some countries, such as South Sudan, will have to increase work with local partners. To assist this process, Oxfam IBIS supported the Country programme in South Sudan in mapping potential local and national partners, which resulted in the signing of a contract with one new local partner in 2019.

The aim for Oxfam IBIS of working on a holistic approach to **strengthen organisational, thematic and advocacy capacities of partners** for them to become increasingly autonomous and legitimate drivers of change, is in the initial phase, where humanitarian projects and partnerships are being established. In 2018, Oxfam IBIS **worked with nine humanitarian partners**. The partners with Partner Development Plans established have all reported capacity improvement in areas such as EiE, child protection, and Core Humanitarian Standards. As mentioned above, the collaboration with and capacity strengthening of partners is a

priority area for Oxfam IBIS' humanitarian work in the coming years.

Oxfam IBIS participated in a wide range of international fora to promote the **accountability among governments and the international donor community** to the rights of populations affected by crises and international conventions, commitments and standards. One tangible result was achieved in 2018 after influencing efforts by Oxfam IBIS and other international civil society partners. The Global Campaign for Education movement became involved in the civil society group supporting the global Education Cannot Wait fund and the Global Campaign for Education is now an active partner and can influence the Education Cannot Wait replenishment in 2019.

## Lessons learned

- The localisation agenda needs considerable attention and support in several fragile countries where Oxfam IBIS works and in the first phase of humanitarian response in the Oxfam Confederation. Thus, Oxfam IBIS will engage more strongly with Country Offices concerning the localisation agenda, support assessments for new partners and capacity building of existing partners and continue the focus on local humanitarian leadership and partnerships in the ongoing revision of Oxfam's humanitarian strategy.
- The importance of stronger links between education/learning opportunities and other Oxfam areas such as emergency food security and vulnerable livelihoods and WASH, was shown to be even more important than anticipated for the utilisation of synergies in the One Oxfam operating model. Oxfam IBIS will in the coming period pilot several activities linking literacy to existing livelihood projects and linking EiE with WASH and, on this basis, raise discussions about linking education and learning opportunities with other sectors in Oxfam's humanitarian responses.
- It is fundamental to have the necessary capacity as well as risk assessment in place of the Country Office before larger interventions in a new partner country. It might be most appropriate to start with smaller interventions, which can be scaled up at a later stage.
- More flexible programming is needed in Accelerated Learning Programmes. This will allow adjustments in volatile situations including shorter learning cycles and early

bridging into public schools or skills development / livelihoods. These are the recommendations from the evaluation of the ALP carried out in 2018 in South Sudan. The learning will be shared to a broader international education audience (e.g. through the International Network for Education in Emergencies) and contribute to advocacy work in addressing early and forced marriage.

## Change story

### Accelerated Learning Programmes

#### change youth's attitude – South Sudan

Accelerated Learning Programme (ALP) courses are organized for 12-25-year-old out-of-school youth and adolescents in South Sudan as a nexus of humanitarian / development assistance. ALPs are flexible, age-appropriate programmes run in an accelerated timeframe that allow those who have missed out on education to catch up. An evaluation was made of the ALP programme implemented in the Greater Ganyiel district in 2014-2018 with the support from Oxfam IBIS.

A conclusion of the evaluation is that the programme has made a significant difference for the young people involved and, in the communities where it was implemented. The testimonies illustrate how young people can change attitude through education and support communities in development. They also inform how girls/young women can continue education through ALP, which is a significant change for these girls:

"Youth don't have time to come to school. ALP is a real success as it is an opportunity for education in the afternoon. Students become happy, they improve, use it as tool of life. They change habits and leave traditional ways. They reduce revenge killings, and early and forced marriage. Now girls aged 17-18 are in school and can continue school with ALP."

*James Luk, Head teacher, Ganyiel Mixed ALP centre*

"Many youths were interested in scarification before; now with ALP they are not interested. Our community likes this, as scars and removing teeth is backwardness. It is linked to participation in other activities like cattle raiding." Parents and Teachers Association member, Pachuck ALP centre.

SDG targets 4.4, 4.5, 4.6, 4.7, and 16.1



# 6. USE OF FLEXIBLE FUNDS

Flexible funding was pivotal to Oxfam’s ability to respond to humanitarian needs in 2018. Oxfam IBIS used 24% of its humanitarian funds under the Strategic Partnership Agreement with Danida for flexible funds, which was critical to Oxfam IBIS’ ability to help bringing life-saving relief to people affected by protracted complex crises, escalation of conflict, climate change-induced vulnerability, and a series of natural disasters.

Below are some examples of how critical flexible funds contributed to Oxfam’s operations in 2018:

In **Guatemala**, in the wake of the Fuego volcano eruption Danida’s financing has contributed to ensure access to economic resources through cash transfers for affected and displaced families, as well as the implementation of violence against women protection mechanisms through the strengthening of referral networks and awareness campaigns, directly benefiting a total population of 4,820 people in Department of Escuintla.

In **Colombia**, on the return of migrants and returnees from Venezuela, the protection of girls and boys were strengthened through training in violence against women, sexual and reproduction health and rights, and in peaceful co-existence in the indigenous Wayuu communities in the Department of La Guajira, benefitting a total of 1,038 persons with a further distributions of hygiene kits to 2,276 people returning to Colombia. In **Niger**, Danida’s flexible funds contributed to meeting the basic and nutritional needs of 1,400

people consisting of internally displaced people, refugees and host population in the Department of N’Guigmi and communes of N’Guigmi and Kablewa in Diffa Region. This was done through cash transfers, hygiene kits, and emergency public health promotion, the clean-up of 20 schools after these had been occupied by flood victims, and capacity building of humanitarian partners, following an assessment of local actors in Diffa.

In **DR Congo**, 600 households affected by the conflict and the repression of Angolan Congolese in Kamonia Territory, Kasai Province, and Democratic Republic of Congo received a single-phase cash grant to improve their food security. The households receiving the grants were displaced, returnees and host families in the health zone of Kamonia.

In **Jordan**, Danida’s flexible funds contributed to non-formal education and safe spaces with recreational activities and life skills for 400 children who followed their mothers to women’s centres in five locations in Jordan (*Amman* - Alhussien Camp, *Mafraq* - Khaldieh, *Irbid* - Ramtha, *Irbid* - Irbid city and *Irbid* - Hoson Camp). Both Syrian refugees and Jordanian host women and children were supported. Oxfam’s partner, Jordanian Women’s Union Association implemented the activities.

Table 5:

Country	Thematic intervention	Protracted complex crisis	Escalation of conflict	Climate change-induced vulnerability / natural disasters
Guatemala	Violence against women protection, cash			Volcano eruption
Colombia	Violence against women, protection, sexual and reproductive health and rights, co-existence, hygiene kits	Migrants and returnees from Venezuela		
DR Congo	Cash		Congolese forcibly expelled from Angola	
Niger	Cash, hygiene kits, schools clean up			Flooding & food insecurity
Jordan	Non-formal education and psychosocial support to children	Refugees and host community women		

# 7. USE OF DANIDA FUNDS FOR CO-FINANCING





In 2018, Oxfam IBIS made use of Danida funds for co-financing in relation to mobilization of funding from other institutional donors. The co-financing has contributed to the amplification of results in relation to outreach, geography and influence. In the fundraised projects and programmes, Oxfam IBIS added value in relation to implemented approaches, specific technical expertise, and profound knowledge of context and local actors. Decisions on co-financing from Danida funds are made by Oxfam IBIS Management based on assessment and justification of thematic and geographical alignment with the Strategic Partnership Agreement with Danida.

The largest part of Danida funds used as co-financing contributed to projects and programmes funded by the European Commission – DEVCO (Directorate-General for International Cooperation and Development):

- In South Sudan and Uganda, Oxfam IBIS launched in 2018 the DEVCO multi-country project BRICE: 'Building Resilience in Conflict through Education'. BRICE leverages Oxfam IBIS' work in the humanitarian-development nexus in one of the largest protracted humanitarian crises in East Africa. Through this engagement, Oxfam IBIS will together with Oxfam and partners ensure quality education opportunities and mobilization of South Sudanese refugees and hosting communities in Northern Uganda and internally displaced persons in South Sudan with a view to strengthening resilience of learners, teachers and education systems. The project allows Oxfam IBIS to work with the specific humanitarian crisis from both sides of the South Sudanese-Ugandan border, and Oxfam IBIS adds value by using in Uganda technical skills for education in fragile situations and experience from working in South Sudan. Danida co-financing: 6.3M DKK, which is 14% of total BRICE project budget.
- UN Guiding Principles for Business and Human Rights (UNGPs) are the framework for the DEVCO project, which Oxfam IBIS is implementing with Oxfam in Mexico, Honduras and Guatemala. Oxfam IBIS is

adding value to the initiative by enhancing the capacities of indigenous peoples and CSOs and linking national, regional and global advocacy for the implementation of the UNGPs by governments and extractive industries. Advocacy work also promotes the protection of human rights by key human rights institutions such as the Inter-American Commission of Human Rights, the UN Human Rights Council, and the European Union. The successful implementation of the project has inspired other Oxfam Country Offices and Southern affiliates in Latin America to work with the intersection of the UN Guiding Principles and indigenous peoples' rights in dialogue with the State and private sector. Danida co-financing: 0.52M DKK, which is 5.8% of the total UNGP project budget.

- In Burkina Faso, Oxfam IBIS is implementing the DEVCO programme PAGPS supporting the strengthening of civil society's control of public budgets and development plans. The focus of Oxfam IBIS' intervention is to strengthen civil society to claim just, poverty-oriented and transparent policies, plans and budgets concerning basic social services (e.g. education and health) at local and national levels. Oxfam IBIS adds value by contributing technical expertise in accountability work implemented in other countries in Africa. At the same time, the intervention is strengthening Oxfam IBIS' fiscal justice profile in Burkina Faso, where until recently there has been a strong focus on education. Danida co-financing: 0.61M DKK, which is 20% of the total programme budget.
- Co-financing was used in relation to a UNICEF project in Mozambique aiming at increasing access for children to primary education. The project made it possible to reach several new districts and thereby a larger number of schools. Danida co-financing: 0.12M DKK, which is 35% of the total UNICEF project budget.



**8** ■ **COUNTRY LEVEL RESULTS**

## Country context

The country context is strongly marked by the continuous deterioration of the security situation. All border regions except Ghana (Niger, Mali, Benin, Côte d'Ivoire, and Togo) are affected by armed groups targeting the population and the security forces. Many people have died, and 1.2 million people need humanitarian assistance. This insecurity has led to the closure of more than 1,200 schools. On the political front, the institutional stability found in 2015 has since been jeopardized by the deterioration of the security situation and increasing demands for the government to take control of the situation in areas where the government's control was challenged. On the economic level, Burkina Faso records a growth of 6% which is, however, hardly felt at household level. The challenges of redistributing resources and thus reducing inequalities remain un-tackled. These challenges are reflected in social movements marked by continuous long-lasting strikes of civil servants demanding better working conditions.

## Selected results of Oxfam IBIS' programmes

In Burkina Faso, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- Citizens' increased participation in monitoring and evaluation of the implementation of the Communal Development Plans through the Citizens Dialogue Framework influenced the local development plans of five municipalities, so they include especially youth and women's demands. Five radio broadcasts presented the results of citizens' participation.
- Pressure from Oxfam IBIS' partners led the Ministry of Mines to draft a decree on the environmental issues of the mining code, which will now be consulted with CSOs before adoption.
- Actors of the education sector had capacities and skills strengthened to better deliver a quality basic education accessible to all children (girls and boys).

- The government decree on School Governments in schools (school councils) was implemented in 50 schools, ensuring a gender-balanced election. Now youth are able to participate in decision-making in the schools.
- Through the CSO Fund on human rights and security, 19 human rights CSO partners and networks strengthened their organisational capacity and advocacy skills and are operating in different fields such as influencing municipality councils on the right to water, peacebuilding efforts and conflict and insecurity. In the component of Action against Violence and Extremism, small partners performed well under difficult circumstances. Taking the current development in the security situation into account and adding the impact of a possible destabilization in the pre-election period the six partners will play a crucial role in peacebuilding in the coming period.

## Contribution to Oxfam's country programme

Oxfam IBIS' projects contribute to the country programme objectives on active citizenship and inequality reduction. Furthermore, the projects contribute to the Oxfam regional Reduction of Inequality campaign, of which Burkina Faso is one of the pilot countries.

## Lessons learned

- Communities are requesting more respect for human rights, improved good governance and citizens' participation after the popular uprising in 2014. Therefore, we are trying to strengthen focus on capacity building where possible.
- The information missions informing about the programme's objectives and intentions to the local authorities before the effective start was a good practice, as it was required that all actors participated, and it showed recognition of the local authorities' territorial authority.
- It is necessary to take steps to strengthen youth participation in the project cycle as it does not come by itself. We will investigate whether introducing a quota of young

participants whenever possible (e.g. in training activities) is a way forward.

- A closer formal or facilitated collaboration between different Oxfam partners was an effective approach for achieving project objectives and is being integrated in other project areas.
- Under the component on water and human rights of the CSO fund, there was an unexpected lack of support from ministry

level. Therefore, the approach will change to a bottom up-approach, working more intensively with the local partners and the Citizens Dialogue Framework in order to influence the municipality councils to include water as a right in their policy and budgets.

Oxfam IBIS' total programme support in 2018: DKK 23,998,856.

Management Of main risks	Risk	Response
	Shrinking space for CSOs in the context of the worsening security situation and increased CS criticism by the government.	Encouraged partners to work in networks and develop joint influencing strategies, thereby strengthening their messages and decreasing their vulnerability, and focus interventions on sub-national level.
	Increased terrorist attacks in all border regions jeopardizing project implementation, limiting partners' and Oxfam staff's access and work in the affected areas.	Projects will be reviewed in terms of security / conflict impact and mitigation strategies developed if the situation continues to escalate.
	The humanitarian situation could deteriorate further in the regions Sahel, North and East.	With Oxfam, call attention to the need for a coordinated regional response to the cross-border challenge of the crisis. Strengthen local capacity to assume humanitarian responsibility.

## Mali

### Country context

The situation in Mali is still marked by the socio-political crisis that erupted in 2012. In 2018, one third of the population was living in a conflict affected area, and the insecurity in Northern and Central Mali led to a massive movement of the affected populations towards the outskirts of the capital. Due to this insecurity, schools have been damaged, closed, occupied or made inoperative because teachers have fled. Thus, around two million children do not have access to school, and, of these, 300,000 children are affected by the conflict. 735 schools in the central and northern regions of Mali have been closed. Politically, 2018 was marked by the presidential elections (July-August), which led to socio-political tension. However, this had only minor impact on the implementation of the Oxfam IBIS-supported projects. The former president was re-elected and dedicated his new mandate to youth, launching a policy concerning the composition of the parliament, which should consist of 20% young people and 34% women.

### Selected results of Oxfam IBIS' programmes

In Mali, Oxfam IBIS supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship, Inclusive Peacebuilding and Humanitarian Response. Selected main results from 2018:

- 3,458 girls and 3,579 boys gained access to safe and secure learning environments in primary schools in Gao and Tombouctou Regions.
- 117 youth associations were identified and the members, young girls and boys from 15-24 years, increased their awareness of concepts related to active citizenship and the culture of peace.
- The partner organisation, Advice and Support for Basic Education (CAEB) supported the Ministry of Education in finalising teaching

modules on active citizenship and the culture of peace.

- Trainers of teachers were trained in active citizenship, social cohesion and the culture of peace. Trainers have trained 234 teachers, pedagogical advisors and school directors in 76 secondary schools in 32 municipalities in Kolikoro and Ségou Regions.
- 894 learners, including 297 girls and 597 boys between 15 and 24 years of age, were selected to take accelerated learning courses, including citizenship and the culture of peace in 32 learning spaces for active citizenship set up by local young people and equipped by the project.

### Contribution to Oxfam’s country programme

Oxfam IBIS’ support contributed to the implementation of Oxfam’s country programme in Mali, which aims at a peaceful country with reduced inequalities and social injustice. Specifically, it contributes to the achievement of vulnerable girls’ and boys’ rights to quality education in an environment free from violence, and to the realisation of making women’s and youth’s voices heard in decision-making processes, including peacebuilding and reconciliation, at the local and national levels. Being part of the volatile environment, Oxfam in Mali experienced in 2018 management challenges that affected the timely implementation of projects and caused delays in project implementation plans. A new Oxfam Country Director was appointed, and Oxfam IBIS supported in restructuring the office and enhancing the function of the management team.

Furthermore, Oxfam IBIS is participating in the recurrent risk assessment and supports related mitigation measures.

### Lessons learned

- Oxfam IBIS is now even more focused on risk management in Mali because of the insecurity in Mali, the complexity of the context and the management challenges related to some specific projects funded by other donors. We support risk analysis and risk mitigation as well as conflict-sensitive analyses, and we are part of decision-making bodies related to strategies and operations at country level and in the Oxfam Confederation.
- The collaboration with the technical department of the Ministry of Education was a major asset in the development of the handbook on active citizenship and the culture of peace and of the training of trainers in the same topics. Oxfam and partners will continue the collaboration with the Ministry where pertinent.
- The assumption that young people are able themselves to define and co-create change in network with other actors when they are given responsibilities, opportunities and access to knowledge, has been confirmed. This approach will be increasingly integrated in future programming.

Oxfam IBIS’ total programme support in 2018: DKK 4,389,376.

	Risk	Response
Management of main risks	Deterioration of the security situation at the national level and in the intervention areas	Implementation and compliance with the permanent operating procedures. Build the technical capacity of local partners to continue implementation in the case of limited access for Oxfam teams. Maintain transparent relationships with the donor, government and local communities.
	Political unrest	Existence of a common agenda to which all, both government and INGOs, adhere.
	Political agenda prevails during 2019 parliamentary elections	CAEB’s Code of Ethics will be applied in intervention areas where political activities occur.

### Country context

Niger's population is 70% illiterate and only 54% of female primary school students reach sixth grade. The enrolment rates for primary school in Niger show an 18% gender gap between boys and girls. The government of Niger is focused on improving the long-term performance of the education sector through the launching of several major reforms, including the transfer of resources and capacities to the municipalities. In 2017, 13% of the national budget was allocated to education. Communities and municipalities lose out on potential resource mobilisation for the education sector due to a lack of transparency in extractive industries and payment of tax among others. The education sector is also affected by frequent weather shocks, food insecurity and flooding. Furthermore, since 2015, Niger has experienced increasing instability and insecurity due to continuous attacks from identified groups, a growing spread of violence from Mali, and internal religious conflicts within the country. Civil society has voiced its resistance to the Finance Act 2019 because of measures that will increase inequality. The government has limited freedom of speech and of the press, which has resulted in the arrests of human rights defenders without due processes.

### Selected results of Oxfam IBIS' programmes

In Niger, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- 640 persons (45% women) representing 124 CSOs were trained in advocacy methodologies for inclusive and equitable quality education.
- Teaching material and modules on active citizenship were adapted to learners, teachers and parents, and 80 teachers, school directors and school management committees were trained in active citizenship.
- Oxfam and partners influenced the Ministry of Vocational and Technical Training to support the municipality of Bermo in adapting training programmes in vocational training centres for professions and skills in demand at local level.

This approach will be further developed to be adopted in other Vocational Training Centres and municipalities.

- A regional conflict analysis focusing on Niger, in particular on the Liptako-Gourma region, was compiled through a participatory approach involving partners, Oxfam staff and regional peacebuilding organisations, as preparation for an initiative for building and strengthening a cross-border regional dialogue.

### Contribution to Oxfam's country programme

Oxfam IBIS contributes to the implementation of Oxfam's country programme in Niger, which aims to advance accountable policies for better public services, including quality education, changing social norms in support of girls' and young women's education, supporting immediate needs for food and education and rehabilitation in crises, as well as peacebuilding dialogue, conflict prevention and protection of human rights.

### Lessons learned

- The awareness-raising of school management committees (including parents) on the registration and retention of girls in school has proved to be an effective method in Niger. After the activity, an increase in the enrolment rate of girls was observed at the start of the school year in the 40 schools. Based on the lesson learned, the projects will give higher priority to this activity.
- The first lesson learned from an alternative approach to enhancing girls' school attendance was positive. Women's groups supported in their income-generating activities to strengthen their economic power are willing and able to provide accommodation for girls living far from the school and thereby increase girls' attendance at school and in vocational training centres. This result will be followed closely as this approach, when documented, will have potential for up-scaling.

Oxfam IBIS' total programme support in 2018: DKK 4,122,107.

Management of main risks	Risk	Response
	Political capture or bribery of civil society organizations by the government.	Choice of CSOs that have no political bias, sensitize CSOs on the risks.
	Food insecurity in the project area.	Launch the alert in time to benefit from the sale of cereals at moderate prices.

## Ghana

### Country context

The drive of the government to borrow from the domestic market and externally, especially through the issuance of bonds and Chinese mortgaged loans, presented another major trend which is restricting the fiscal space. Ghana currently spends about 42% of every Ghanaian cedi collected on debt service. The proclamation of Ghana 'Beyond Aid' presents challenges to the government, but also opportunities for Oxfam and partners' fiscal and social justice work related to domestic revenue mobilisation for investment in e.g. free quality education and health services. This ambition of the government of Ghana will ultimately feed into the economic and social justice framing and potentially provides a lever for our future engagement with the Ghanaian government on fiscal space. A very positive development is that a Special Prosecutor Office law was established in 2018, with power to prosecute public officers and private sector involved in corruption.

### Selected results of Oxfam IBIS' programmes

In Ghana, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- 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.
- Advocacy by the civil society Alliance promoting Complimentary Basic Education (CBE) and Oxfam contributed to the government signing the revised CBE policy. Government was also influenced to commit 1% of the total basic education budget to the financing of CBE.

- Influencing work has resulted in 25 new Girls Model Junior High Schools for 787 adolescent girls being established in 2018 in the pursuit of developing and implementing Gender Transformative Education in Ghana.
- Partner organisations and national and regional Youth Networks secured permanent youth representation in seven Metropolitan, Municipal and District Assemblies and now have a direct voice in economic priorities, policies and decision-making.

### Contribution to Oxfam's country programme

Oxfam IBIS provided technical and financial support to the One Oxfam programme in Ghana with an overall focus on fighting inequalities and achieving the Sustainable Development Goals. Oxfam IBIS contributes strongly to work on domestic resource mobilization and progressive tax reforms and to the area of education reforms and financing of free and public education in Ghana, elimination of gender-based violence, and transparency and accountability in extractive industries. Oxfam IBIS adds value to Oxfam in Ghana's capacity development of CS partners with emphasis on youth, women, alliances and media organisations.

### Lessons learned

- 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 several years later.
- Investing in alliance building between local and national level youth organisations shows great potential for influence. This approach will also be considered in other projects.

Oxfam IBIS' total programme support in 2018: DKK 7,716,591.

Management of main risks	Risk	Response
	<p>The Ghana debt crisis (42% of GDP) will severely affect the government's income and ability to finance social services e.g. education.</p> <p>Public Private Partnership in education and foreign education for-profit chains put public money at risk such as funds from Global Partnership for Education and other donors.</p>	<p>Awareness raising on the consequences of Ghana (after HIPC) now again being heavily in debt and advocacy for possible solutions, e.g. Domestic Revenue Mobilisation to be used in education and other social services.</p> <p>Working more closely with likeminded national and international NGOs on counter narratives against commercialization of education and influence donors at global level e.g. the World Bank, Global Partnership for Education, and the UN.</p>

## Sierra Leone

### Country context

In 2018, democratic general elections led to a shift in political power from the then ruling All Peoples Congress Party to the main opposition party Sierra Leone People's Party with president Julius Maada Bio in power. The main priority of president Bio has been to deliver Free Quality Education in Sierra Leone. The education sector budget allocation has recently increased from 18% to 21%. However, it remains to be seen how big a role external, private, for-profit companies will have in delivering this promised education. An increase in mining revenue, investments in community development projects and the fight against corruption are also some of the promises by the government. A draft of a new NGO policy intends to limit the space of CSOs and INGOs in the country. The CSO and INGO communities are continuously working to change the draft.

### Selected results of Oxfam IBIS' programmes

In Sierra Leone, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- An Inequality Platform was launched with the participation of more than 40 national NGOs, with the aim of influencing the following areas in the country: gender justice, essential services and social spending, wealth redistribution, fiscal justice/taxation, extractive industries' tax and changing the public discourse from poverty to inequality.

- As a result of pressure from partners for increased transparency, the Meya Mining company decided to disclose their annual turnover and their contribution to social responsibility in the two chiefdoms of Tankora and Nimikoro in Kono district.
- Public awareness campaigns for increased education financing resulted in chiefdom authorities, two local councils and Corporate Institutions pledging the spending of 2% of revenue generation at district level for education, rather than waiting for the often-delayed disbursements from central government.
- The Education for All coalition became a member of the national committee to monitor the implementation of the Free Quality Education policy. Locally, Oxfam IBIS' partners in Kono. Koinadugo and Western Area Rural and Urban facilitated four Education Sector Meetings on the effective implementation of the policy, inviting different stakeholders such as District Education Offices and the government coordinator of FQE to agree on how to monitor the implementation of the policy.

### Contribution to Oxfam's country programme

Oxfam IBIS' projects and programmes in Sierra Leone support the implementation of Oxfam's country programme, which aims to strengthen informed and active citizens, including youth, and reduce inequality in the areas of economy, education and gender through transparent and



accountable domestic resource mobilisation, revenue generation and pro-poor distribution and investments.

### Lessons learned

- Oxfam IBIS' coherent and long-term support for the strengthening of local community-based organisations to demand transparency and accountability for local and national government is now yielding results. This is in

terms of institutionalizing regular stakeholder dialogue (with both government and private sector) on development issues, such as fair revenue distribution and budget increases for quality education, which are particularly related to answering the concerns of women and youth.

Oxfam IBIS' total programme support in 2018: DDK 9,574,375.

Management of main risks	Risk	Response
	Shrinking space of CSOs and INGOs due to the electoral process and election outcome.	Encourage partners to work in networks and develop joint influencing strategies, thereby avoiding being targeted individually. Support Sierra Leone Association of Non-Governmental Organisations to function as an umbrella for national and international NGOs.
High perceived and real corruption in public governance	Empowered rural and urban communities, CBOs and CSOs to demand accountability from government and to live up to the task themselves. Trained partners and local staff in anti-fraud policy and put internally strong control measures put in place e.g. a whistle blower function.	

## Liberia

### Country context

Following the general election in late 2017, the year 2018 started with a successful democratic change of leadership in the country. With most former government officials being replaced, Oxfam had to build new relations. Rapid inflation and unfavourable exchange rates and the difficulty in withdrawing funds (cash shortages at banks) affected project implementation. Critically, inflation and continued impunity for war and economic crimes have increased protest activities and contributed to shrinking civic space. In the women's movement, some activists and organizations have taken a more adversarial position in trying to hold the government to account for violence against women and girls. Among civil society, the movements have thus, to some extent, tried to build solidarity. However, political tribalism and ideology along with age, class, and urban-rural differences have challenged unity.

### Selected results of Oxfam IBIS' programmes

In Liberia, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- Women's rights partner organisations received more professional support in 2018, leading to noticeable improvements in technical capacity, i.e. financial management, monitoring and evaluation and a significant improvement in advocacy, particularly in networking and coalition-building. There was a demonstrable improvement in partners' messaging and advocacy initiatives.
- In Sinoe County, the Women Platform was able to establish itself as a legal entity and successfully applied and won a 7,000 USD grant from Oxfam discretionary funds to create awareness on the Domestic Violence Act (DVA) through town hall meetings and a dialogue forum with their lawmakers to support the passage of the DVA.
- The initiative by The Women's NGO Secretariat of Liberia (WONGOSOL) resulted in the establishment of two Coalitions on Women's Land Rights in Montserrado and Margibi counties respectively. Awareness and advocacy focused on informing relevant local and national authorities of key women's land rights issues pertaining to the new land rights law, stressing the importance for women of owning, using and developing their own land.

- Prior to re-opening the agriculture skills training and entrepreneurship centre, and addressing youth unemployment in the South-East, Oxfam engaged in national curriculum development with the Ministry of Education, leading to Oxfam being nominated as a member of the Technical Working Group for the Joint Education Sector Review, allowing for influence on future sector plans for technical and vocational education and training.

## Contribution to Oxfam’s country programme

Gender and women’s equal access is the cross-cutting issue for the Liberia programme. All Oxfam IBIS’ projects have contributed by strengthening inclusion of women in politics and governance structures and lobbying for key legislation to be adopted and for justice for victims of gender-based

violence. Girls’ equal access to education has been advanced as a result of the design of transformative education for gender transformation.

## Lessons learned

- Both the use of a comprehensive and tested training tool kit for civil society advocacy, and Oxfam in Liberia joining the Oxfam global Enough Campaign have resulted in an effective campaign and advocacy plan with, for example, high profile public activities to promote women’s rights to participation. Oxfam in Liberia is considering implementing the same approach in other initiatives and programmes.

Oxfam IBIS’ total programme support in 2018: DKK 6,731,746.

Management of main risks	Risk	Response
	New government may want to take control of civic space; hence INGOs may not have enough power to address issues in their areas of implementation.	Establish relationship with relevant government ministries and institutions and continue to create awareness of the importance of the programme or project’s activities.
The programme is unable to access key public information vital to initiatives	Engage with government officials and civil society to strengthen their sense of ownership/partnership.	

## EAST AND SOUTHERN AFRICA

### South Sudan and Uganda

#### Regional context

The signing of the Revitalized Agreement on the Resolution of Conflict in South Sudan in September 2018 has contributed to political and security changes in the country, with a significant reduction in fighting on the ground. However, a certain degree of scepticism around the sustainability of the Agreement still exists due to the ambitious timelines, unclear plans on security arrangements, including cantonment of opposition and government soldiers, and questions on funding of the Agreement. Human rights, humanitarian, food security and economic conditions in the country remain dire, with an enormous impact on civilians. Moreover, the underlying causes of the conflict at national level, as well as the interrelated tensions at community level, remain largely unresolved. The Integrated Food Security Phase Classification

reports of January 2019 indicated that the food security situation deteriorated further by 13% during 2018 due to cumulative effects of national and localized conflict-driven displacement, low crop production, economic crisis, climatic shocks and humanitarian access challenges. In 2018, the Oxfam country programme went through a process of restructuring involving decisions rationalizing the geographic areas of intervention, reshaping the core management team, and measures on cost efficiency. Consequently, new geographic areas were identified for Oxfam IBIS’ support.

#### Selected results of Oxfam IBIS’ programmes

In South Sudan and Uganda, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for

Active Citizenship, Inclusive Peacebuilding and Humanitarian Response and Education in Emergencies. Selected main results from 2018 implementation:

- Accelerated Learning Programme (ALP) interventions provided access to basic education for a total of 5,722 vulnerable girls and boys (12-25 years old), including drop-out children and youth, demobilized soldiers, orphans and young mothers. 485 youth and adults were provided with access to functional literacy courses (literacy, numeracy, life skills, and business skills), followed by income-generating activities.
- Community-level reconciliation between rival sections of the Pakam community (Gak and Manuer) paved the way for dialogue and reconciliation between two rival communities (Rup and Pakam) in Rumbek and the surrounding area in the Greater Lakes State. An agreement, partly brokered by the United Nations Mission in South Sudan, Oxfam and other partners, was reached on 31 December 2018 at a peace dialogue in Malek County, near Rumbek.
- Oxfam IBIS' partner, South Sudan Civil Society Forums participated in the peace negotiations in Sudan, which led to the revitalized peace agreement. The support allowed for the Forum to undertake consultations across South Sudanese civil society to ensure the civil society representatives in the negotiations represented the views and priorities of civil society. The Forum also undertook dissemination of the peace agreement at community-level across South Sudan and in refugee communities in Uganda.

## Contribution to Oxfam's country programme

Oxfam in the South Sudan country programme aims at building resilience and reducing conflict. Oxfam IBIS' interventions contributed to this aim, bringing added value particularly through conflict-sensitive programming, inclusive peace-building and governance, education, and the strengthening of local leadership. Oxfam IBIS also aimed at creating useful ways of working and synergies with Oxfam's work on campaigns, sustainable livelihoods, protection, gender, and WASH (Water, Sanitation and Hygiene).

## Lessons learned

- Community involvement is important in the Accelerated Learning Programmes. The evaluation shows that female PTA members (Parents and Teachers Associations) have been imperative in achieving learning results through different activities such as mobilisation campaigns, checking teacher and learner attendance and rehabilitating classrooms. This strategy will continue.
- Setting up a reconciliation steering committee with representatives from the conflicting communities and the involvement of different local stakeholders (local and cultural leaders, elders, and women and youth representatives) are essential to achieving the peace deal in Rumbek after several unsuccessful attempts. This will serve as input in other conflict situations.

Oxfam IBIS' total programme support in 2018: DKK 16,709,314.

Management of main risks	Risk	Response
	Intensification and re-eruption of conflict.	Oxfam's management is represented in relevant platforms and networks. Regular updates on security situation. Through projects, conflict analysis is undertaken locally on a regular basis, which aims to ensure that both projects at community level and Oxfam's overall programmatic portfolio can adapt to emerging trends and changes in the context.
Staff capacity and high staff turnover hamper project implementation.	Investing time in nurturing both national and international staff capacity is part of management policy at the Country Office.	

### Country context

The Mozambican economy is still marked by signs of instability such as high inflation, withdrawal of international donor support in the aftermath of the revelation of the hidden debt scandal, and lack of economic governance and transparency in the handling of the situation. Civil society has voiced its resistance to the mismanagement of public resources and campaigned for transparency and accountability for public management for those responsible. The education sector remains a priority for the government and in 2018, 22.7% of the national budget was allocated to education, even though 94% of this was spent on operation expenses and salaries. Politically, the country witnessed a period of relative political-military calm, though marked by attacks by an insurgent group in Cabo-Delgado Province. In October 2018, municipal elections were held, with the ruling party Frelimo winning 44 municipalities and the opposition Renamo eight. Shrinking space for civil society was evident, which resulted in an increase in cases of intimidation of journalists and human rights activists, which was a clear message to discourage opponents of the system and citizens from being outspoken and participating pro-actively in the political debate.

### Selected results of Oxfam IBIS' programmes

In Mozambique, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- Through the civil society fund, AICE, 13 civil society organisations and networks strengthened their advocacy skills among others. Advocacy work by the partner Solidariedade Moçambique resulted in a judicial process in the British High Court by the British law firm, Leigh Day, against the gemstone mining company Gemfields and its Mozambican subsidiary Montepuez Ruby Mining. Gemfields announced that it will pay 8.3 million US dollars to settle the claim in favour of affected communities.
- Local community members in Nampula, Cabo-Delgado and Tete Provinces were strengthened by partner organisations to monitor the long-term resettlement process, which includes the payment of compensation to the families resettled as a result of extractive activities.

- A gender and age responsive education approach for out-of-school youth and young adults, Reflect, was implemented and tested by partner organisations in Mocuba District. District education authorities evaluated the model very positively and are considering integrating it into the formal adult education system.
- As a result of partner advocacy, Law 39/2003 that prohibits pregnant girls from attending school during the day was repealed.

### Contribution to Oxfam's country programme

The Oxfam IBIS' support in Mozambique is feeding into the implementation of Oxfam's country programme, which aims at advancing accountable politics for better public services, such as increasing access to good quality and well-funded education and changing social norms in support of girls' and young women's education. The interventions supported within the extractive sector are part of the Mozambican programme component that aims at making extractive industries transparent and accountable and hereunder making government and companies respect and protect the human rights of affected communities.

### Lessons learned

- Working with the Network of Journalists was fundamental in relation to the documentation of, information about and monitoring of effects of extractive activities, e.g. in the case of Gemfields mining company. Journalists are keen to share evidence collected at community level that can be used as a mechanism to increase pressure for change in attitudes and practices of both public and private institutions. Awareness and capacity building of journalists in the extractive sector will be prioritised.
- Information and Communication Technology (ICT) has, through various established social media platforms (e-portal, Facebook pages, etc.), successfully been a driving force in activism and active citizenship regarding complaints of acts of violations of community rights in the extractive sector. ICT will continuously be an aspect of the citizen monitoring tools in the extractive sector.

Oxfam IBIS' total programme support in 2018: DKK 4,806,114.

Management of main risks	Risk	Response
	Shrinking space of CSOs in the context of elections in 2018 and in general.	Encourage partners to work in networks and develop joint influencing strategies and thereby avoid being targeted.
	Increased terrorist attacks in Cabo-Delgado. If the situation deteriorates, the project implementation might be jeopardized.	For the time being, limiting partners' and Oxfam's travel to the affected areas.
	Predominance of harmful social norms defended by traditional leaders, blocking women and girls from fully exercising their fundamental rights.	Actively involve traditional leaders on gender and rights awareness and identify local change agents and opinion leaders to influence communities.

## LATIN AMERICA

### Guatemala

#### Country context

The present context in Guatemala is characterized by a growing deterioration in the legitimacy of the executive and legislative branches of government. The government, in a unilateral decision, ended an Agreement with the International Commission against Impunity in Guatemala (UN) and expelled the Swedish ambassador with the support of the economic and political elite. There has been a significant setback in the State's political will to respect the national and international laws and agreements defending human rights and collective rights of indigenous peoples. Civil society is under pressure by the State with a limited space to conduct their role as watchdog, demand accountability, and contribute to development processes. Furthermore, the number of documented cases of threats and criminalization of human rights defenders has increased, events which have been seriously criticized by international institutions such as the European Union and the G13 group. The Unit for the Protection of Defenders of Human Rights registered a total of 236 attacks on human rights defenders in 2018. Another worrying piece of data is the drop in educational coverage, where more than three million girls, boys, adolescents and young people have no access to public schools.

#### Selected results of Oxfam IBIS' programmes

In Guatemala, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship

and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- 800 indigenous youth and leaders from various indigenous organisations developed and presented a proposal for a roadmap to comply with the right to Free Prior Informed Consent (FPIC), which was successfully implemented by the municipality in Cotzal as an alternative to the proposal presented by the Ministry of Energy and Mining.
- By the end of 2018, ten organisations constituting the civil society alliance Paraíso Desigual had been involved in developing a set of policy proposals called Commitment to Inequality Reduction in Guatemala. The proposals were shared widely and used to obtain commitment from presidential candidates and political parties to resist extreme social and economic inequality.
- The Children's Network and its 30 member organisations finalized a proposal for a law to improve educational coverage in the country and implemented an information and lobby campaign directed at the public and relevant ministries in Guatemala to turn the proposal into legislation.
- Through the civil society fund el Mecanismo, several indigenous peoples' organisations, communities, and authorities were supported in the defence of their collective rights secured in the ILO Convention 169.

## Contribution to Oxfam's country programme

Oxfam IBIS contributes to the country programme with its strong focus on civil society partners' and social movements' work on economic justice, protection of human rights and human rights defenders and access to free public quality education. In particular, the focus on indigenous peoples' rights and capacity development of their organisations adds value to the programme. Oxfam IBIS will also add value to the coming focus by Oxfam in Guatemala on education for active citizenship and on private sector engagement to promote dialogue, transparency, and progress within business and human rights, not the least in relation to extractive industries.

## Lessons learned

- A lesson learned is the importance of maintaining the support to national CSOs under pressure, both morally, financially and technically so they are able to continue the work under difficult circumstances.

- There is the need for a strong focus on alliance building and coordination with other CSOs and communities to be able to resist the impacts of extractive industries on indigenous and peasant communities' human rights. This will be a clear priority in the projects and programmes.
- A lesson drawn from several years of experience is that it is essential to maintain a constant and constructive dialogue with the technical teams of the Ministry of Education in order to succeed in the promotion of progressive educational policies, since they are kept in their positions independently of the ruling government. Dialogue will therefore be maintained as a strategy and learning will be shared with other civil society actors in the sector.

Oxfam IBIS' total programme support in 2018: DKK 15,176,179.

	Risk	Response
Management of main risks	A new government corruption scandal like the one in 2016, which paralyzed political and economic life in Guatemala for several months.	Strong focus on transparency and anti-corruption in the programme. Support the implementation of an influencing and media strategy together with alliances from civil society, media and international allies.
	Further criminalization of social movements and human rights defenders.	Support citizens' peaceful participation in dialogue with government and private sector. Identify national and international spaces for support to and protection of human rights defenders. Have protection and security plans in place for partner leaders.
	High levels of distrust between sectors undermine dialogue and multi-stakeholder action.	Oxfam will facilitate a space for dialogue building including collaboration with embassies, government, and civil society and create good relationships with the private sector.

## LATIN AMERICA REGIONAL

### Mexico, Honduras, Colombia, Bolivia and Nicaragua

## Regional context

During 2018, the region witnessed a significant mobilization of civil society against the closure of civic space, political capture, violence, and corruption, and demanding of better living conditions and respect for human rights and gender justice. As a new strong actor in the social movements in the region, young people took leadership of these mobilizations. Indigenous peoples and rural communities also actively took part in the mobilisations in the region. In Nicaragua,

Mexico, Bolivia, and Colombia, local communities demanded their rights and respect for their territories, facing the development of mining, oil, and forestry concessions, the construction of infrastructure projects, and the overruling of their right to Free, Prior and Informed Consent. Presidential elections led to important changes in leadership and strategic political administration of some of the largest economies, such as Colombia and Mexico. In Colombia, the change of government has put in danger the peace

agreement that was signed in 2016, and violence against social leaders has been rising. Finally, one event that drew the world's attention to Latin America in 2018 was the migrant caravan towards the US border that started in Honduras in October and rose to more than 7,000 people fleeing violence, corruption, oppression, and poverty in Honduras, Guatemala and El Salvador.

## Selected results of Oxfam IBIS' programmes

In Latin America, Oxfam IBIS has supported projects and programmes within the thematic areas of Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies. Selected main results from 2018 implementation:

- Regional: The launch of the third report on the Fiscal Agenda for Central America by partner ICEFI (Instituto Centroamericano de Estudios Fiscales) and allies was included in the tenth presentation of the Macro-Fiscal Profiles of Central America.
- Regional: The work on business and human rights in Mexico, Honduras and Guatemala achieved the strengthening of capacities of a range of indigenous peoples and CSOs across the region, enabling the beneficiaries to take decisions about their involvement in the elaboration process of the UNGP (UN Guiding Principles on Business and Human Rights) National Action Plans.
- Regional: COICA's (Coordinator of Indigenous Organisations in the Amazon River Basin) recommendations related to China's compliance with human rights in its international investments were included in the Universal Periodic Review, some of which were endorsed by the Chinese government.
- Nicaragua: The civil society fund FASOC supported 16 civil society organizations. The support responded to requests from civil society organizations to access resources for human rights defence. A significant result was that Authorities of the Regional Government approved the application of the document on Prior, Free and Informed Consent to economic and social projects.
- Mexico: Partners succeeded in drawing national and international attention to the human rights violations caused by mining exploration in Oaxaca through the People's Tribunal and started a dialogue with the Mexican government.

- Colombia: Partner ASODEMUC (Asociación de Mujeres por la Paz y la Defensa de la Mujer Colombiana) succeeded in having influence on the monitoring of the gender approach in the implementation of the Peace Accord.
- Bolivia: The first Autonomy of Indigenous Peoples and Peasant Inhabitants of Charagua Iyambae (AIOC) in Bolivia resulted in the elaboration and endorsement of a Law on Free, Prior and Informed Consent of the AIOC. As the first legislative act that was formulated, approved and executed by indigenous peoples, it can serve as inspiration to indigenous peoples in the entire region.

## Contribution to Oxfam's country programmes

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

## Lessons learned

- The similarity of the agendas of the 'Association of the Central Valleys' against mining in Oaxaca in Mexico and the 'Civic Committee Alliance for the defence of Guajira in Colombia are many. Steps are being considered on the creation of a Centre/South alliance for alternative development models as a counterweight to the current development model based on the extraction of natural resources.
- When local and/or national actions are raised to the regional and/or global level, advocacy is often more effective. The actions at country level allow us to identify opportunities for global advocacy. At the same time, grassroots community work including documentation is important, as it allows setting concrete argumentations around the defence of common goods, for legal and political advocacy strategies.
- The advocacy change processes are time consuming. Some results can be seen immediately, and others require medium to long time perspectives. It is important to be aware of this fact in the management of advocacy programmes.

Oxfam IBIS' total programme support in 2018: DKK 15,727,025.

Management of main risks	Risk	Response
	Political instability, shrinking civic space, and violence against partners defending human rights, land, territory and environment which are directly or indirectly linked to the programme.	<p>Continue strengthening of civil society platforms and alliances with academia and international stakeholders.</p> <p>Cooperation with donors, regional networks, and human rights institutions which can put joint pressure on governments to respect human rights and democracy.</p> <p>International collaboration and alliance building to protect human rights defenders.</p> <p>Country Offices and Regional Platform elaborate careful risk analysis and safety protocols.</p> <p>Nicaragua: ensure flexibility of programme funds and adjustment of implementation strategy to reduce and/or mitigate safety risks.</p>

## MIDDLE EAST AND NORTH AFRICA

### Morocco, Tunisia, Egypt and Jordan

#### Regional context

Morocco, Tunisia, Egypt and Jordan share structural constraints in relation to youth's access to decent jobs e.g. lack of a formal educational system with an emphasis on academic merits, weak ability to deliver relevant technical skills that match the demands of the labour market, low skills in terms of entrepreneurship and a difficult regulatory environment. All countries have adopted reform programmes and both Morocco and Tunisia have reinforced specific policies for youth employment. However, slow economic growth overall limits the impact of these initiatives.

#### Selected results of Oxfam IBIS' programmes

In MENA, Oxfam IBIS has supported projects and programmes within the thematic area of Economic Justice and Inclusive Democracies. Selected results from 2018 implementation are:

- Egypt: 90 youth found job placements and internships
- Jordan: strong focus on vulnerable youth through specific activities to create access to decent work for disabled youth and 70% participation of young women in entrepreneurship training, which is normally a male dominated sector
- Morocco: 125 youth found employment

- Tunisia: facilitation of access to market for young rural artisans through the opening in Tunis of a show room and virtual platform by the social enterprise Shanti

#### Contribution to Oxfam's country programme

Oxfam IBIS contributes to the realization of country programmes within their strategic focus areas of Economic and Social Justice, Gender Justice, Governance of Social and Economic Policies, and Civil Space. Concretely this is done through the development and co-financing of joint activities related to e.g. youth entrepreneurship through an Oxfam lens, exploration of new ideas related to solidarity or social economy or integration of gender justice into the labour market development.

#### Lessons learned

- Time and resources spent in countries on adjusting the Youth Participation and Employment programme partner portfolio and implementation strategies have led to promising results. In Morocco, the local partner Casal applies methods that create youth employment opportunities within a relatively short period of time. Due to this delivery, Casal will be expanded from working with four to ten community-based organisations.
- Short- and medium-term training modules and interventions related to capacity building and training with focus on specific sectors



have shown better results for job opportunities and job placement of youth. E.g. in Egypt, the Youth Participation and Employment programme will build on this, focusing on sectors such as agriculture, tourism and culture and art management.

people to job interviews during these events and many candidates have got a direct job through the job fairs, as is the case in Tunisia and Egypt. The Youth Participation and Employment project will continue the job fairs in the coming period.

- Bringing stakeholders together at job fairs has shown considerable potential for job opportunities. Many companies invite young

Oxfam IBIS' total programme support in 2018: DKK 20,560,808.

Management of main risks	Risk	Response
	<p>Delay in implementation and underspending of budget, putting pressure on local partners and their ability to implement over the coming years.</p>	<p>Further engage with Oxfam country programmes to allocate resources to engagements with potential to lever impact of both the Youth Participation and Employment programme and the country programme. Continuously review local partnerships and scale up engagements with local partners that can absorb more resources and deliver on programme objectives. Set up engagements with partners in the Danish Arab Partnership Programme, with private sector and other partners with proven ability to deliver on Youth Participation and Employment programme objectives.</p>



**9** - INNOVATION

In 2018, innovation efforts in Oxfam IBIS were focused around three flagship projects, where new approaches, tools and ideas were developed and tested. The three projects represented different thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies and Inclusive Peacebuilding. In addition, a mechanism to fund innovation projects generated by local partners and stakeholders was outlined and will be piloted in 2019.

Towards the end of the year, an innovation advisor came on board to lead the development and coordination of the innovation portfolio to ensure learning flows and foster an enabling culture for innovation.

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

### Online curricula in Girls' Model Junior High School in Ghana

In Ghana, Oxfam, Oxfam IBIS and partners intend to address an unsolved challenge identified within the Girls' Model Junior High Schools (GMJHS). GMJHS is a quality education model previously developed and tested by Oxfam IBIS and partners. The challenge of the GMJHS is the need for regularly updated learning materials in order to continuously improve learning outcomes for the girls. To meet this challenge, a pilot project will apply the ICT-based tools Ideasbox and Koombooks, delivered by Libraries Without Borders in two schools in Ghana. The tools have been used by Oxfam in humanitarian settings, but it is new for Oxfam IBIS to support this kind of equipment in development work. The Ideasbox is a media centre in a kit that fits on two pallets, which can be installed anywhere. Koombooks are the size of a book, work without an Internet connection but still provide access to the curriculum.

A lesson learned that arose during the start-up phase was that, even though the educational potential is huge, an obvious new challenge would be to ensure continuous curricula development (feeding the tools), maintenance and technological skills-development. At the end of 2018, it was therefore decided to explore the possibilities of local private sector involvement by sharing the ownership of the tools and at the same time sharing the tasks of continuous development, maintenance etc. The activities needed to explore and develop this space for co-creation will be carried out together with Oxfam Ghana, the two schools and Ghana Education Service in 2019, as soon as the

tools arrive. In a longer-term perspective, it will be explored whether the ICT equipment furthermore can contribute to income-generating activities for the local community.

### Tax Dialogue in Ghana and Kenya

Based on experience and the results of the Tax Dialogue project in Denmark, where the private sector and civil society have successfully come together to discuss challenges and opportunities related to responsible taxation and investments, it was decided to test the feasibility of piloting a similar tax dialogue in Kenya and Ghana.

In the two countries, meetings between civil society and the private sector about better tax practices took place in 2018, and in Ghana nine companies participated in dialogues for the first time. One lesson learned is that, in contrast to the dialogues in Denmark, the public sector is 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. Another lesson learned is that the process of setting up the meetings and agreeing on the agenda among stakeholders is a big task and takes more time than first expected. However, there is a clear interest in the tax dialogues both in civil society and among corporates and investors.

### Conducive space for peace

Conducive Space for Peace (CSP) is a platform created in 2018 by the partners Humanity United, Reos Partners, and Oxfam IBIS with the aim of piloting innovative approaches to addressing the existing disconnect between international institutions for peacebuilding and the need for peacebuilding efforts at local and national levels. Oxfam IBIS hosted the platform for the initial pilot period. Each of the partners brought different perspectives to the initiative in the efforts to "unlock" and address various systemic challenges relating to international support for peacebuilding. For Oxfam IBIS, it was a good learning to test the advocacy role in relation to the multinational agenda and it is believed that CSP is a strong platform. However, after the pilot phase, Oxfam IBIS determined that our added value in the peacebuilding space would not be in engaging in systemic reform and dialogue efforts at the multinational level, but rather in engaging actively in advocacy efforts relating to promoting women and youth's inclusion in peacebuilding at local and national levels. Oxfam IBIS discontinued the financial and technical support, but CSP remains a

good collaboration partner and Oxfam IBIS follows the initiative closely. Instead, another flagship project engaging South Sudanese young leaders for peacebuilding is in the pipeline.

### **LID – Leverage, Innovation, Development**

Looking for ways to fund projects and ideas from people and organizations that the Oxfam system does not usually reach, without time consuming funding structures of calls and proposals, led us to conceptualize the prototype of the LID – Leverage, Innovation, Development. LID is based on an idea from Oxfam in West Africa, which Oxfam IBIS has developed further to connect local public and private interests to specific challenges experienced by Oxfam Country Offices and their local partners. The concept is being tested in accordance with the following steps: 1) Oxfam Country Office and partners identify a specific and relevant challenge, 2) The challenge is made appealing to external local stakeholders, 3) External stakeholders (solution providers) are brought together with Country Office and partners (challenge providers) to develop ideas, 4) Ideas, partnerships or networks that emerge from the intervention are guided and supported by a local business consultant, and 5) If ideas need funding to develop, small grants are available during the following six months. In 2019, the first intervention will take place in Sierra Leone.

The LID is an integral part of innovation efforts supported by Oxfam in West Africa and thus this initiative has the potentials to be a joint and harmonized Oxfam effort with participation and funding from various Oxfam affiliate organisations. Adjustments of existing innovation-funding schemes in Oxfam are expected after the first trials.

## **Lessons learned about our learning culture**

### **Core learnings from 2018**

- Innovation as a concept means different things to different people in the Confederation. We need to ask different questions in new ways to foster innovative thinking.
- It is difficult to do things differently when we use the same project and report formats that leave little room for uncertainty and out-of-the-box-thinking, which are core elements in innovation. We will explore new formats that match the innovation initiatives better.
- Innovation cannot happen through the creation of a strategy or a fixed process that we can all follow. We need to accept that innovation is a process and that we all need to learn and to some degree adjust our way of thinking and acting to stay relevant.
- When we spend too much energy defining whether something is innovative, we might miss golden opportunities to make real changes. We will aim at demystifying innovation.

These lessons learned are essential for work and goals for 2019, where we continue with three flagship projects and test the first prototype of the LID concept in Sierra Leone. Furthermore, an in-house innovation taskforce will identify specific processes and ideas related to existing activities and work to unfold innovation as a way of working in Oxfam IBIS.

# 10. INFORMATION, ENGAGEMENT AND ADVOCACY IN DENMARK



General progress in 2018 against the strategic objectives in 'Public engagement and advocacy in Denmark' is assessed to be satisfactory. Oxfam IBIS is on track to reach a high number of segmented target groups and engaged new volunteers in campaign activities and implemented successful campaigns in relation to inequality and irresponsible tax systems.

## Achieved results

Table 6 is a schematic overview of Oxfam IBIS' results against the 2018-2021 targets for Engagement, Campaigns and Advocacy in Denmark. The results are supplemented by change stories to illustrate the changes influenced and the value added by Oxfam IBIS.

In 2018, Oxfam IBIS managed to attract considerable media attention concerning inequality, tax-issues and money laundering, and contributed to influencing key political and private sector decision makers, with six recommendations being adopted. For example, Oxfam IBIS contributed to the decision of the Danish Investment Fund for Development Countries to improve its tax policy, and through advocacy campaign activities, Oxfam IBIS influenced the decision of the Danish foreign minister to suspend the export of arms sales in relation to the war in Yemen. Furthermore, an important achievement was the mobilization of a new group of volunteers in various towns in the country to campaign for municipalities to sign a

'tax-haven-free' charter. By the end of 2018, seven municipalities had signed the charter.

We are on track in relation to annual numbers of campaign participants, interactions on social media, as well as numbers of members and supporters, as the annual results are expected to increase during the period in order to meet the set targets for 2021.

## Project and Programme Related Information

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

### PRI and SoMe

The number of interactions on social media, in total 1,297,070 shows that we are well on track towards the ambitious end target of 1.5 M in 2021. On social media we have informed the public about our work with projects and programmes in the Global South as for example education in emergencies in South Sudan, transformative education for girls and young women in Ghana, and the defence of human rights and civic space in Nicaragua. The target group is current Oxfam IBIS supporters, however also the Danish public at large.

The successful result is thanks to our two-way approach. Firstly, we use the method of fragmen-

**Table 6: Public Engagement, Campaigns and Advocacy, Denmark**

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

ted accumulated knowledge, meaning that a constant flow of short 'to-the-point' messages over a period will add up to considerable knowledge and we thereby reach a larger Danish audience than traditional long articles. Secondly, Oxfam IBIS often communicates on SoMe from a Danish contextual point of departure and then expands to global issues, to make more Danes interested in the work in the Global South.

### **The Whole World in School campaign**

Oxfam IBIS' Whole World in School campaign succeeded in mobilising 177,707 students and 8,669 teachers in 1,338 schools (69% of all Danish primary schools) to 'meet' children from Jordan through the book *LæseRaketten* (Reading Rocket), explore their aspirations and challenges and understand how similar they are, though with very different opportunities to achieve their rights, particularly the right to education. Target groups are school children, teachers and parents.

This year, a Danish writer and former member of parliament contributed to the *LæseRaketten* with a short story about circumcision of boys, which created a debate on culture and religion in the Danish media, with different opinions expressed about the subject. The important Danish newspaper, *Politiken*, gave the book a positive review with five out of six hearts.

In 2018, Oxfam IBIS entered into a partnership with Save the Children Denmark on *LæseRaketten*. This means that from 2019, Oxfam IBIS will no longer organise the campaign alone, and the two partners have prepared for next year's shared engagement in the project. In both organisations, expectations are high as to having even greater impact with the campaign.

### **Oxfam Magazine**

Oxfam IBIS has printed three magazines and one calendar to members and regular supporters. The aim was to inform about Oxfam IBIS' programme work in the Global South and keep them updated and engaged. The Oxfam IBIS Magazine has 9,000 subscribers. Furthermore, Oxfam IBIS distributed our newsletter to 49,343 receivers in 2018.

In November 2018, Oxfam IBIS received funds from the private LB Foundation to inform young people in Denmark about the Sustainable Development Goals (SDGs) in the coming years, an initiative which will be coordinated with PRI activities to reach young people.

## **Lessons learned**

- A lesson learned from our information flow and engagement is that we engage more effectively if information activities in Denmark about our projects and programmes in the Global South have a Danish angle, and if it is a subject that people are currently debating. We have therefore included these aspects in our approach to information and engagement in Denmark.
- A positive learning from our partnership with Save the Children on *LæseRaketten* (Reading Rocket) is that it is a constructive and effective way to overcome the competition between two Danish NGOs to be able to increase outreach. We will use this learning as a basis for entering new similar partnerships on other tasks related to information and engagement work. Selected change stories

## **Change story**

### **Danske Bank invites to dialogue**

The campaign was related to the big scandals of money laundering in the Danish banks, Danske Bank and Nordea. The message of the U-Danske Bank (Un-Danish Bank) campaign was that the money laundering had an effect mostly on poor people in the Global South. The campaign also informed people about Oxfam IBIS' work on improving fair taxation systems in Denmark and in the Global South. The Danish public was strongly engaged, e.g. 5,200 persons took a stand against money laundering by signing a petition, and the campaign was well covered by the Danish media. In the slipstream of the campaign, Danske Bank has invited Oxfam IBIS to a dialogue about how the bank can improve its practice.

SDG targets 16.4, 17.1, 17.2, and 17.3.

## **Change story**

### **End of Danish arms sales to Saudi Arabia and the United Arab Emirates**

Oxfam's important lifesaving mission in Yemen was threatened by the bombings during the Saudi Arabian-led war against the country. As a response and coordinated with the Oxfam Confederation's policy work on ending all arms sales to Saudi Arabia and United Arab Emirates, Oxfam IBIS launched a campaign to stop Danish companies from exporting Danish arms and parts of arms to

the two countries. The Danish foreign minister decided to suspend the export of arms to Saudi Arabia (Nov. 2018) and United Arab Emirates (Jan. 2019). Before that, 3,500 Danish persons signed a petition from Oxfam IBIS to the Danish government with the aim of stopping arms sales to the two

countries. Supporters of the campaign also donated funds to a minor fundraising campaign led by Oxfam IBIS for the direct benefit of the people of Yemen.

SDG target 16.4.





**11**

**ORGANIZATIONAL  
DEVELOPMENT  
AND SUSTAINABILITY**

2018 brought significant organisational and strategic developments in Oxfam IBIS, both at the secretariat in Copenhagen and in the organisational set-up for our development and humanitarian work in the Global South.

Oxfam IBIS' strategic plan had come to an end, and during 2018 a new strategy for Oxfam IBIS was approved. 'Fighting Inequality' sets out the organisation's direction and it stresses the fight against inequality as the overall frame for our work. At the same time, the work on processing a new Oxfam Strategic Plan for the entire Confederation started in mid-2018, a task in which Oxfam IBIS is actively involved. The new Oxfam Strategic Plan is expected to be launched at the beginning of 2020, at which time possible adjustments to the Oxfam IBIS strategy will be considered.

At the beginning of 2018, Oxfam IBIS finalised the process of closing its Country Offices and became a full part of the One Oxfam operating model, operating through one single Oxfam Country Office in each country. Oxfam is reviewing the One Oxfam operating model in order to strengthen effective and efficient programme implementation. Oxfam is also going through a process of reviewing its governance structure with the aim of giving more space to Southern voices.

2018 was characterized by 27 new staff members in the Oxfam IBIS secretariat, adding more competences to the existing team. The Secretary General discontinued in office in mid-September, but it was possible to appoint a replacement just before Christmas, scheduled to start in February 2019. The Oxfam IBIS Board is reviewing its Terms of Reference to ensure the right balance between

for the right mix of competences required for governing a large organisation.

### Danida review

One of the regular capacity assessments and reviews of Oxfam IBIS was carried out by Danida towards the end of 2018. It reviewed the organisation's capacity to manage its comprehensive portfolio. It recognized Oxfam IBIS for its high-quality programmes under its legacy thematic areas (Economic Justice and Inclusive Democracies and Transformative Education) and found the two new thematic areas (Inclusive Peacebuilding and Humanitarian Response) relevant and complimentary. Some recommendations were provided as to further strengthening the latter. The review also dealt with the fact that Oxfam IBIS has experienced an underspending of its budgets, mainly due to challenges in relation to the closing of its own Country Offices, and the transition into the One Oxfam model. Several constructive recommendations were given as to how Oxfam IBIS could secure an improved risk management and more expeditious implementation of the programmes.

The findings and recommendations of the review have been positively received by the Management of Oxfam IBIS, and a plan for implementation of the recommendations has been developed and agreed. The implementation of the recommendations has started and is on track. Finalizing 2018, the result of the underspending has been settled to be 21% on lot CIV, which is unsatisfactory. Efforts to streamline interaction with Country Offices will continue. Oxfam IBIS had successful fundraising results in

**Table 7: Organizational Development and Sustainability**

Key performance indicators	Results 2018	Target by 2021
6.1.1 Percentage of agreed follow-ups on recommendations by Danida's capacity review are timely implemented	83%	100%
6.1.2 Percentage of implemented follow-ups on recommendations by Danida's capacity review are ranked 'satisfactory' or 'highly satisfactory' (by a self-evaluation)	100%	85%
6.2.1 Increase in equity of the organisation	Increased by 1M DKK to 7M DKK	8M by 2021 (annual)
6.3.1 Annual administration cost in percent of total turnover	7.1%	Minimum 7% and maximum 10%
6.3.2 Percentage of annual programme spending at country level going directly to partners	78%	75%

the organisation's popular foundation and the quest

2018. Oxfam IBIS was selected as Grant Agent for

the Global Partnership for Education (GPE) to manage its Advocacy and Social Accountability program (later renamed Education Out Loud). The program provides support to civil society actors in more than 60 partner countries. The selection process included a rigorous accreditation process and later the development of a full portfolio proposal, which was submitted in December 2018 and finally approved by the GPE Board in early 2019.

Other fundraising results in 2018 are the approval of proposals to Danida's extraordinary humanitarian funding for Syria/Lebanon and Yemen, to the EU-DEVCO (Multi Country Gender Justice Programme in three countries in West Africa), and to the Embassy of Denmark in Burkina Faso/Niger. Besides this, fundraising from private foundations was achieved and preparations were made for the new agreement with the Hempel Foundation.

## Achieved results

Oxfam IBIS' performance within organisational and strategic developments was satisfactory in 2018. We are on track to deliver against the defined indicators for overall organisational development as defined in the Global Results Framework. However, we faced certain challenges, which caused moderate shortcomings in our performing, which will be addressed in the coming period. Table 7 presents an overview of Oxfam IBIS' results against the targets in the Global Results Framework.

## Safeguarding

Extra attention was given to safeguarding in Oxfam after it became known that Oxfam Great Britain had not handled safeguarding issues to the extent that one could have expected in 2011 during the humanitarian crisis in Haiti, and the so-called 'Haiti case' was brought to media attention. Since then, the Confederation has put a lot of effort into improving policy, procedure and administration of safeguarding across the organisation through an agreed ten-point action plan, and progress on its implementation is monitored on a quarterly basis. All Oxfam IBIS staff, and management have been trained in Safeguarding principles through Oxfam's safeguarding online training course and a

seminar/workshop facilitated by an external consultant. Oxfam IBIS is implementing the Safeguarding principles according to the 10-point plan, which is updated and reported on monthly. Furthermore, HR staff are working with the Danish Ministry of Foreign Affairs and the NGO Coalition Global Focus on enhancing Safeguarding principles for the Danish NGO sector.

## Corporate risk management

The Danida Capacity Assessment and Review recommended that Oxfam IBIS strengthen its risk assessment and risk management mechanisms, especially as pertains to operations in high-risk contexts (e.g. fragile States and humanitarian action), which are relatively new to Oxfam IBIS and where we intend to scale up. Oxfam IBIS has taken measures to strengthen the monitoring of risk management at country level. This is done through participation in the Country Governance Groups (CGG), which is an oversight and feed-back body consisting of Oxfam affiliates engaged in the specific country and where Oxfam IBIS' country focal points take part. In this forum, the Country Operational Plan will be negotiated, and the various risks identified and discussed in a systematic manner to ensure that the risk management protocols are agreed. A Risk Management Register is, for example, part of the CGG regular meetings. Oxfam IBIS' monitoring visits also focus on risk management and mitigation measures.

Oxfam IBIS has identified a range of corporate risks that may influence the successful implementation of our projects and programmes. The risk overview will be monitored on a continued basis during implementation and will inform the corrective actions to be taken in order to mitigate the risks. This will ensure that priorities are aligned with the current context and expectations. The corporate risk overview will be reported against in the annual results report. If contextual changes lead to new identified corporate risks, mitigation strategies will, if necessary, be updated accordingly. Oxfam IBIS' corporate risk overview 2018/19 is outlined in the table below.

Table 8:

Corporate risk overview 2018/19	Potential impact	Likelihood	Development Actions Taken in 2018
1. Shrinking space for civil society in partner countries limiting the operations and human rights-based influencing work for Oxfam and its partners.	H	H	In order to address this concern and alarming tendency, Oxfam IBIS' programmes have a strong focus on supporting CSOs and their alliances to enhance open and popular dialogue and champion civil society's participation in political processes. Enhancing constructive dialogue between local authorities, state actors and civil society groups is also used as a method.
2. Volatility in fragile States might delay or hamper implementation of previously planned use of funds and achievement of progress.	H	H	Improved capacity for risk assessment, systematic monitoring and mitigation through Oxfam's country and regional entities. Adjustment of programme approach in volatile/fragile/insecure situations is promoted.
3. Shifting funding patterns challenge Oxfam IBIS' business model.	M	M	Fundraising opportunities are shifting but Oxfam IBIS has managed to increase its diversification of funding from institutional donors/private donors. Oxfam IBIS has managed to obtain several significant grants from new/different donors on tender/competitive basis.
4. The Oxfam model with Oxfam IBIS managing all donor relations in Denmark on behalf of Oxfam increases dependency of Danida funding	M	M	In 2018, extra efforts were dedicated to fundraising from non-home donors in line with account plans and significant results have been achieved. However, success with fundraising from Danida means that the annual reporting does not reflect increased and actual funding diversification.
5. Journey of Oxfam IBIS into One Oxfam may temporarily reduce implementation pace, results generation and challenge quality of reporting.	H	H	In 2018, Oxfam IBIS experienced reduced implementation pace. Adjusting the programme implementation through the One Oxfam operating model caused delays in implementation, with the result of an underspending of 21 % on lot CIV of the Strategic Partnership Agreement with Danida. Oxfam IBIS has continuous focus on grant management and monitoring of progress in programme execution and is engaging with other Oxfam affiliates in reviewing the Confederation's implementation modalities and systems enabling efficient programme execution.

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

# ANNEX 1

## Oxfam IBIS' most significant contribution to the Sustainable Development Goals and targets in 2018

### Goal 1. End poverty in all its forms everywhere

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

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

### Goal 4. Ensure Inclusive and equitable quality education and promote lifelong learning opportunities for all

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

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

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

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

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

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

### Goal 5. Achieve gender equality and empower all women and girls

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

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

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

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

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

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

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

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

## **Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

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

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

## **Goal 10. Reduce inequality within and among countries**

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

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

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

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

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

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

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

## **Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

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

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

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

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

**16.5** Substantially reduce corruption and bribery in all their forms.

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

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

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

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

## **Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**

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

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

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

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

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

## **“Goal 18” Additional Danish goal on youth**