



RESULTS REPORT 2022

STRATEGIC PARTNERSHIP WITH MINISTRY
OF FOREIGN AFFAIRS, DENMARK

JULY 2023



OXFAM DENMARK

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Photo credits:

Frontpage: Young people in the COP27 Climate Caravan in Uganda. Photo: Oxfam.

Page 6: Girls doing their homework. Niger. Photo: Ibrahim Ousmane, Oxfam.

Page 17: Farmer fetches water for her market gardening crops. Climate adaptation. Photo: Samuel Turbin, Oxfam.

Page 23: Young participants at the Youth Folkemøde, Denmark. Photo: Hans Bach, Oxfam.

This Result Report covers the results of Oxfam Denmark.

Oxfam is a confederation of 21 affiliates based in the Southern and Northern hemisphere and more than 40 country offices covering all continents.

Please read more on www.oxfam.org

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ABBREVIATIONS

| | |
|-------|--|
| COP27 | Conference of the Parties on Climate no. 27 |
| CSO | Civil Society Organisation |
| DKK | Danish Krone |
| EUR | Euro |
| IDP | Internally Displaced people |
| MFA | Ministry of Foreign Affairs |
| NGO | Non-Governmental Organisation |
| OECD | Organisation for Economic Co-operation and Development |

| | |
|------|--|
| RFW | Results Framework |
| SDG | Sustainable Development Goal |
| Sida | Swedish International Development Cooperation Agency |
| SP | Strategic Partnership with the Danish MFA |
| ToC | Theory of Change |
| TVET | Technical and Vocational Education and Training |
| UN | United Nations |
| WASH | Water, Sanitation and Hygiene |

EXECUTIVE SUMMARY

2022 was the first implementation year of the Strategic Partnership (2022-2025) with the Danish Ministry of Foreign Affairs. The overall objective of the Strategic Partnership (SP) is that 'People live in resilient and inclusive societies that leave no one behind and provide a sustainable future through just economies, gender- and climate justice'. The programme supported engagements in 14 countries across Africa, the Middle East, and Latin America in 2022, as well as public engagement work and advocacy both globally and in Denmark.

The programme works with three change objectives: i) Just Societies, ii) Leaving No-One Behind, and iii) Climate Justice, forming the structure of the summary results framework. In 2022, there was satisfactory progress measured against all three change objectives with good results achieved. However, there were delays in implementation due to a late commitment to the Strategic Partnership and necessary adjustments had to be made in the first part of 2022. These delays are inevitably reflected in 2022's results.

In the area of Just Societies, Oxfam Denmark worked to strengthen the capacity and advocacy of civil society and local partners. Especially, to enhance their efforts in influencing decision makers for pro-poor policies, resource mobilisation, better social spending, and quality public services such as quality education. Oxfam Denmark performed well in relation to the cumulative targets in the summary results framework 2022-2025. A total of 16 policy changes were achieved related to democratic reforms and resource mobilisation/fiscal policies, and ten results were achieved to make educational authorities improve transformative education in SP countries.

Within the Leaving No-One Behind change objective, Oxfam Denmark worked to ensure the provision of humanitarian assistance, including basic services such as water, protection, food security, and education to crisis affected people, as well as strengthening sustainable livelihoods, peacebuilding, and social cohesion. The progress in 2022 measured against targets in summary results framework is satisfactory with good results

achieved. Oxfam Denmark reached a total of 141,042 crisis affected people in nine countries with assistance and services, going beyond expectations. Furthermore, ten locally led responses to increasing peaceful coexistence and conflict prevention were achieved, for example, with peace caravans in South Sudan reconciling and building trust among one-time warring communities.

Climate Justice work became a new priority area for Oxfam Denmark in the SP programme. A climate strategy was formulated during 2022 which emphasised climate justice, climate resilience and climate education. Good results were achieved related to targets in the summary results framework. For example, influencing climate change agendas had a high priority in 2022, and with ten influenced policies in the first year of implementation. Progress towards the target on climate policies is therefore promising. Additionally, almost 5,700 people in local climate change affected communities gained increased capacities and opportunities to adapt to and build resilience to climate change.

Work to implement the local leadership strategy progressed well towards the goals. The result of 2022 is satisfactory, achieving the target of the transfers to local partners in development interventions with only a small deviation of 57% against target of 60%. The level of transfers to local partners for humanitarian interventions of 41% is highly satisfactory overperforming the target of 30% for 2022.

Oxfam Denmark performed satisfactorily in public engagement and advocacy in Denmark. Outreach and engagement demonstrated good results, piloting a new approach to a larger outreach. 122,000 students in the Danish public school of 5-13 years participated in the 'Whole World in School' campaign learning about the lives of children across the world. 40,000 people, especially young people, were reached through festivals and 'folkemøder' with messages on topics such as climate change. Furthermore, almost 16,500 signed Oxfam Denmark's petitions for climate justice, food security, and global equality.

2022 KEY FIGURES

PEOPLE WORKED WITH



People Oxfam Denmark has worked with directly:

215,300

Development interventions:

68,617

41,801 co-funded by the Strategic Partnership.

Humanitarian interventions:

146,683



Women and girls: **51%**

Young people: **20%**



LOCAL PARTNERS

114

local partners in projects funded or co-funded by the Strategic Partnership.

77

local partners were supported with Strategic Partnership funds only.

TRANSFERS OF FUNDS TO LOCAL PARTNERS IN THE STRATEGIC PARTNERSHIP

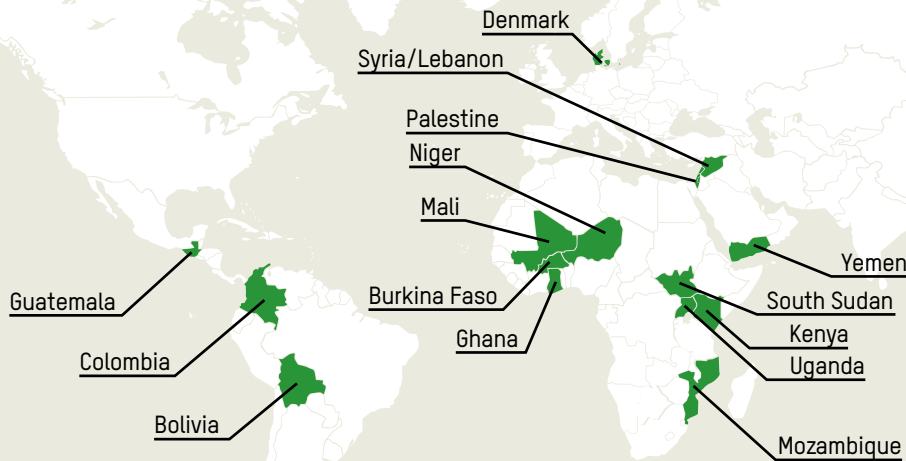
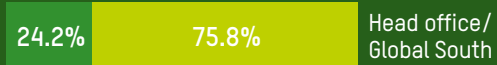
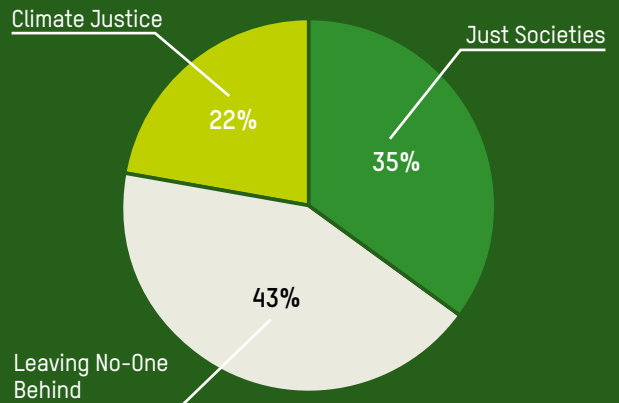
| TYPE OF INTERVENTION | 2022 | |
|-----------------------|---------|---------|
| | RESULTS | TARGETS |
| Development purposes | 57% | 60% |
| Humanitarian purposes | 41% | 30% |

Calculated from the total spent in countries.

SHARE OF FUNDS SPENT IN RELATION TO BUDGET THRESHOLDS

Calculated from the total spent on programmes and project activities.

Share of funds spent per change objective in the Strategic Partnership.



INTRODUCTION

Oxfam Denmark entered a Strategic Partnership with the Danish Ministry of Foreign Affairs (MFA) for the period of 2022-2025 with a grant of DKK 103M annually.¹ The overall objective of the Strategic Partnership (SP) is that 'People live in resilient and inclusive societies that leave no one behind and provide a sustainable future through just economies, gender- and climate justice'. To achieve this, the programme supported engagements in 14 countries across Africa, in the Middle East, and Latin America in 2022², as well as public engagement work and advocacy globally and in Denmark. Most projects in the SP portfolio are implemented in fragile contexts characterised by conflicts, humanitarian crises, and natural disasters.

The SP works with three change objectives: i) Just Societies, ii) Leaving No-One Behind, and iii) Climate Justice forming the structure of the summary results framework. Each country engagement contributes to at least two of the three change objectives. Within the SP, Oxfam Denmark demonstrates technical expertise within economic justice, transformative education, climate justice, humanitarian responses, and peacebuilding.

Delays in implementation occurred during 2022 as the announcement of the Strategic Partnerships and the final grant size came late. The projects were reviewed and adjusted accordingly during the first period of the SP until June 2022. The delay is inevitably reflected in the results of 2022. It is presented in the Results Report and followed by plans to catch up with the projects during 2023 and the following two years.

The report is divided into three main parts: section I presents the progress at outcome level and results within the three change objectives. This section also provides a picture of the fragility level in the context of the SP portfolio, as referred to in the summary results framework. Section II presents progress and results within the cross-cutting approaches: local leadership strategy,

gender and young people, global and local connect- edness, greening of engagement, and information and public engagement in Denmark. Section III focuses on the SP process until now, describing lessons learned, the restructuring of the SP according to requirements, major deviations related to budgets, and the use of Danish MFA funds for co-financing. Finally, the list of annexes contains an updated summary results framework, three case studies, two output indicator reports, follow up from annual consultations 2022, an overview of country level results, and documentation related to the sub-section on impact level in the results framework.

MEASURING AND DOCUMENTING RESULTS

The Results Report is based on an established annual reporting process from all SP engagements, projects co-financed with SP funds, and the public engagement and policy work conducted globally and in Denmark. The report makes clear when any reported results derive from projects co-financed with SP funds. In annex E, it is indicated how many co-financed funds are spent in each country in 2022.

The reporting process ensures all results have undergone quality assurance by relevant staff in Oxfam country offices and Oxfam Denmark, facilitating consensus on the results and ensuring they are an adequate representation of experiences from the projects. Furthermore, the process facilitates learning both at the project level to provide information for future programming and at the organisational level to work out new and more effective approaches. As such it contributes to Oxfam Denmark as a learning organisation, becoming better at adapting engagements to the changing contexts in which Oxfam works. The process is complemented by a set of summary indicators, enabling a cross-project view of the achievements, which are measured against the change objectives in the Strategic Partnership.

¹ In May 2023, Oxfam IBIS approved a change of its name to 'Oxfam Denmark' and is the name used in this report.

² The 14 countries are Burkina Faso, Ghana, Kenya, Mali, Mozambique, Niger, South Sudan, Uganda, Palestine, Syria/Lebanon, Yemen, Bolivia, Colombia, and Guatemala.



SECTION I – PROGRESS AND RESULTS

JUST SOCIETIES

In the country projects contributing to Just Societies, Oxfam Denmark collaborated in 2022 with civil society partners for more equal and gender just societies. The intervention areas included inclusive democracies, human rights, accountable institutions, and a just economy. Oxfam Denmark worked to strengthen the capacity and advocacy of civil society and local partners, especially to enhance their efforts in influencing decision makers at various levels for more pro-poor policies, resource mobilisation, better social spending and quality public services, including quality education. The intervention areas under the Just Societies change objective are well known to many of the project partners and country offices from the SP period 2018-2021 and several projects build on knowledge and learning from work carried out in previous years.

CHANGING CIVIC SPACE

Humanitarian and environmental crises and the trends in the changing space for civil society's operations and

engagement is the context of many project interventions under the SP. In most countries of collaboration, partner organisations were confronted with new legislation, a high level of control mechanisms by governments, and in some countries the work of partners is criminalised. However, there are some contexts with openings for civil society, where important issues like economic justice, peace, green transition and phasing out of fossil fuels can be discussed with decision makers. For example, Ghana, Kenya, and Colombia have seen this. Oxfam Denmark will document positive cases where civil society has collaborated with duty bearers on effective solutions and seek to use the experience of these openings to influence the more closed contexts, such as Guatemala and several countries in Africa and Middle East. In 2022, Oxfam Denmark continued to support partners with risk mitigation plans, capacity enhancement and crisis support, creating links with national and international networks and alliances with common advocacy agendas to reducing vulnerability and risk.

Oxfam Denmark benefits from Oxfam's global network and its strategic prioritisation of economic justice, accountable governance, and gender justice, for example through participation in various global collaborative forums. In 2022, Oxfam Denmark collaborated with Oxfam International on regional campaigns in Africa on 'gender, rights, and justice' to change policies on the African continent to ensure that women and girls can live free from violence and oppression, an initiative that continues in 2023. Oxfam Denmark is also an active member of several gender networks in the Danish context such as the Globalt Fokus group on SDG5.

RESULTS ACHIEVED

The results achieved in 2022 shows Oxfam Denmark performed well in relation to the cumulative targets under the Just Societies change objective in the summary results framework (RFW) 2022-2025. This is based on the acknowledgement that high levels of outcome results are not expected during the first year of implementation, and the delayed start of the new SP period. Many advocacy processes were initiated in 2022, and results from these are expected in 2023 or subsequent years. Table 1 provides an overview of the results achieved measured against the targets in the summary RFW 2022-2025. The results are supplemented by change stories to illustrate the changes achieved and Oxfam Denmark's added value.

In 2022, a total of eight results were reported under the **democratic reform, human rights, and peace** indicator. For example, in Guatemala the opposition parties of the parliament, the 'Semilla' block, presented a proposal for a bill that seeks to reduce the power of the Business Elite within the State. The bill took Oxfam Denmark's partners the 25A Institute's and PRODESSA's study published in June 2021 'Capture Economy: Inequality, Surplus and Power' as one of its sources of support. Another example is in South Sudan, where numerous campaigns and engagement by partners as part of a CSO network for the regulation of early and forced marriage of young girls resulted in the formulation of a Girl Child Act by the Lakes State Legislative Assembly, signed into law in September 2022. The law will protect young girls who are at risk of forced early marriage without their consent.

Eight results were reported within **resource mobilisation, fiscal policies and responsible private sector conduct** in 2022. For example, Oxfam Denmark contributed heavily to the analysis and writing of the annual inequality report 'Survival of the Riches' launched by Oxfam at the Davos summit in early January 2023, facilitating the participation of partners and allies from the Global South in the process. With reference to the report, Colombia announced they will host a regional summit on wealth taxes in July 2023 (see change story). Another example came from Uganda, where Oxfam's partner Civic Response on Environment and Development prepared petitions addressing Total-Energies, the Petroleum Authority of Uganda and the duty bearers in districts of Hoima and Kikuube. The petition led to actions such as entitlement

re-evaluation, recategorization of land, and better compensation packages for the persons affected by the extractive oil project. Corrective actions undertaken by the oil companies were confirmed by the affected community members.

Governmental initiatives to improve **transformative social spending for quality public services** were achieved through partner advocacy in five cases. In Burkina Faso, advocacy activities were organised by partners at national level and community actors at local level to demand improved financing for the education sector. The four intervention municipalities, committed to increasing their education budgets by 5% with funds deriving from revenues of the local development mining fund. In Niger, the Oxfam NGO partner the Network of Organisations for Transparency and Budget Analysis (ROTAB) influenced the resource mobilisation strategy of ten municipalities in the Regions of Tahoua and Maradi. Combined with this, ROTAB facilitated the establishment of a municipal resource mobilisation committee in each municipality to increase tax collection. It is expected that increased resources will be spent on gender transformative and quality public education, including technical and vocational education and training.

Oxfam Denmark's partners elaborated 10 advocacy initiatives to make educational authorities improve **transformative education** in SP countries. For example, at regional level the two Oxfam partners Foundation for Security and Development in Africa and African Education Watch influenced the Economic Community of the West African States' (ECOWAS) Education, Science and Culture Department to adopt Gender Transformative Education as an approach to achieving gender equality in education across West Africa. This took place at a regional policy conference organised by the ECOWAS. In Kenya, the inclusion of People with Disabilities (PWD) programme in the Nairobi County Integrated Development Plan was secured by strategic advocacy undertaken by the education coalition convened by the National Taxpayers Association (see change story).

NEXT STEPS

Oxfam Denmark will continue to strengthen focus on achieving important results and structural changes based on Oxfam's partner organisations' own advocacy agendas and deep knowledge of context and opportunities. This will be done, among other aspects, by facilitating strategic alliances between partners, including clear advocacy targets as part of all project interventions and enhancing dialogue and involvement of duty bearers and media partners from the outset of the interventions.

CHANGE STORY

SURVIVAL OF THE RICHEST IN DAVOS – GLOBAL AND COLOMBIA

Every year, Oxfam publish the Inequality Report in parallel with the annual meeting of World Economic Forum in Davos. In early 2023, the focus of the report 'Survival of the Richest' was wealth taxes and Oxfam Denmark played a central role in its writing, and added value contributing analytical evidence as tax is one of Oxfam Denmark's areas of expertise and is the topic's policy lead in the Oxfam Confederation.

Among the recommendations of the report were to introduce one-off solidarity wealth tax and windfall taxes to stop crisis profiteering; to introduce a wealth tax of the richest 1% at rates high enough to bring down inequality; and that donors and international institutions must help countries promoting progressive tax systems, and to end the

practice of demanding regressive tax policy reforms as part of their conditionalities for their support.

Civil society partners, among those Oxfam Denmark's long-standing partner Tax Justice Network Africa, also contributed to the suggested recommendations and reviewed the report before publication. Oxfam Denmark supported the launch and production of the report in African countries, such as Kenya and various countries in Latin America.

This year's Inequality Report was a success beyond expectation, becoming the most downloaded Inequality Report (in total 22,966) in the first two weeks after the launch. Furthermore, many elected officials/representatives in Asia, Africa, Latin America, Europe, and North America

shared and quoted the research and recommendations presented in the report on social media highlighting the need to tackle extreme wealth.

One positive outcome of the campaigns was that the governmental representatives from Colombia announced they will be hosting a regional summit on wealth taxes in July 2023. Although not directly attributable to its work, Oxfam has been a strong influence across Latin America, with Colombia's finance minister José Antonio Ocampo authoring a foreword for the Inequality Report. The Oxfam Confederation is also following up a civil society campaign in Latin America in relation to the report and the G20 meeting that will be hosted by Brazil in 2024.

SDG targets 1.a, 10.3-10.6, 10.b, 17.1 and 17.3.

CHANGE STORY

TECHNICAL EDUCATION FOR PEOPLE WITH DISABILITIES IN NAIROBI - KENYA

In 2022, because of the support provided by the SP to civil society's evidence-based advocacy work, Oxfam's partner National Taxpayers Association (NTA) succeeded in influencing the Nairobi County Integrated Development Plan (CIDP) to improve vocation training and include programmes for people with disabilities. The advocacy was conducted by the education coalition, which NTA convenes and was based off a finance monitoring report by

NTA, which showed an underfinanced vocational training sector in the county budgets. This report contributed to the creation of public awareness on the budget making process in the county and showed that the situation of the vocational training sector was worse in Nairobi City compared to other counties.

The coalition hosted the Nairobi vocational department for a review of the previous CIDP, aimed at address-

ing gaps and developing the new CIDP. The county's gender focal point noted the gaps hindering the attainment of quality vocational training for all with a particular focus on people with disability. This milestone will assist the informal education in Nairobi City County and ensure that vocational training budgets for people with disability are anchored in the plan.

SDG targets 4.3 and 4.5.

TABLE 1: JUST SOCIETIES

| OUTCOME INDICATOR | RESULTS 2022 | TARGETS BY END 2025 (ACCUMULATIVE) |
|--|--------------|------------------------------------|
| 1.1.2 # and description of cases where government, private sector and/or other decision-makers have adopted key messages, policy positions and initiated reforms (according to qualitative scale) by civil society partners to address violations of rights and advancing democratic reforms, inclusive peace, and protect human rights. | 8 | At least 75 cases |
| 1.2.1 # and description of cases where governments, private sector and other decision-makers have adopted key messages, policy positions and initiated reforms (according to qualitative scale) by Oxfam and partners related to improved resource mobilisation, pro-poor fiscal policies, and responsible private sector conduct. | 8 | At least 80 cases |
| 1.2.2 # of significant initiatives taken by Government actors to improve pro-poor and gender transformative social spending, including monitoring of accountability at various levels for quality public services. | 5 | At least 45 initiatives |
| 1.3.1. # significant initiatives, evidence and policy positions on transformative education by Oxfam and partners adopted by national public education actors or/and through international actors/donors. | 10 | At least 75 initiatives |
| <i>Indicator 1.1.1 has been deleted, see also information in annex A.</i> | | |

LEAVING NO-ONE BEHIND

Within the Leaving No-One Behind change objective, Oxfam Denmark worked to ensure that vulnerable people enjoy their rights and live in resilient and peaceful communities before, during, and after crisis. This was done through the provision of humanitarian assistance including basic services such as water, sanitation, and hygiene services (WASH), protection, and food security to crisis affected people as well as the building and strengthening engagement of crisis affected communities for more long-term and sustainable livelihoods, peacebuilding, and social cohesion.

The activities and results were heavily impacted by the secondary consequences of the war in Ukraine, with sky-rocketing food and energy prices. These compounded already record-high needs caused by extreme weather patterns, protracted crises, and the setbacks caused by Covid-19.

During 2022, Oxfam Denmark designed and strengthened its programming on the change objective with an increased focus on local leadership and nexus approaches in all fragile countries of the SP. This included a stronger conflict-sensitive context analysis, new local partnerships, and initiatives to strengthen local humanitarian leadership. At the same time, humanitarian assistance was delivered alongside livelihood initiatives, and strengthening of social cohesion in divided communities began with the first steps of community buy-in interaction and trust building.

Oxfam Denmark continued its commitment to support the localisation of peacebuilding. Programming during 2022 builds on knowledge from previous years, focusing on

strengthening the opportunities and capacity for women and young people to prevent and transform violent conflicts, as well as helping them to express and amplify their experiences and priorities in higher level policy discussions.

Through support to pilot initiatives in Burkina Faso, South Sudan, and Lebanon, Oxfam Denmark contributed to further developing the Oxfam Confederation's approach to group cash transfers (GCT) with the purpose of strengthening community-based groups' leadership and responses. Based on the pilots and key learnings, the GCT approach was formalised in Oxfam and is now implemented in interventions in other countries. The GCT approach will be further implemented across the SP projects in the coming years.

NETWORKS IN THE DANISH CONTEXT

Oxfam Denmark continued its involvement in relevant Danish coordination groups. In 2022, Oxfam Denmark chaired the Danish Network for Conflict Prevention and Peacebuilding. Furthermore, it published of 'the Practice note on Peace in the Nexus', providing concrete, practical advice and recommendations, reflecting strong input from field-based partners. The Danish CSO Network on the Women Peace and Security (WPS) UN Resolution 1325 was also chaired by Oxfam Denmark, feeding into the review process of the Danish National Action Plan (NAP) on WPS.

RESULTS ACHIEVED

The overall progress in 2022 measured against the Leaving No-One Behind change objective is rated satisfactory with good results achieved and moderate shortcomings.

The overview of 2022 results in table 2 shows, Oxfam Denmark reached a total of 141,042 people in Burkina Faso, Kenya, Mali, Niger, South Sudan, Syria/Lebanon, Uganda, and Yemen with assistance and services such as **WASH, protection, food security and education**, equalling 88% of the end target which was set too modest at the outset. The number includes results from Top-Up funds, explaining the high performance.

3,547 people in Yemen, Uganda, South Sudan, Mali, and Kenya benefitted from cash grants for **sustainable livelihoods**. The livelihoods activities supported by the grants included designing, sewing, and selling clothes in Yemen, fishing gear in South Sudan, and inputs for market gardening and other agricultural activities in Mali and Uganda. Follow-up support in Yemen and Uganda will focus on forming livelihood groups to facilitate information and knowledge sharing and link the groups with markets and services.

In 2022, ten successful **locally led responses increasing peaceful coexistence, conflict prevention, dialogue and inclusive decision-making** in communities were achieved. Oxfam Denmark's added value has been the support to localisation of peacebuilding. For example, Oxfam Denmark supported peace caravans in South Sudan, contributing to the restoration of lost social fabric and confidence among one-time warring communities (see change story). In Ghana, the partner West Africa Network for Peacebuilding (WANEP) facilitated the establishment of a grassroots conflict early warning and response mechanism in 23 communities. It influenced the Ghana Immigrant Service in Savannah Region to propose to the West Gonja Municipal Assembly to sustain the warning and response mechanism. The mechanism aims to find lasting solution to the tension between farming communities and nomadic herdsman.

Eight results were achieved of civil society actors have **built leadership and influenced decision-making spaces** in SP supported projects. In Uganda due to difficulties for refugees understanding the rules for land tenure, the partner Lugbara Kari conducted a research piece on Customary Land Policy in Arua and Terego districts, leading to a policy of the Lugbara Customary Land Rules and Regulations, approved by the Langa of Lugbara Cultural Institution.

Four initiatives led by women, young people and their organisations **claiming their rights, challenging harmful social and gender norms, and fighting gender-based violence** were achieved. In Ghana, Oxfam's partner Northern Sector on Action Awareness Centre introduced a voluntary peer review platform, which established clear indicators and standards for performance on women and girls' protection, ultimately ensuring a better and more timely delivery of services and protection. This was established through a network of CSOs working to prevent school related gender-based violence and adopted by the Metropolitan, Municipal and District Assemblies (MMDA) in four regions (Northern, Upper East, Northeast, and Savannah).

NEXT STEPS

The projects underachieved on some of the indicators measured against the targets set in the summary results framework 2022-2025. Work during 2023 and beyond will build on the foundational work undertaken in the first year of the projects, strengthening the role of women, young people and community structures and mechanisms. Oxfam and partners will focus on accompanying these structures to lead their own initiatives for peace, including advocacy initiatives geared towards increasing inclusion and participation. Strengthening the achievement of results under 2.3.1 and 2.3.2 (in table 2) is expected, though the targets are ambitious.

CHANGE STORY

WATER AND SANITATION FOR PEOPLE IN ACUTE NEED - YEMEN

In crises and disasters Oxfam Denmark supports people in need with immediate basic emergency assistance. With the vast expertise of Oxfam in water, sanitation, and hygiene services (WASH), Oxfam Denmark responded immediately to the damages in displacement camps caused by flooding in Yemen.

In August 2022, Abs district in Hajjah governate, northwest of Yemen experienced a massive rainfall season followed by flooding of the district's displacement camps. The floods caused substantial destruc-

tion to displacement shelters, farms, and livestock, leaving thousands of displaced families in need of life-saving support. Al Hayjah camp hosts 1,000 displaced families and 200 host communities and was heavily impacted by the flooding. Vital infrastructure in the camp was destroyed, including latrines and water system facilities, leaving thousands of families without access. Oxfam, with funding from the Danish Ministry of Foreign Affairs, supported 11,400 flood-affected individuals in four displacement sites in Abs district, rehabilitating the damaged solar water systems, construct-

ing emergency latrines, distributing cleaning kits, and providing hygiene information. Testimonies from those living in the displacement camps illustrate the positive impact of Oxfam's WASH intervention in response to the flooding:

'I'm very happy that I received this latrine, and the water has become very close to us like before, I do not have to go for long trips to collect water or leave my kids alone anymore', says Mona, a 30 years old widow and mother of three children living in Al Hayjah camp.

SDG targets 1.4, 6.1 and 6.2.

CHANGE STORY

PEACE AND SOCIAL COHESION AMONG YOUNG PEOPLE IN COMMUNITIES – SOUTH SUDAN

Through the SP project in South Sudan in 2022, Oxfam Denmark supported two peace caravans in the communities of Rumbek Centre and Rumbek East. The communities had called on peace partners to initiate social cohesion events to sustain peace because young people from one-time warring Rumbek communities stayed in their localities and never interacted for the fear of revenge and intimidations despite a signed peace agreement two years ago. The peace caravans engaged the young people in activities such

as traditional wrestling, cultural dances, sports, shared dinner, and songs about peace and unity.

As a result, there was a restoration of the lost social fabric and confidence of young people who are now able to move freely and attend social events conducted by other communities without fear of being targeted. A reduction in communal violence was reported because of the peace caravans, organised in collaboration between Oxfam, the UN Mission in South Sudan, and the

government. Oxfam added value by providing technical support in the design of the caravans drawing on Oxfam’s pilot of a similar initiative. The direct beneficiaries of the peace caravans are not only the young people themselves but also cattle camps, women, children, and elders in the communities. Communities not reached by the peace caravans subsequently requested an extension of the caravans to their communities where young people are still traumatised by communal violence.

SDG targets 16.1.

TABLE 2: LEAVING NO-ONE BEHIND

| OUTCOME INDICATOR | RESULTS 2022 | TARGETS BY END 2025 (ACCUMULATIVE) |
|---|--------------|------------------------------------|
| 2.1.2 # of supported women, men, young people, girls, and boys affected by crisis that receive assistance and services such as WASH, protection, food security and education. | 141,042 | At least 160,000 people |
| 2.2.1 # of crisis affected people in particular women and young people with resilience, and/or improved skills and livelihoods opportunities. | 3,547 | At least 35,700 people |
| 2.2.2 # of local-led responses increasing peaceful coexistence, conflict prevention, dialogue in communities. | 10 | At least 25 cases of evidence |
| 2.3.1 # of cases where civil society actors, including women’s and young people’s organisations have built leadership, participated meaningfully and influenced decision-making spaces, including contributing to the UNSCR 1325 and UNSCR2250. | 8 | At least 335 cases |
| 2.3.2 # of initiatives led by organisations and groups that have claimed their rights, in particular challenging harmful social and gender norms and practices, including fighting gender-based violence. | 4 | At least 220 initiatives |

**Indicator 2.1.1 has been deleted, see also information in Annex A.*

CLIMATE JUSTICE

Oxfam Denmark's projects on Climate Justice seek to support civil society and local communities to adopt sustainable green solutions and advocate key issues related to climate change at local, national, and international levels. Climate work became a new priority area of Oxfam Denmark in the SP programme 2022-2025. Whereas initial programme design was guided by the Oxfam Confederation's position papers, Oxfam Denmark's strategic foundation for climate work was laid out in its new climate strategy. The strategy focuses on areas where Oxfam Denmark aims for a stronger trademark – namely climate justice, climate resilience and climate education, with gender and a green transition as cross-cutting priority areas. The emphasis on green transition underlines the combined urgency of reducing greenhouse gas emissions whilst also ensuring ownership of green minerals, access to clean energy and phasing-out fossil fuels in the Global South. As well as in programming, special efforts to ensure climate mainstreaming of the operations were initiated in 2022, including reducing the carbon footprint (see report on greening of engagement in Section II). To further guide Oxfam Denmark's work the Climate Strategy was finalised in early 2023. Based on this, Oxfam Denmark will further strengthen and streamline the SP making the climate and environmental dimensions more explicit, consistent, and sharp.

Oxfam Denmark wants to strengthen thematic competencies and approaches especially within the two selected priority areas: Climate Education and Just Energy Transition (JET). In both areas, Oxfam Denmark has initiated global projects to generate further documentation, learning and best practices. The Climate Education initiative is co-funded by a grant from the Danish NGO platform, Globalt Fokus and is implemented in partnership with other Danish NGOs. The JET initiative is implemented with Oxfam International and co-funded by other Oxfam affiliates, and Oxfam Denmark is playing a central role in the process as the temporary global coordinator. JET is a high priority in the Oxfam Confederation and is becoming a part of the new Oxfam Climate Justice Strategy, providing a strong momentum for Oxfam Denmark to build on. A scoping study was conducted to map ongoing initiatives both related to JET influencing on a macro-level, and to development of green solutions at the community level. The next step is to identify best practices to be further boosted and documented in terms of results and approaches, an exercise in which Oxfam Denmark will take part.

RESULTS ACHIEVED

The overall progress in 2022 of the projects measured against the Climate Justice change objective is rated as satisfactory, with good results achieved. Even though there were significant shortcomings for two of the four indicators, efforts during the first year of implementation were invested into the preparation and startup of the intervention areas, which were relatively new to Oxfam Denmark. As part of the preparation, various country projects such as Guatemala, Kenya, Mali, South Sudan, Uganda, and Yemen conducted initial identification studies, situational analysis, vulnerability assessments, and studies on the implementation status of national climate policies. The results from these have been or will be used in further programming and advocacy in the years to come.

Table 3 presents an overview of Oxfam Denmark's results against the outcome indicators for Climate Justice in the summary results framework (RFW).

The influencing of **climate change agendas and processes** had high priority in 2022. In some instances, projects supported processes initiated in the previous year. Progress towards the target on changes in climate policies is promising, with ten results achieved the first year of implementation, against the target of 45. Policy changes included, for example, new Climate Change Fund Regulations to finance climate change response projects in Kilifi County, Kenya. Oxfam's partner Arid Lands Information Network participated in the elaboration of these. In the municipality of San Juan Ostuncalco in Guatemala, the development of a Municipal Public Water Policy was pushed for by Oxfam's partner Association for Community Development. Regional initiatives among women and young people in Latin America were supported to work with proposals and advocacy in the run-up to the Conference of the Parties on Climate (COP27). Oxfam Denmark also supported a large climate caravan in Africa organised by Oxfam to influence COP 27 (see change story).

Almost 5,700 people in local communities gained **increased capacities and opportunities to adapt to and build resilience** during the reporting year. This included capacity strengthening in sustainable cultivation methods and disaster risk management, as well as the reforestation of areas with native species. In South Sudan, for example, participants from community leaders, women youth and local authorities were trained on basic concepts, principles, and practices of disaster risk reduction.

In 2022, three **sustainable and green solutions** combating climate change were strengthened and promoted. The recognition and development of green solutions at a local level is an approach to strengthen climate resilience of vulnerable communities. In fragile contexts like Yemen where there is no reliable power supply in the country and the fuel cost is getting higher, communities cannot afford the cost of power most of the time. In AL-Ma'afir district, Yemen, a school's computer lab was supplied with a solar energy system to address the lack of electricity. This ensured computer-based learning was accessible for the women's centre in the school, benefiting 1,243 females from the internally displaced people (IDPs) and host communities. In Guatemala, a tested model of a tree nursery for native species and subsequent reforestation of 223,000 plants was scaled up by Oxfam Denmark's partner Diocesan Commission for the Defence of Nature and reproduced in two new villages.

Documentation shows four **climate education and green development models and good practices** were developed. For example, in Niger, Oxfam's partner the National Coalition for the Education for All Campaign collaborated with the regional education authorities in Tahoua and

Maradi regions and produced a module for teacher training on climate change. The module was subsequently used in training structures for school headmasters and pedagogical advisors. In Uganda, the partner Luigi Giussani Foundation collaborated with the Directorate of Industrial Training to develop an Assessment and Training Package module contributing to technical and vocational education and training (TVET) on the identified green skills, including energy saving stoves production, briquette making, biogas digester construction and tree growing.

NEXT STEPS

During 2023, Oxfam Denmark will gain more evidence and learning from our ongoing SP partnerships and projects. A series of bilateral consultations with country offices and partners will be conducted to introduce the Climate Strategy and go through their climate project portfolio. This will enable a better understanding of the context they operate in, the first results achieved, and see how their approach can be further strengthened. The projects with a substantial climate component are expected to be part of a larger thematic review of Oxfam Denmark's work on and approaches to climate justice in 2024.

CHANGE STORY

CLIMATE CARAVANS TO INFLUENCE COP27 - GLOBAL

In 2022, Oxfam Denmark supported the ambitious African climate caravan organised by Oxfam International as preparation for the Conference of the Parties on the climate change (COP27) in Sharm El Sheikh, Egypt in November 2022. Communities, partners, and national, regional, and international CSOs from 21 countries in Africa participated in influencing decision-makers' positions regarding adaptation, mitigation, and climate finance, so that climate responses would better meet the expectations and needs of communities affected by the climate crisis. The caravans mobilised thousands of young women and men in each country to the fight for climate justice in Africa. Oxfam estimates around 166,000 people were mobilised during the national caravans. The national caravans were extended to the continental and interna-

tional levels during the pre-COP27 event in Dakar and Kinshasa and at the COP27 itself in Sharm El Sheikh.

The caravan involved seven of the SP countries in Oxfam Denmark's Strategic Partnership with the Danish MFA: Burkina Faso, Ghana, Kenya, Mali, Mozambique, Niger, and Uganda. The participating organisations were supported through the following stages: building and strengthening alliances at the national level, mobilising communities and CSOs for advocacy at the local and national levels and improving the capacity of CSOs to develop and disseminate climate justice narratives from the caravan.

Reports evidence 1,456 CSOs were involved in developing climate caravan messages at national level, and 65 CSOs were mobilised in continen-

tal events in Dakar and Kinshasa. Several of Oxfam Denmark's partners participated in COP27 in Sharm El Sheikh, the Arid Lands Information Network from Kenya held a side event about its work within two Kenyan counties on the development of climate change regulations and policies.

In total, around 300 advocacy actions were made during the climate caravans, and a range of advocacy results were achieved, some of these in Oxfam Denmark's countries of engagement. For example, in Ghana authorities have committed to funding the Pwalugu multipurpose dams; in Mali, the authorities have promised to protect watersheds; and in Kenya the authorities promised to pass appropriate laws to ensure that women and young people have access to land.

SDG targets 13.2, 13.3 and 5.a.

CHANGE STORY

YOUNG ENVIRONMENTAL BRIGADES – BOLIVIA

Oxfam Denmark’s partner CIPCA (Centre for research and promotion of peasants) in Bolivia assisted in the formation and training of socio-environmental brigades of 120 young indigenous people (70% young women) in four municipalities, Cobija, Provenir, Puerto Rico, and El Sena in the Amazon department of Pando. The brigades were empowered with capacities, skills, and vocation as leaders with an environmental vision, and enabled to raise awareness about the region’s climate, environmental, social, and productive problems.

In 2022, the brigades participated in awareness campaigns of the four municipalities about conserving water sources, reducing solid and liquid waste pollution, and reducing forest fires. The brigades produced flyers, spots and digital information material which were distributed through social networks and in communities. The brigades also participated in the First International Meeting of Amazonian Youth celebrated in Bolivia and supported by CIPCA. The young people agreed on an Amazon Youth Statement on climate issues, producing a video and four clips about the event as well as

key messages for social media. As a result of this, people in communities talk more about the environment and the importance of not polluting. Furthermore, local communities are showing an interest in technical assistance and training around the climate and environmental issues. Besides, the support to the brigades, CIPCA also proposed the Pando Department to revise its Land Use Plan to consider a more climate friendly production vision and to reduce the CO2 emissions related to land use.

SDG targets 13.2 and 13.3.

TABLE 3: CLIMATE JUSTICE

| OUTCOME INDICATOR | RESULTS 2022 | TARGETS BY END 2025 (ACCUMULATIVE) |
|--|--------------|------------------------------------|
| 3.1.1 # and description of cases where governments, private sector and/or international bodies have recognised or adopted key messages, policy positions and initiated reforms (according to qualitative scale) related to climate justice, including climate finance. | 10* | 45 |
| 3.2.1 # of people in local communities with support to increased adaptation and resilience to climate change (disaggregated by age and sex). | 5,694** | 95,000 |
| 3.3.1 # of sustainable and green solutions with applied good practices, combating climate change have been strengthened, promoted, and recognised. | 3*** | 35 |
| 3.3.2 # of cases of climate education and green skills development models and good practices (including employability and TVET) developed by partners and Oxfam. | 4 | 40 |

*One of the results achieved with funds from Sida in Guatemala (co-financed with SP funds 10.7%).

**1,211 people of the result achieved with funds from Sida in Guatemala (co-financed with SP funds 10.7%).

*** One of the results achieved with funds from Sida in Guatemala (co-financed with SP funds 10.7%).

FRAGILITY AND SUSTAINABLE DEVELOPMENT GOALS

The impact level in the summary results framework of the Strategic Partnership 2022-2025 includes two sets of indicators: 1) Impact indicators related to the Organisation for Economic Co-operation and Development (OECD) fragility framework and 2) Impact indicators related to the Sustainable Development Goals (SDGs).

Oxfam Denmark's projects are not attributed to or accountable to the impact level; however, the fragility framework provides an understanding of the operating environment across countries at portfolio level. Oxfam Denmark's work focuses mainly on fragile contexts, making the OECD fragility framework an appropriate tool to measure the impact level. The framework also provides information to enable an adaptation of programming at country level. The SDGs provides information about the progress in each SP partner country towards the achievement of the SDGs and targets. Here too, the SP projects are not attributed directly to the progress in a single country, however it offers a picture of the development trend in the countries where Oxfam Denmark works according to the nine SDGs, to which the SP programme contributes.

Oxfam Denmark will include information about impact level twice during the SP period, in 2022 and 2024, coinciding with the frequency of the OECD's measurement of the fragility level.

OECD FRAGILITY FRAMEWORK

In 2022, 11 of the 14 countries within the SP programme were considered fragile by the OECD fragility framework: Burkina Faso, Guatemala, Kenya, Mali, Mozambique, Niger, Palestine (by OECD West Bank and Gaza), South Sudan, Syria, Uganda, and Yemen. Although the World Bank and the OECD both have different lists of fragile countries, the OECD list is used here as it captures the programmatic engagement better, with clear sections, indicator lists and data. The framework divides fragility into six dimensions: economic, political, security, human, societal and environmental. It views fragility as multi-dimensional with varied causes and impacts across the triple nexus, relating our programmatic work in the change objectives of Just Societies, Leaving No-One Behind, and Climate Justice to fragility reduction.³

METHODOLOGY

OECD fragility indicators from each of the six dimensions have been chosen to fit the change objectives within the SP programme. These indicators provide a score from 1-5 (5 as severe) and have been made into radar charts for

each change objective per country. Radar charts, providing a picture of the status of each change objective per country are shown in annex F. Using the OECD indicators to monitor the impact level, Oxfam Denmark has learned that these global indicators may change over time. Therefore, the initial plan to compare the development of fragility every two years in each country is not feasible. However, this is reflective of the reality of shifting global events and types of fragility, e.g., accounting for the impacts of Covid-19. Oxfam Denmark can provide documentation and justification for the selection of indicators to accommodate the framework to the three change objectives.

FRAGILITY LEVEL IN SP COUNTRIES

The radar charts give a picture of the fragility status in each country, allowing us to monitor changes. The most fragile countries with an average fragility score over 4 in each change objective are South Sudan, Yemen, and Syria. The type of fragility varies in each country. Political fragility and displacement in Gaza and the West Bank are extremely high, whereas fragility in terms of education and climate change is relatively low. Civic space is most fragile in Mozambique, South Sudan, Syria, Uganda, and Yemen with scores of 4 or 5 on relevant indicators. Countries in the Sahel: Niger, Burkina Faso and Mali remain severely fragile in terms of adaptation to climate change and conflict. Guatemala, Mozambique, Kenya, and Syria have the highest exposure to natural hazards, whilst the lack of adaptive capacity to climate change is a cause of fragility in most countries. Our strong engagement with displaced communities, gender equality and gender-based violence, and climate governance is well placed among the overview of fragility showing these areas as the most fragile in all countries. Furthermore, clear interaction between humanitarian needs, peacebuilding and development through education and economic and political justice could argue for the need for increased focus on the triple nexus to reduce fragility.

The three remaining countries in the SP programme of Ghana, Bolivia, and Colombia are not considered fragile by the OECD, meaning a separate measurement system has been created. Relevant indicators were chosen from the 2020 OECD fragility framework and the original data recorded along with the data from 2022, allowing direct comparison between the years. In general, these changes demonstrate a picture of fragility in the three countries which is lower than the other countries but still constitutes a country in need of further development. Their fragility largely remained the same, with some increases in fragility in gender discrimination e.g., in Colombia

³ Oxfam Denmark constructed a framework in 2021 based on 2020 OECD fragility indicators, however as these indicators were updated by the OECD in 2022, and Oxfam Denmark reselected indicators. The OECD update was made to keep up with the latest debates on fragility, thereby becoming even more relevant to Oxfam Denmark's work.

gender discrimination almost doubled from 15% to 28.6%, and voice and accountability which slightly worsened in all three countries.⁴ Environmental performance also decreased in all three countries with Colombia having the most significant change from 52.9/100 to 42.4/100.

The fragility radar charts and the evolution of fragility over time can inform the analysis of the responses in a country and provide input to the adaptive programming. The charts can also inform the management's analysis of the portfolio's fragility level together with other information such as programme risk levels across the SP projects.

SUSTAINABLE DEVELOPMENT GOALS

In 2022, Oxfam Denmark contributed to SDGs 1, 4, 5, 6, 8, 10, 13, 16, and 17. Annex G gives a full overview of goals and targets contributed to with the SP programme. Contributing to the SDGs happens in various ways, a description of which is included in the Results Report. The following is just an overall account; however, it does not give credit to the broad contribution Oxfam Denmark makes to the SDGs through the SP programme. The programme contributes indirectly to the national voluntary SDG plans of the countries. It is therefore only the hope that the improvements and results that the SP interventions generate also contribute to the measurement of the country's progress towards the SDGs.

Oxfam Denmark contributed to the SDGs through a focus on most marginalised people and interventions towards poverty eradication (SDG1). In 2022, partner advocacy achieved improvement in public education systems (SDG4), and women had their leadership and access to decision making processes strengthened as well as harmful cultural practices such as gender-based violence were challenged (SDG5). Through humanitarian assistance Oxfam Denmark provided clean water and sanitation to crisis affected people (SDG6). In 2022, policies and public education programmes were achieved for the improvement of technical and vocational education and training of young people and Oxfam Denmark prepared project activities on green job creation (SDG8). Project initiatives contributed to improvement of tax reforms and pro-poor fiscal policies (SDG10) as well as climate policies that strengthen financing of climate change responses

(SDG13). The contribution to peaceful societies (SDG16) was made among others through local peace initiatives that promoted peaceful coexistence and conflict prevention. At the global level, Oxfam Denmark pro-actively promoted the global agenda towards global partnership for sustainable development and in 2022 Oxfam Denmark contributed strongly to the advocacy for the creation of a loss and damage fund, providing financial support for vulnerable countries experiencing devastating climate effects created at the COP27 in Egypt (SDG17).

Oxfam Denmark also contributed to the international ambitions to 'Leave No-One Behind' and the 'Agenda for Humanity'. A human rights-based approach is applied in all project initiatives, and human rights and a rights-based approach are understood as underlying basic principles that cut across all the SDGs. Besides the specific SDGs that the interventions contributed to, Oxfam Denmark contributed to practically all the others as the goals are interconnected.

Oxfam Denmark matches contributions against the overall achievements regarding the Sustainable Development Goals (SDGs) in the country projects implemented in 2022. The country level achievement is measured using the official SDG index managed by the UN which provides specific information for all 193 member states countries.⁵ Oxfam Denmark also works in Palestine, which is however not a full UN member and is not part of the official SDG measurement. The overall score measures the total progress towards achieving all 17 SDGs and can be interpreted as a percentage of SDG achievement. A score of 100 indicates that all SDGs have been achieved in a country.

The countries who have progressed the most towards achieving the SDG are Ghana, Kenya, Bolivia, Colombia, and Guatemala all progressing by more than 60% with a range of progress from Colombia at 70.1% to Guatemala and Kenya at 61.0%. Burkina Faso, Mali, Mozambique, Niger, South Sudan, Syria, and Uganda are at the low end of SDG progression. Among these countries South Sudan has progressed the least with 39% and Syria with 57.4%

All scores are presented in annex G, which also provides an assessment of the progress towards achieving each of the SDGs.

⁴ It can be seen from the comparison between 2020 and 2022, voice and accountability in all three countries decreased. Although gender discrimination in Ghana decreased, in Bolivia and Colombia it increased. The risk of violent conflict in Ghana and Bolivia decreased significantly. Other indicators such as socio-economic vulnerability and HDI (Humanitarian Development Index – UNDP) remained largely similar.

⁵ 'Sustainable Development Report 2023. Implementing the SDG Stimulus'. The report is a global assessment of countries' progress toward achieving the SDGs. www.dashboards.sdgindex.org.



SECTION II CROSS-CUTTING APPROACHES

LOCAL LEADERSHIP STRATEGY

Oxfam Denmark's Local Leadership Strategy is guided by the SP Information Note's five core elements around which five overall ambitions and a set of goals have been identified. The progress towards these goals is described in the following section and the information is based on 2022 annual reports from 13 projects.⁶ Information will be complemented with partners' perspective from partner surveys in 2023 and 2025, and the results from these will be included in Results Reports of the next years. A dialogue between partners, country offices and Oxfam Denmark about progress related to the strategy takes place on a continuous basis through regular meetings, during adaptive meetings and visits to the countries.

Oxfam Denmark's partner portfolio in the Strategic Partnership counts 77 partners. 76 are civil society organisations and one partner is a local authority, an indigenous municipality in Guatemala.⁷ Of the 77 partners, 25 mainly implement local level activities, whereas 49 operate at national level. Three partners work at regional/international level in Western Africa, and 12 are categorised as

networks or coalitions. Through partnerships with single CSOs, social movements are supported such as Paraiso Desigual in Guatemala and La Balai Citoyen in Burkina Faso.

15 partners are women's rights organisations or work to improve women's conditions and 15 are youth led or work with or for young people. The number of these organisations is in total 25, as five organisation work with both women's and young people's issues. Five organisations are indigenous peoples' organisations mainly working in Latin American countries. The partner portfolio also includes community-based organisations (three), refugee-led organisations (four), and farmers'/producers' organisations (four).

PARTNERSHIPS ON EQUAL FOOTING

2022 reporting reflects that all projects established a practice of continuous dialogue and mutual feedback between partners and Oxfam. Each country office decides its own concrete practice for dialogue and feedback;

⁶ The project in Palestine will start in 2023 and did therefore not contribute to the implementation of the Local Leadership Strategy in 2022.

⁷ It is worth mentioning, that the projects work closely with local authorities in many countries without having a formal agreement or contract concerning the concrete collaboration.

however, in 2022 all countries report regular follow up meetings between partners and Oxfam in the field or in the offices of partners or Oxfam. In various countries (Mali, Burkina Faso, and Niger) project steering committees were formed, meeting monthly or every three months and various countries set up digital meeting facilities such as Teams or WhatsApp groups, which allow for more frequent dialogue. In Yemen, Oxfam is providing advice on weekly basis when required by partners.

All countries conducted partnership forums and project review meetings with partner and Oxfam staff participation focusing on the evolution of context, progress, and achievements, reflecting on what worked well and what should be done differently to achieve the envisioned impact. These reflections feed into the practice about adaptive programming, which is part of the annual programme cycle.

In 2023 and onwards, Oxfam Denmark will continue to prioritise reciprocal accountability, transparency and sharing of power in partnerships, further strengthening the added value by connecting local, national, and international partners and allies for greater impact.

QUALITY AND QUANTITY OF FINANCIAL SUPPORT

Ambitious targets were set ensuring the delivery of quality and quantity financial support to local partners. During 2022, Oxfam Denmark made efforts to increase the share of funds transferred to local partners. The table 4 below presents the targets for transfers to local partners for 2022-2024 and the 2022 results against the targets for the year.⁸

The result of transfers to local partners in development interventions in 2022 is satisfactory, almost being achieved with only a small deviation of 57% against the target of 60%. The transfers to local partners for humanitarian interventions of 41% is highly satisfactory overperforming the target of 30% for 2022.

Regarding the ambition to ensure quality funding by implementing a multi-year funding approach, as multi-year agreements give higher predictability for local partners, some constraints were seen during the reporting year. Although some country offices embarked on signing multi-year contracts with local partners, this was not achieved by all. In Burkina Faso four years contracts were created and in Ghana they were made for two years. In South Sudan, one-year contracts were signed with

partners; however, a multi-annual framework agreement with all partners underlines the multi-year commitment. Lengthy processes of signing project agreements and contracts unfortunately causes delay in transfers to partners and the implementation by partners to start late in the year (April or May). To avoid funding gaps for partners, priority will be on finalising budgets and work plans in close collaboration with partners and country offices in November and December to make the first transfer to partners as early as possible in January.

STRONG LOCAL AND NATIONAL ORGANISATIONS

Capacity development and training of partners took place in all projects in 2022. Capacity development of partners based on needs is central to all SP projects. Even though the time for implementation was short because of late programme start-up, five projects report that partner capacity development plans are in place and will follow in 2023. In 2022, some projects applied mentoring and on-the-job training as an approach to capacity strengthening. Among capacity development in 2022 the reports mentioned gender justice and leadership, advocacy, safeguarding, security and issues related to project management including financial management.

Less reporting exists on the monitoring of the capacity building plans. This is acceptable considering the short period of implementation.

The progress of the focus on capacity development will be further explored in 2023 through the partner survey.

PARTICIPATION AND LEADERSHIP IN PROJECTS

This progress report will focus on the inception period of the projects.

In all projects, partners were involved in their development, and the 2022 reports describe how partners were involved from the design phase. Most countries inform about a co-creating design process of workshops and meetings where priorities, objectives, baselines, budgets and workplans were identified and developed. In some cases, for example Uganda, the partners came up with their own interventions. Some of the countries such as Mali inform about a process organised in several stages with and without external stakeholders, and a few countries had joint launch events where the project was presented to external stakeholders.

| TYPE OF INTERVENTION | 2022 | | 2023 | | 2024 | |
|-----------------------|---------|---------|---------|---------|---------|---------|
| | RESULTS | TARGETS | RESULTS | TARGETS | RESULTS | TARGETS |
| Development purposes | 57% | 60% | - | 65% | - | 70% |
| Humanitarian purposes | 41% | 30% | - | 35% | - | 40% |

⁸ The percentage is calculated of the net amount of the SP funding transferred to the South.

As a measure to match the granted SP budget with an appropriate budget volume in the countries of priority, Oxfam Denmark decided to phase out in Mozambique and Bolivia and supported interventions during 2022. Focus was on sustainability in terms of how to further sustain project benefits and provide CSO partners with capacity and non-financial resources to continue their important work.

Reports document partner involvement in designing monitoring and evaluation plans for individual partner projects and at the overall project level conducting project review meetings and annual learning forums. Some projects, as for example Kenya, Uganda and South Sudan conducted review meetings with learning from 2022, several other projects scheduled these activities for 2023.

VOICE AND INFLUENCE OF LOCAL PARTNERS

The participation of partners and women, youth, indigenous peoples and displaced populations in coordination and advocacy are well documented in the 2022 report-

ing. As a general trend, the reports document a wealth of advocacy initiatives at all levels led by local partners. Some projects (for example Niger and Kenya) implemented quotas to promote the participation of women and young people. A few countries report that they want to be more aware of the inclusion of young people and people with disabilities.

Oxfam facilitated the coordination among partners, civil society actors, and other stakeholders and supported the participation of partners in relevant national, regional, and international summits and conferences. 2022 reports give examples of Oxfam playing a brokering role between partners and duty bearers. In addition, Oxfam facilitated the participation of partners in meetings with other stakeholders, for example with UN organisations and the Danish embassy in Uganda. Work related to Charter for Change is also reported, where Oxfam together with other NGOs continue to monitor and speak out for a stronger role of local and national actors.

GENDER AND YOUNG PEOPLE

The ambition to enhance gender justice and support young people to become change agents in their own lives and communities as part of the Strategic Partnership 2022-2025 started off well. 25 women's rights organisations and youth-led organisations were engaged in partnerships, gender sensitive and gender transformative approaches have a strong presence in the country ToCs, and initiatives involving young people are demonstrating results. A more detailed description of achievements in the two areas is described below.

GENDER JUSTICE

Gender equality is a core priority for Oxfam Denmark, both as a cross-cutting issue and within dedicated projects. Gender justice is one of the change pathways in the overall ToC for the Strategic Partnership and plays a prominent role in all change objectives. Within gender justice, three areas of work are mutually connected and complementary: Women's influence and leadership, women's economic empowerment and freedom from sexual and gender-based violence. Oxfam Denmark works in all three areas. Furthermore, partnerships with women's rights organisations are strongly prioritised.

Achievements in 2022 can be exemplified by the project in Yemen, where the Sheba Youth Foundation has effectively united 600 rural women in the Rural Women Forum who otherwise have no access to decision making processes. Their participation in the forum provided them leadership development opportunities in safe spaces and increased awareness of economic empowerment opportunities. Involving male traditional local leaders to ensure their active support has been key to the success of the project. Another example is from South Sudan, where protection issues have prompted Peace Committee's members to join forces with trained women and youth groups. They have called for local authorities to take action to reduce harmful cultural practices such as sexual and gender-based violence, child marriages, and abductions in the local communities, this was received well by the local authorities.

YOUNG PEOPLE

Oxfam Denmark encourages communities to embrace young people's contributions, representation in institutions and leadership for change. This occurs through dialogue, community engagement for an enabling environment and the recognition that young people are part of the solution to achieve community

development, equality, and social justice. Expanding partnerships with young people's organisations, associations, and movements is a strategic priority for Oxfam Denmark and the wider Oxfam Confederation as reflected in Oxfam's Youth Engagement Plan.

Achievements in 2022 include an initiative in South Sudan where the local youth-led partner Young Women Christian Association (YWCA) supported women from a grass root organisation to participate in a regional conference in Arusha, Tanzania. The

conference was an opportunity to contribute to the discussion on climate change and decent livelihoods, as well as practice their leadership skills. YWCA has also conducted trainings of youth groups to promote gender equality in their communities with a focus on changing harmful social norms and practices. In Niger, young people, in particular students, who received training funded by the SP have successfully participated in local and national governing decision-making processes related to pro-poor education for young people.

GLOBAL AND LOCAL CONNECTEDNESS AND COORDINATION

Oxfam Denmark leverages the power of the Confederation to link local action with global advocacy, creating impact at both national and international levels. Country level, regional and global civil society stakeholders are considered important partners to influence international policy agendas. The climate caravans are one example of the linkages between countries and the global connectedness. They were facilitated by Oxfam Denmark and Oxfam, ensuring local ownership and partner participation as preparation for the Conference of the Parties on climate in Egypt in 2022 described in sub-section about Climate Change. As another example, Oxfam's campaign and inequality report linked to the Davos meeting informed a global media campaign and delivered data and evidence, enabling alliances of civil society partner organisations in the Global South to push their governments to provide economic and social rights and also to influence international policy stakeholders. The campaign is further described in sub-section about Just Societies.

As documented in the sub-sections of the three change objectives (in section I), Oxfam and partners collaborate and coordinate with local and national level governmental authorities. This is done especially in cases where Oxfam and partners can contribute

to the implementation or improvement of already agreed priorities and policies, or ongoing government programmes.

Through its affiliation with Oxfam, Oxfam Denmark is represented in coordinating clusters in various countries especially the cluster for Food security and livelihoods, Protection, WASH, Education, and the sub-cluster of Gender-based violence. Besides this, a high level of coordination exists with other UN agencies and national coordination groups and fora. As signatories of the Grant Bargain, Oxfam Denmark promoted the local leadership agenda to ensure local ownership and transform international processes to local action.

Finally, in several countries Oxfam and partners were engaged in activities with the Danish embassy. For example, the Danish embassy in Niger participated in the SP project launch event, and in Uganda, Oxfam facilitated the participation of partners in MFA's mission to take stock of the Strategic Partnerships with Danish NGOs in the country. Further coordination with the Danish embassy in other countries is expected in the coming years. In Colombia, partners reached out to a range of embassies such as the embassies of Norway and the United States.

GREENING OF ENGAGEMENT

This sub-section reports on Oxfam Denmark’s ‘greening of engagement’ across projects in the SP programme. The annual report will consist of a report on 1) Oxfam Denmark’s own carbon footprint, 2) carbon footprint in SP countries, 3) Do No Harm in projects, and 4) climate and environmental flows of projects. Further reports on specific key results achieved, and lessons learned in the SP projects related to climate work (SP change objective on Climate Justice are included in sub-section about Climate Justice. The report on climate and environmental flows of projects funded through the SP (point 4 above) was handed in to the MFA in April 2023 according to SP guidelines on the Rio marker method and specific templates.

OXFAM DENMARK’S CARBON FOOTPRINT

Oxfam Denmark wants to reduce its own carbon footprint in the administration and operation of the head office and staff. In 2022, a Fly Less Policy was aligned with Oxfam International’s policy. Accordingly, Oxfam Denmark took measures to limit travelling by flight and monitor CO₂-emissions from flying, as well as nudging colleagues to find climate friendly ways of transportation.

Another measure taken was in relation to the Reading Rocket book, which is printed and distributed to Danish school children each year. To compensate for printing the 2023 issue of the book, Oxfam Denmark bought CO₂ emission quotas from GoldStandard.

Various climate conscious initiatives were implemented among staff at head office in 2022. A staff survey was conducted, which led to the introduction of a vegetarian/vegan lunch scheme. Through awareness raising and higher discipline among staff for lunch registration, as well as the option to bring home any leftovers from the buffet, the amount of food waste was limited. Furthermore, Oxfam Denmark is constantly building awareness among staff on saving electricity. One major initiative was to move all documents to a common Oxfam International platform, Box. The move required sorting old and outdated data, saving server space, and moving to new and more energy efficient servers. Finally, improvements in waste sorting were introduced, as paper and cardboard were already sorted the new initiative included glass, metal, plastic, and food waste, with awareness raising among staff.

Oxfam Denmark is in the process of developing a climate friendly procurement policy. Inspiration is drawn from other sources such as Globalt Fokus’ network on climate mainstreaming.

Oxfam Denmark aims to reduce the carbon footprint related to four selected sources of emissions: electricity, heating, and CO₂ emissions from activities such as flights and printing the Reading Rocket. The 2019 consumption level is used as a baseline as this year was prior to Covid-19 and therefore considered a ‘normal’ year of CO₂ emissions with normal travels. The target is not to surpass the consumption level of 2019, as table 5 shows, the target was achieved for 2022.

TABLE 5: CARBON FOOTPRINT

| | 2019 | 2022 |
|---|----------------|------------|
| Electricity (kWh) | 54,000 kWh | 18,996 kWh |
| Heating (mWh) | (not measured) | 522 mWh |
| CO ₂ emission (flights) (t) | 334 t | 171 t |
| CO ₂ emission Reading Rocket (t) | (not measured) | 1 t |

CARBON FOOTPRINT IN COUNTRIES

Like Oxfam Denmark, country offices (CO) are systematically reporting on their carbon footprint for CO and staff activities (not for programme activities as such). This is done through a global system focusing on basic sources of emissions: gas, electricity, diesel and petrol, and national and international freight and flights. Oxfam Denmark will align with this system to produce a consolidated report of carbon emissions from its countries in the Strategic Partnership. As this system was only established 2022/23, Oxfam Denmark will be able to provide this data in the 2023 report, with baselines and reduction targets.

DO NO HARM IN PROJECTS

As part of the 2022 annual reports on the SP projects, country offices reported against the principle of Do No Harm. Do No Harm means that projects or measures should not have significant, foreseeable, or negative impact on climate or the environment. Each project was assessed against each of six dimensions of the Do No Harm principle (based on the European Commission’s definition). All projects reported their activities did not have any significant negative impact on any of the dimensions. For next year’s reporting, it is considered to require an explicit and justified analysis and assessment of the impact of projects on the environment.

INFORMATION AND PUBLIC ENGAGEMENT

Oxfam Denmark strives to engage more Danes in the fight for a more just and equal world. Within the Information and Public Engagement (IPE) work, the organisation aims at strengthening the Danes' understanding of globalisation, the role of being global citizens and their knowledge of the SDGs and of the Danish development cooperation. Through information and engagement work in 2022, Oxfam Denmark has progressed towards targets set for the IPE area. An overview of the results is presented in table 6.

WHOLE WORLD IN SCHOOL CAMPAIGN

The Whole World in School campaign combined the Reading Rocket book and an extensive website with videos, stories, and educational material, reaching around 122,000 Danish school children aged 5-13 years and their teachers and parents in 2022. Through the Reading Rocket in 2022, children learned about the lives of children in Bolivia and strengthened their global citizenship with a strong focus on SDG4. During 2022, 100 children sent postcards to the Bolivian children who featured in the book. 1,315 teachers ordered the materials and 822 schools in Denmark, Greenland and South Schleswig participated.

FOLKEMØDE AND FESTIVALS

Oxfam Denmark works with a new approach to engaging people and volunteers where they meet rather than investing in building smaller activist groups linked to Oxfam Denmark's structures. In 2022, Oxfam Denmark successfully participated at Folkemødet (Democracy Festival) in Bornholm, Klimafolkemødet in Middelfart, and the Youth Folkemøde in Copenhagen reaching around 40,000, a good result considering it is the pilot year. 3,100 people were directly engaged in activities such as conversations about climate justice, inequality games, and quizzes. The new approach is promising, and learning from it will be used in expanding the activities in 2023.

INTEGRATED CAMPAIGNS

The integrated campaign approach combines influencing, media, outreach, mobilisation, and fundraising. Oxfam Denmark reaches 47,000 people from the database with emails, through social media (Facebook, Instagram, LinkedIn and Twitter), and with paid marketing to reach new audiences. Evidence, experience, and stories from

projects and partners are included in all campaigns, and only the storytelling from the Global South is funded by the IPE funds.

In 2022, Oxfam Denmark undertook various integrated campaigns, engaging a total of 16,441 Danes. The **climate justice** campaign towards COP27 argued for the mobilisation of financing for loss and damage by the wealthy countries and was combined with stories from partners in the Global South on how they are affected by, respond, and adapt to climate change. A total of 2,957 people from across Denmark signed a petition demanding an increase in financing for loss and damage.

Oxfam Denmark successfully focused on the secondary consequences of the war in Ukraine such as the effect on food prices and **food security** and the humanitarian situation, particularly the Horn of Africa. The communication included strong personal stories from the region of people surviving and adapting their livelihood strategies. Oxfam Denmark engaged 5,400 people in signing a petition in support of the cause. The annual **inequality campaign** linked to the Davos meeting was successful in highlighting the fundamental root causes of poverty and suffering, building on personal stories from the Global South and how people take action to reduce inequality. In total, 8,084 people signed petitions on reducing inequality. Finally, as part of the global '16-days-of-activism against gender-based violence' campaigns, Oxfam Denmark published a series of change stories on social media featuring female leadership and activism on gender-based violence from a range of SP countries.

BRAND RECOGNITION

Oxfam Denmark wants to increase its brand recognition by 25% with the baseline being the result in 2021 with a brand recognition of 12%. To reach the target, Oxfam Denmark will reach out to new target groups not previously exposed to Oxfam. Brand recognition is measured with the Kantar annual assessment tool. Unfortunately, only 11% recognised the brand in 2022, which is 1% down from 2021, the majority recognising the name from media presence. The name change to Oxfam Denmark (March 2023) is hoped to raise the Danish brand recognition over time by leaning on the globally known Oxfam brand.

| TABLE 6: INFORMATOIN AND PUBLIC ENGAGEMENT RESULTS AND TARGETS | | | | |
|---|--|--|---|----------------------|
| OUTREACH INDICATORS | | RESULTS 2022 | ANNUAL TARGET | |
| Number of children age of 5-13 years taking part in 'The Reading Rocket'. | | 121,729 | 150,000 | |
| Number of teachers engaged in 'The Reading Rocket'. | | 3,000 | 3,000 | |
| Number of dedicated volunteers in different volunteer groups in Copenhagen, Aarhus, and Aalborg. | | 40 | 50 | |
| Number of reached people through festivals and 'folkemøder'. | | 40,000 | 80,000 | |
| Number of media appearances. | | 1,037 | At least 1,000 | |
| SOCIAL MEDIA ENGAGEMENT INDICATORS | | RESULTS 2022 IN NUMBERS | RESULTS 2022 | ANNUAL TARGET |
| % of increase in engagement on Facebook compared to previous year. (Baseline 2021: Followers: 38,000, Unique individuals reached: 1,200,000, Actions*: 300,000) | | Followers: 41,886 Unique individuals reached: 1,442,000 Actions: 392,000 | Followers: 10% Unique individuals reached: 20% Actions: 31% | 20% |
| % of increase in engagement on Instagram compared to previous year. (Baseline 2021: Followers 3,000, Unique individuals reached: 200,000) | | Followers: 4,441 Unique individuals reached: 561,195 | Followers: 48% Unique individuals reached: 181% | 20% |
| % of increase in engagement on LinkedIn compared to previous year. (Baseline 2021: Followers: 6,000) | | Followers: 7,253 | Followers: 21% | 20% |
| OTHER ENGAGEMENT INDICATORS | | RESULTS 2022 | ANNUAL TARGET | |
| Number of people engaged at festivals and 'folkemøder'. | | 3,100 | 10,000 | |
| Number of new volunteer networks on climate and education. | | 2 | 2 | |
| The two networks are: Folkets Klimamarch (People's Climate March) and Den Grønne Ungdomsbevægelse (The Green Youth Movement). | | | | |
| Number of engagement campaigns | | 4 | 3 | |
| The four engagement campaigns are: 1) whole world in school campaign, 2) climate justice, 3) food security, and inequality. They are all described in the text above. | | | | |
| Number of campaign participants (in the campaigns reported above) | | 16,441 | 20,000 | |
| <i>*Action is any reaction on Facebook post such as comment, post sharing, and click on a link.</i> | | | | |



SECTION III

SP 2022-2025 PROCESS

LESSONS LEARNED

Oxfam Denmark strives to be a learning organisation and has previously undertaken learning in various ways. In 2022, a more systematised approach to learning was developed, with greater clarity on selection of learning issues and questions as well as how learning is generated, disseminated, and utilised. In addition to the systematised learning, lessons learned are identified by Oxfam and partners during project implementation. These are related to each project's specific work areas and gathered by Oxfam Denmark through annual reports.

LEARNING FRAMEWORK

For systematised learning, the development of a learning framework started in the beginning of 2022 and will be finalised in mid-2023, covering the SP period until 2025. The learning framework will contain a description of the learning principles the broader learning approach, and five learning plans, each of them focusing on one preidentified priority issue. It will also unfold two to three learning questions, how learning will be generated, for which purpose, how it will be utilised and for which audience.

As part of the implementation of the SP 2022-2025, five priority issues were selected as key areas for dedicated attention and exploration. This is reflected in the allocation of human resources in the secretariat, where a focal point was appointed for each of the thematic issues and a task team of two to four colleagues formed to support work on each priority issue. A standard Terms of Reference (ToR) sets out the purpose and ways of working for the task teams.

Learning is a central part of the ToR of the task teams which are expected to consolidate learning, initiate documentation, and improve evidence on their respective priority issue. The method by which task team will undertake this is outlined in the learning plan.

The five priority issues selected are climate justice, gender justice, young people, fragility/nexus, and partnerships/local leadership. The issues are selected from a strategic relevance perspective and are themes of priority to both the MFA and the Oxfam Confederation. Several of them reflect specific approaches described in the Strate-

gic Partnership proposal, and they are also issues where Oxfam Denmark wants to excel and become better. This will support Oxfam Denmark's contribution to the implementation of the Danish development and humanitarian strategy as well as its own organisational strategy.

In 2022, the Programme Quality and Institutional Funding team organised three sessions where the concept of learning was explored, and different examples of learning frameworks were presented. One workshop to develop three of the learning plans took place in December 2022 and a similar workshop focusing on the remaining three learning plans occurring in March 2023, feeding into the finalisation of the Learning Framework by mid-2023.

Examples of learning activities planned for 2023 are an action learning on supporting informal movements and groups led by young people; two workshops with partners in Africa to compile and share learning among partners and networks on good practices for climate education; and a mapping of best practices in projects on gender-based violence to inform and improve future programming.

One of the ways Oxfam Denmark undertakes learning is through reviews and evaluations of projects under the SP. Whereas the previous approach was largely centred around the individual country projects, with some exceptions such as a cross-cutting review on youth-related initiatives, the approach of the new learning framework entails a prioritisation of thematic reviews around the priority issues across several country projects. This is expected to give a better in-depth understanding and documentation of performance and innovative initiatives, supporting the improvement of programme quality and accountability in relation to the priority issues. Project specific reviews and evaluations beyond the scope of the priority issues will still be conducted.

Learning is also expected to be part of adaptive management practices as explained in a detailed MEL Plan for the Strategic Partnership, guiding adaptive management, and integrating it into programme management through bi-annual 'slots' within the SP annual programme cycle management. The MEL Plan also provides guidance to Oxfam actors and partners at both financial and narrative reporting levels.

LEARNING FROM PROJECT LEVEL

In addition to the systematised learning framework, lessons learned from the SP are identified in a project context during implementation. In 2022, lessons learned were captured at annual partner forum or review meetings in the projects or identified together with partners

throughout the year. This sub-section highlights selected areas taking place across several projects in 2022.

A learning area that recurred in several countries was the necessity to improve the **perceptions of civil society by the local authorities** as a prerequisite for pursuing project impact. In Kenya, the partner ALIN worked to change the Kilifi County government's perception of civil society actors as antagonists and enable the participation of CSOs and communities in the annual planning and budget process. In Syria, Oxfam learned the importance of coordinating with relevant ministries, other agencies working in the same target location, and community leaders from the start of a project. Earlier coordination was seen to ease the approvals of project activities by local officers from the Ministry of Social Affairs and Labour, who often put server restrictions on activities and the selection of participants.

Lessons learned were also reported on **enhanced collaboration** between authorities and civil society. One example is from Burkina Faso where Oxfam project actors in past years had learned the importance of building good collaborative relationships with local authorities, some of whom even became committed to project activities. Oxfam and partners therefore invested heavily in building up the same trust and collaboration with the new local administrative authorities. Another learning related to the collaboration with local authorities is around climate change. In Bolivia, the lack of knowledge on sustainable resource management appeared to be an obstacle to local governments giving priority to policies on the subject.

Therefore, the partner developed capacities and assisted the personnel in the municipalities with technical and scientific knowledge support, enabling them to act on policies and awareness raising in towns and communities.

Moreover, lessons learned across various projects contributed to **reinforcing collective action** among actors. For example, in Colombia female entrepreneurs identified the need for more collective action such as exchange and knowledge sharing to facilitate access to raw materials and markets, which will be implemented in 2023. Furthermore, Colombia went through a change of governments, which is favourable for organisations and social movements. Therefore, the project partners strengthened women's advocacy and participation strategies, aiming to positioning rural women's agendas more prominently in emerging participation scenarios at the local and national level. In 2023, advocacy and participation processes will continue to be strengthened, especially focused on the local and regional elections scheduled in October.

RESTRUCTURING BECAUSE OF SP 2022-2025 REQUIREMENTS

The purpose of this sub-section is to respond to questions from the Danish MFA on what the geographical and thematic requirements of the SP 2022-2025 meant for Oxfam Denmark's restructuring of the Strategic Partnership, what were the main challenges and how were they handled, and which parts of the organisation and partners have been involved.

THEMATIC REQUIREMENTS

The thematic requirement of the SP 2022-2025 prescribed a closer alignment of Oxfam Denmark's Strategic Partnership application with the MFA's priorities and objectives. The result of this was that the structure and logic of the SP application differentiated from the existing thematic way of organising Oxfam Denmark. However, despite the required changes there was a clear alignment between Oxfam Denmark's existing priorities and those reflected in the Danish Development Strategy and Information Note.

The priorities of the MFA's objective on democratic values and human rights were fully integrated in Oxfam Denmark's strategy, while the MFA's objective on climate and green solutions stimulated an accelerated effort in Oxfam Denmark to develop its plans and ambitions for climate justice. 2020 marked the start of this process, when Oxfam Denmark's general assembly adopted a resolution to increase the focus on climate justice in the organisation. This decision was fully in line with the high priority given to climate justice in the Oxfam Confederation, which features it as one of four systemic change areas in the global Oxfam Strategic Framework 2020-2030. Following the decision by the general assembly a Climate Justice Working Group was formed, composed of members, volunteers, and staff from the secretariat. This group laid the foundation for Oxfam Denmark's future climate justice priorities to be a prominent feature of the new strategy for 2023-2027, which was developed during 2022. Climate justice and green solutions was therefore accommodated as a thematic area in the SP proposal.

GEOGRAPHICAL REQUIREMENTS

The MFA's geographical requirements for the SP 2022-2025 aligned well with Oxfam's prioritisation of fragile contexts. For the SP 2022-2025, Oxfam Denmark decided to maintain the 80% ratio of engagement in fragile contexts, outlined in the first iteration of the Information Note when applying for a cross-cutting partnership. Although later in the application process this requirement was reduced to only 60% in fragile contexts, the change came at a time where it would not be appropriate to reverse the ambition of 80% due to ongoing dialogue with country offices, and Oxfam Denmark maintained the 80% ratio in the final application for the Strategic Partnership.

The requirement of implementing a minimum of 50% of programmes in Africa, Syria, and Afghanistan to sharpen the geographical focus of Danish supported development cooperation, did not pose a particular challenge to Oxfam Denmark. This was due to the above-mentioned shift in countries to fragile contexts with Oxfam presence focusing a higher priority on the African continent.

As a result, Oxfam Denmark's geographical footprint is strongest in East Africa and the Middle East, maintaining a solid presence in the Sahel, and a continued but reduced presence in Latin America. In addition, Palestine was identified as a new partner country, as the implementation of the Youth Participation and Employment component under the Danish Arab Partnership Programme provided experience to support the programme.

INCREASED FOCUS ON COUNTRY-SPECIFIC PROGRAMMING

The SP 2022-2025 requirements stipulated that regional and global programmes cannot count toward the thematic and geographical priorities unless specifically tagged to certain countries, appearing to work against the ambition of cross-cutting strategic partnerships.

This posed a challenge to Oxfam Denmark's ambition and long track record of ensuring linkages between concrete interventions, actors, and evidence from local and national levels with initiatives of influencing and advancing systemic changes at regional and global levels. Oxfam Denmark promoted this agenda in its SP 2018-2021 agreement, implementing regional and global programmes throughout the four-year period.

To maintain the local to global connectedness and coordination during the SP 2022-2025, Oxfam Denmark established regional and global initiatives, connecting countries' work at local level with regional and global agendas. The regional and global initiatives are organised within five priority areas: Economic Justice, Climate Justice, Human Rights and Democracy, Transformative Education and Conflict, Crisis and Fragility. The five priority areas are all connected to the organisation's strategic areas of work and the change objectives of the global results framework of the SP 2022-2025.

To tag the regional and global initiatives at country level, their alignment and contribution to the priority areas as well as their link and added value to local and national partnership and projects in the country ToCs and outcomes will be demonstrated.

20% CEILING FOR EXPENDITURE AT HEAD OFFICE

Oxfam Denmark supports the rationale behind the maximum expenditure ceiling of 20% at Head Office in Den-

mark. The basis of this decision is aligned with Oxfam's ambition to increase the ratio of budgets received by local partners ensuring more power and predictable resources in the hands of the partners. The transferral of resources to partners has already been initiated in Oxfam, securing a better balance between North and South, in line with the priority of the Danish MFA.

As concrete outcomes of the Head Office expenditure ceiling, nine contracts of personnel in Oxfam Denmark were discontinued, internal transfers of staff took place, job descriptions were adjusted, and some functions were transferred to operational levels in the Global South.

The process for identifying redundancies was outlined and implemented during the first months of 2022. This exercise mainly involved Oxfam Denmark, with due considerations to what capacities are available at other levels of the Oxfam Confederation. Consultations occurred with persons in leadership positions with personnel management responsibilities, and the final decision making was made by the Senior Management Team.

This process was taxing on top of an already loaded and stressful work environment, with the addition of the start-up of a new Strategic Partnership which began in early 2022.

CHALLENGES OR OPPORTUNITIES

The allowance for flexibility in the Information Note and the framework for implementation of the SP 2022-2025 have enabled Oxfam Denmark to better include new methods of working in the Strategic Partnership 2022-2025.

For example, the MFA's recognition of the link between humanitarian, development and peacebuilding work and the need for an increasingly integrated approach has provided the flexibility for Oxfam Denmark to develop its nexus approaches. This work includes linking emergency responses and humanitarian action to development, civil society strengthening and peacebuilding. The opportunity to work flexibly with development and humanitarian interventions is extremely helpful for responding in a timely and appropriate manner to continuously arising needs.

The budget for unallocated funds enables Oxfam Denmark to respond to emerging opportunities such as co-financing grants from other donors or sudden needs. The Top-Up modality equally enables flexible action vis a vis the evolving context and partners expressed needs in an adaptive management modus.

MAJOR DEVIATIONS IN SP 2022 BUDGET

The initial budget reflected the original grant allocation and was submitted 30 June 2022. A revised budget was submitted together with the Strategic Update in October 2022 and approved by the MFA subsequently.

DEVIATIONS RELATED TO OVERALL BUDGET

In the overall budget there is an under-expenditure of 20% compared to the initial budget and 10 % under-expenditure compared to the revised budget. The main reason for the under-expenditure was delays in implementation which occurred during 2022: The appropriation announcement of the Strategic Partnerships and the final grant size came late in December 2021. The grant size was quite different from the applied amount, and the entire Strategic Partnership engagement required re-programming/re-budgeting. The engagement was reviewed and adjusted accordingly during the first period of the SP, until June 2022 where an adjusted programme document was submitted to the MFA. Despite the fact Oxfam Denmark had allowed for an 'Inception Phase of the SP 2022-2025', running from 1 January 2022 to 30 June 2022, it was not possible to generate the expenditure levels as planned for. The energy and focus of country offices and partners were directed towards accomplish-

ing the re-programming and ensuring adequate funding for its implementation, which in most cases would occur at a lower budget. In addition to this, several of the Top-Ups came very late in 2022, meaning they were not spent within the calendar year.

Despite the general under-expenditures the other ratios in the budget have not experienced significant deviations.

DEVIATIONS RELATED TO CHANGE OBJECTIVES SHARES

In relation to the three change objectives, the general picture reflects only minor deviations from the revised budget to the actuals. However, a higher percentage allocation on actuals compared to the initial budget on the change objective of Leaving No-One Behind (Outcome 2 in budgets) has been reported 43% compared to 35% in the initial budget and 41% in the revised budget. This is due to escalation of humanitarian needs and the additional funding of Top-Ups for humanitarian responses.

OTHER RELEVANT DEVIATIONS

There are no other significant deviations; however, it is important to note that implementation by local partners

comes out with a result slightly higher than the planned and budgeted for implementation level, meeting the targets set for 2022. In the humanitarian category 41% of the funding was received by local partners compared to the target of 30%. For development interventions the result is 57% against a target of 60%.

The geographical alignment on Africa and specific geographies maintains at a high share of the total budget

of almost 80% despite the under-expenditure of overall budget performing. Also, the focus on fragile contexts remains at a high level in line with the initial budget and represents a better performing compared to the revised budget. The share of humanitarian interventions is at almost 30%, matching the expectation set out in the budget. The unallocated budget absorbs a major part of the under-expenditures of 2022 and will be carried over and accommodated for in the budget for 2023-2025.

USE OF DANISH MFA FUNDS FOR CO-FINANCING

In 2022, Oxfam Denmark spent Danish MFA funds from the Strategic Partnership 2022-2025 to co-finance several projects funded by other donors. Co-financing is a key enabler to increase outreach and impact of Oxfam Denmark's objectives and targets in the summary results framework of the Strategic Partnership. Oxfam Denmark adds value to the co-funded projects and programmes, through its programme approaches, specific technical expertise, and profound knowledge of its operational context and local actors.

Drawing on lessons learned from the Strategic Partnership 2018-2021, Oxfam Denmark has taken a strategic approach to co-financing, outlined in the co-financing guidance note. The allocation of an envelope of unallocated funds ensures the ability to respond to new opportunities from other donors and amplifies their results in relation to outreach, geography, and influence. Oxfam Denmark's management holds the final decision on co-financing allocations.

The project **"BRICE: Building Resilience in Conflict through Education"** funded by the European Union and co-financed with MFA funds came to end in 2022. The project began in 2018 and was a first step for Oxfam Denmark to engage in Uganda, which became a partner country in the new Strategic Partnership. During the project, Oxfam Denmark and partners developed new models for quality education for conflict-affected children and youth in both South Sudan and Uganda. Several of the models of education have been carried forward in new projects. The project has demonstrated concrete ways of operating with a nexus approach and has been commended by the European Union on this. The Danish MFA co-financing contributed 6.3M DKK, which was 14% of the total budget.

As a way to scale up results, Oxfam Denmark co-financed part of the regional programme **"Reduce inequality in the Sahel"** which was implemented in Burkina Faso. Besides Burkina Faso, the programme occurred in Niger, Senegal, Chad and at the regional level in West Africa. The programme is funded by the Development Agency of France (AFD) and aims to strengthen transparent public spending

at the local level contributing to greater diversity in the representation of gender, age, geography and ethnicity in political spaces across West Africa. Co-financing this programme offers an opportunity for Oxfam Denmark to leverage its efforts in reducing inequality in Burkina Faso to a regional level and contributes to the objective of Just Societies of the summary results framework. The Danish MFA co-financing contributed 391,000 DKK, which was 7% of the total budget for the project in Burkina Faso.

In Guatemala, the project **Support Mechanism to Indigenous Peoples "Oxlajuj Tz'ikin"** is funded by Sida with co-financing from the MFA funds. The project therefore draws on Oxfam Denmark's deep knowledge of the context, the local actors and its fund management expertise to support local actors in their work protecting the rights of indigenous people. Danish MFA co-financing contributed 5.4M DKK, which was 10.7% of the total budget.

The project **"Enough! Empowering women, girls, boys and men to take positive action in ending sexual and gender-based violence in Ghana, Liberia and Mali"** is funded by the European Union and co-financed with MFA funds. The project took lessons learned and partnerships from an existing project on sexual and gender-based violence in Liberia, Guatemala and Burundi called "FLOW: Funding Leadership and Ownership Women" and developed them in line with the national contexts and needs in the West African countries. The Danish MFA co-financing contributed DKK 4.4M, which was 10% of the total budget.

In Mozambique the project **"Natural resources, conflict resolution and local mediation in extractive and conflict affected communities in Cabo Delgado, Inhambane and Sofala provinces in Mozambique"** is funded by the European Union with co-financing from the MFA. The project offers an opportunity to combine two of Oxfam Denmark's thematic areas of expertise, inclusive peacebuilding and economic justice in relation to extractive industries, to pursue more systemic changes in a fragile context with interrelated vulnerabilities. Danish MFA co-financing contributed: 0.9M DKK, which was 11% of the total budget.