



Photo: Mozambique - Lotte Aersøe

# RESULTS REPORT 2016

SEPTEMBER, 2017



**OXFAM**  
**IBIS**

## CONTENT

Executive summary.....	1
Summary of Oxfam IBIS' programme results 2015 and 2016.....	2
1. Introduction .....	4
2. Organisational development.....	5
2.1 Oxfam International membership.....	6
2.2 Education in Oxfam International.....	6
3. Country performance against strategy .....	7
3.1 Key country context disruptions 2016 .....	8
4. Oxfam IBIS' programmes.....	9
4.1 Human rights in programmes .....	9
4.2 Innovation.....	10
4.3 Youth.....	11
5. Civil society partner capacity development.....	12
5.1 Selected case stories .....	13
6. Democratic Governance .....	15
6.1 Selected case stories .....	17
7. Education for Change .....	18
7.1 Selected cases stories.....	20
8. Global and Danish engagement.....	22
8.1 Selected case stories .....	24
8.2 PRO results in overview .....	24
9. Financial performance.....	25
9.1 Financial risk management and transparency.....	26
9.2 Increasing cost-efficiency .....	26
10. Risk management .....	27
10.1 Country and programme risk management.....	27
10.2 Oxfam IBIS' corporate risk management .....	27
11. Status on evaluations/reviews .....	28
Annex A: Human rights instruments and processes .....	30

## EXECUTIVE SUMMARY

Overall, across all Oxfam IBIS' strategic areas, 2016 was a satisfactory year, with good progress against strategic objectives and concrete results against indicators, not least considering the context of the performance. A number of factors in the countries we work in, including Denmark, as well as internal factors, have contributed to a volatile situation. The external factors comprise civil war (South Sudan), internal conflict and unrest (Burkina Faso, Mozambique), shrinking space for civil society and political pressure (Nicaragua, Mozambique, and Sierra Leone) and the 2015 cuts to development assistance in Denmark (26%) which took effect in 2016. Internally, the transition process into Oxfam International (OI) demanded hard work at Country and Head Office levels. However, the Organisational Performance System (OPS) indicates strong results despite the many changes.

Oxfam IBIS' performance within organisational development was satisfactory in 2016, taken into consideration the need to deal with new opportunities and challenges linked to the Oxfam merger. In March 2016, Oxfam IBIS became a member partner affiliate of Oxfam OI. An imperative part of the affiliation process has been to adjust to the One Oxfam model and, especially during the second half of 2016, staff at Country and Head Office levels were engaged in a comprehensive transition process into One Oxfam, merging staff, structures and ways of working. The many new opportunities provided by the merger have in particular generated results in Danish and international advocacy. However, the challenges have delayed strategic development and organisational processes.

The results-oriented and rights-based development of civil society organisations is still a cornerstone in Oxfam IBIS' partner capacity development within the two thematic strategies of Democratic Governance and Education for Change. Since 2016, the Sustainable Development Goals have increasingly become a reference point for advocacy activities. Through a combination of partner self-assessment and Oxfam IBIS' assessment, results have been documented that show improvements in partners' organisational, thematic and advocacy capacity. For Democratic Governance programmes, 98% of all Partnership Development Plans are assessed to have improved capacity, and for Education for Change programmes, this figure is 71%, compared to 78% in 2015. Part of the explanation for the decrease in Education for Change is the start of new partnerships in 2016 that typically rated the improved capacity as 'too early to tell'. See the summary of the 2016 programme results below.

Within the Democratic Governance and Education for Change programmes, Oxfam IBIS in 2016 achieved good results through its partners. For the Democratic Governance programme, Oxfam IBIS managed to accomplish the targets for the three year period in our Strategic Indicators 2015-2017. Especially the focus on partner platforms to achieve sustainable change has been effective and advocacy results have increased at both local and national levels in the Democratic Governance programmes. The Education for Change programmes similarly demonstrated important progress towards strategic objectives, with strengthened work with youth education models and improved learner completion rates and girls'/women's participation. 2016 showed an increase in financing advocacy with concrete results; however, advocacy results for quality education have decreased compared to 2015.

Our Global and Danish engagement continues to perform highly satisfactorily, with strong results. Outreach and engagement in Denmark demonstrate successful results, with increasing membership and numbers of support givers, both of which have increased by 7%. The 'Whole World in School' campaign has maintained the high number of participants and more than 175,000 pupils participated in 2016. At global level, the effort on responsible tax has resulted in Development Financial Institutions and Multilateral Development Banks making progress towards ensuring responsible tax from their clients.

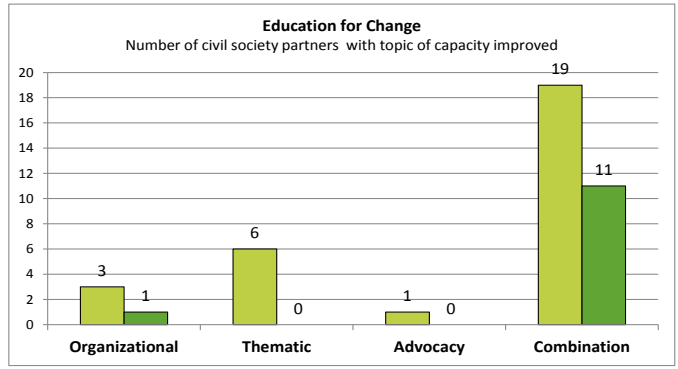
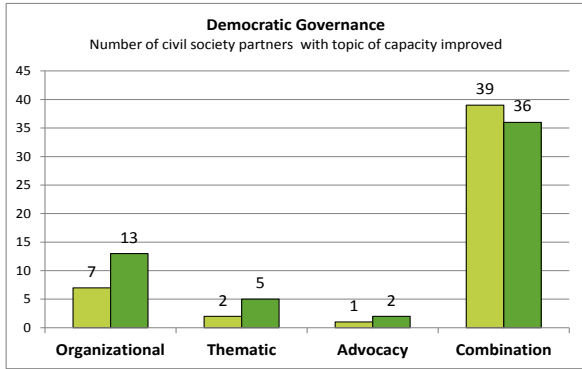
Finally, Oxfam IBIS' overall turnover in 2016 was at a satisfactory level and increased by 14% compared to 2015. However, the financial year was in general impacted by the aftermath of the 2010-2014 overspending experienced in 2015 (explained in the Results Report 2015), as well as the severe cuts on the Danida frame.

# SUMMARY OF OXFAM IBIS' PROGRAMME RESULTS 2015 AND 2016

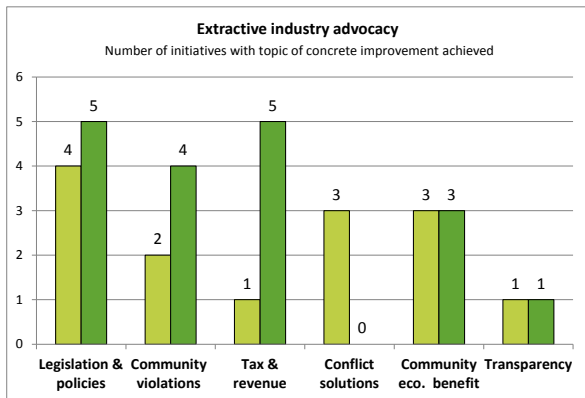
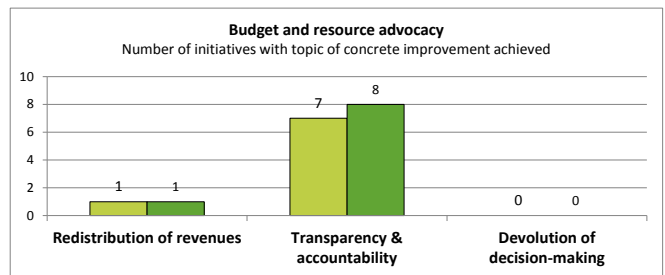
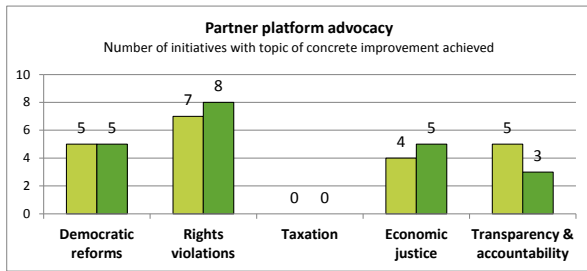
2015

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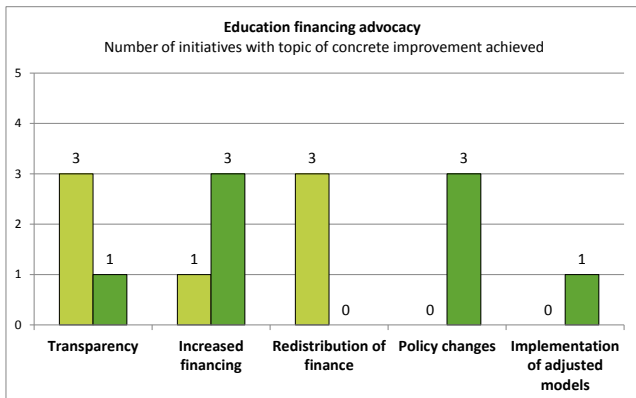
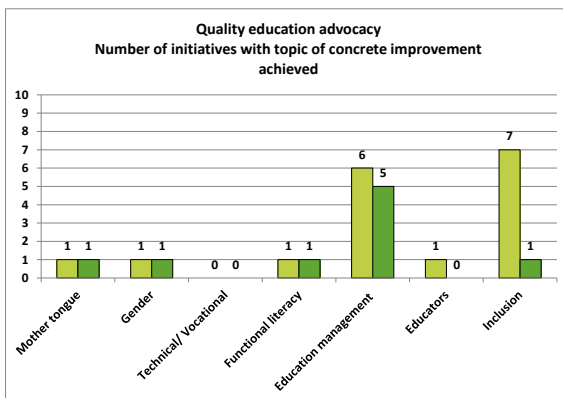
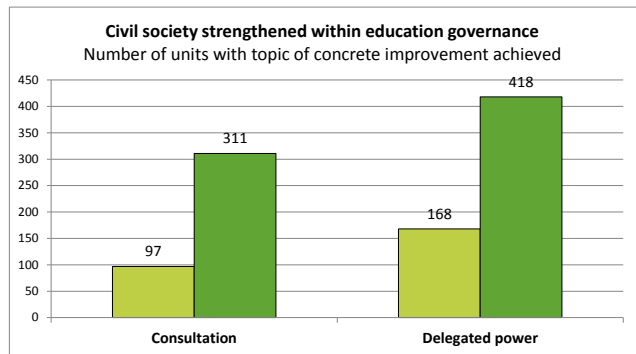
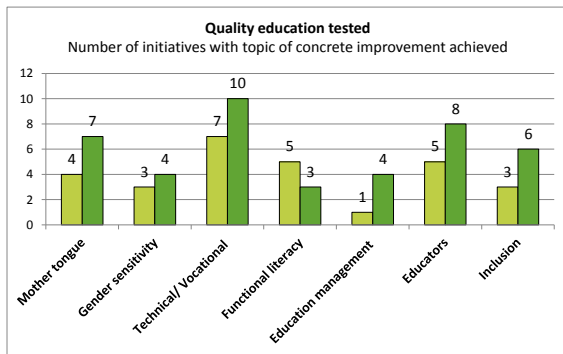
## Partner Capacity Development – Detailed in chapter 5



## Democratic Governance – Detailed in chapter 6



## Education for Change – Detailed in chapter 7





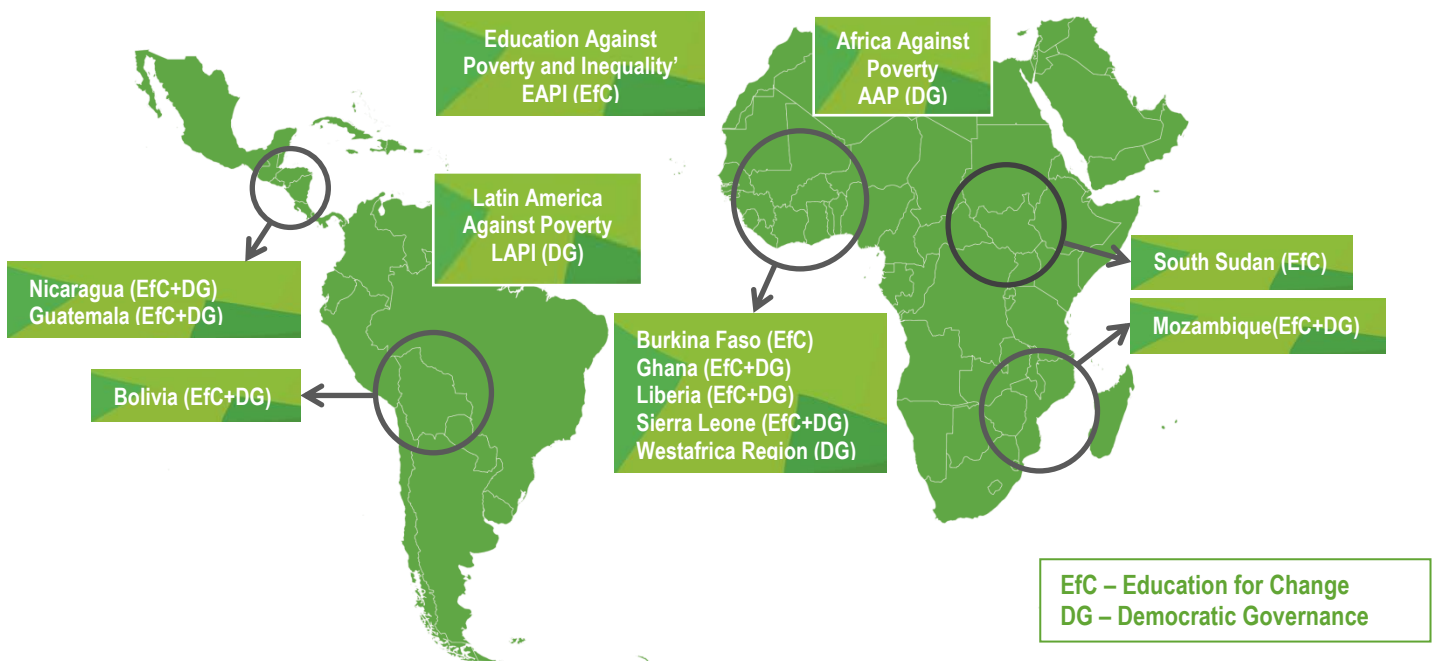
## 1. INTRODUCTION

Oxfam IBIS operates as per strategic choice in rapidly changing and fragile contexts and 2016 has been no exception. Civil war has intensified in South Sudan and internal conflict and instability are prevailing in countries such as Mozambique, Burkina Faso and Guatemala. Political pressure and shrinking space for civil society the reality in most of the partner countries Oxfam IBIS worked with in 2016, for example Nicaragua, Guatemala, Mozambique, and Sierra Leone.

Reduced frame funds (26%) in 2015 had an effect in 2016 in the form of staff cuts and decreased budgets for programmes. This required a reorganisation process, which demanded time and attention.

As per March 2016, Oxfam IBIS became a partner affiliate of Oxfam International. During the second half of 2016, the organisation was engaged in a transition process into One Oxfam with shared programmatic and financial structures at both Country Offices and Head Office, which has required a significant number of man hours. The lessons learned so far and the perspectives for this merger are, however, extremely positive, and will in the medium to long term give us the basis for delivering results at country level in a more effective and efficient manner, and even in the short term provide us with more leverage in our national, regional and global advocacy.

The organisational changes have obviously influenced achievements against some of the set targets in the strategic plan. However this report will show that Oxfam IBIS has managed to deliver good results and progress on a number of fronts amidst changes, reduced budgets and transition processes. The map below shows Oxfam IBIS' active south engagement in 2016.



Oxfam IBIS' Organisational Performance System (OPS), which facilitates learning and performance reporting at all levels in the organisation (from partners in various programme countries to the Board in Denmark), is the core foundation of the 2016 results report. The OPS process is complemented by:

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

Progress toward overall objectives within each of the seven strategic areas defined in the strategic plan has been self-assessed by Oxfam IBIS using the following rating scale<sup>1</sup>:

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

In general, in 2016, Oxfam IBIS progressed satisfactorily towards the set targets in 'Update of IBIS' Strategic Plan 2015-2017' that were adjusted due to the frame budget cuts in 2015. We have maintained the level of results compared to 2015.

## 2. ORGANISATIONAL DEVELOPMENT

Oxfam IBIS' performance within this strategic area was satisfactory in 2016. Oxfam IBIS is on track to deliver against the defined indicators for overall organisational development as described in the updated strategic plan for 2015-2017 from September 2016.

Strategic area 1: Overall Organisational development		
Strategic Indicators	Target	Status by end 2016
1.3 Assessment paper on potential for Oxfam IBIS' expertise outside the current countries of operations within an Oxfam affiliation perspective	Board approval by 2016	Completed. Based on analysis of Oxfam country strategies and funding opportunities, the Board endorsed plans for operations in four MENA countries, two new countries in West Africa and four new countries in Latin America.
1.4 Oxfam affiliation the first years – lessons learned documented	Board approval by 2017	On track. Learnings from programmes have been documented and discussed by the Board. Learnings will be transformed into a strategic plan in 2017.
1.5 Strategic framework revised, including a new partnership strategy and a new organisational strategy	Board approval by 2016	Delayed. Strategic framework and organisational strategy will be revised in autumn 2017.
1.7 Formulation of policy for disaster management and for engagement in conflicted/fragile countries/situations.	Board approval by 2016	Completed. A Concept Paper on Working in Fragile states endorsed by the Board. It describes how Oxfam IBIS defines fragility and how it intends to approach its development assistance in fragile states, including key entry points and implementation principles.
1.8 Education for Change and Democratic Governance global strategies reviewed with key lessons learned	Board approval by 2017	On track. The two global strategies have been adapted to implementation through a One Oxfam model.
Key annual development targets – 2016		Status by end 2016
1. Implement an adjusted organisational structure.		Completed. A new structure is implemented at Head Office strengthening the links between programmes and campaigns/advocacy. Further adjustments are due in 2017.
2. Develop and execute on operational guidelines covering programming, communication and fundraising within fragile contexts.		Completed. Oxfam IBIS' Emergency Fundraising Plan has been elaborated and is being used in major emergencies, which need specific appeals and fundraising in Denmark. The Plan includes guidelines for humanitarian communication and fundraising and for how collected funds will support programmes in the countries.

<sup>1</sup> The scale is inspired by World Bank: "Harmonized evaluation criteria for ICR and OED evaluations". The two moderate levels have been taken out to make the scale simpler to apply.

As response to the cut-backs, Oxfam IBIS developed a revised frame budget in November 2015. Adjustments to programmes and objectives in compliance with new budgets were made for thematic and regional programmes<sup>2</sup>, which were endorsed by Oxfam IBIS' Board in early 2016.

## 2.1 Oxfam International membership

Oxfam IBIS became a partner affiliate of Oxfam International in March 2016, which coincided with the implementation of Oxfam International's decision to move from a single management structure (various Oxfam affiliates' representation in one country) to a One Oxfam model with only one structure/main office in each country and region, which implied the merging of staff, structures and ways of working.

**Programme aspects.** Throughout 2016 (continuation in 2017), Oxfam IBIS' country offices have been responsible for implementing thematic programmes with partners, and at the same time contributing to the One Oxfam country strategies and country operational models for each country. In most countries, it has been a promising process, where Oxfam IBIS' thematic priorities within Education for Change and Democratic Governance<sup>3</sup> have been articulated within a wider programme perspective, embracing joint development of theories of change, approaches and strengthening of the partnership model.

**Organisational changes.** An important part of the affiliation process has been to adjust to the One Oxfam model, where Oxfam IBIS as a member affiliate is provided with governance influence, funding commitments and technical advice, which require adjustments in the organization towards a model with strong thematic teams and to further strengthen the global funding team.

**Financial aspects.** The merging of Oxfam IBIS' own Country Offices (during 2016 and 2017) will reduce core costs such as office rent, running costs and basic administration staff. Oxfam IBIS will also contribute with a membership fee named MOCA, which will increase over the next four years. In addition to this, Oxfam IBIS will contribute with restricted funding toward the Collective Resource Allocation, which is funding towards the running costs and management of the south affiliates.

## 2.2 Education in Oxfam International

As the analysis made before entering OI showed that aspects of Oxfam IBIS' focus on education were outside the scope of OI, education was paid specific attention during 2016. On entering OI, Oxfam IBIS, with all its knowledge and experience within Education for Change, was tasked to positively influence the programmatic, advocacy and campaign work of OI in this area. Oxfam IBIS therefore developed a medium-term strategy on how to integrate Education for Change further into the work and strategies of OI. As an initial step, Oxfam IBIS brought together in Copenhagen in November 2016 35 Oxfam staff from across national and international programmes, policy and campaigns (15 countries, six regions, global staff and eight affiliates) to discuss education programming and advocacy work at country and regional levels and gain deeper insights into quality education and education policies and financing linked to relevant global agendas. Analysis and exploration of education as leverage in relation to all 17 SDGs as well as four major ways in which education is able to fight inequality: 1) has a redistributive effect, 2) supports social mobility for the poor and marginalised, 3) changes gender power relations, and 4) has an impact on social mobilisation.

At the workshop it was decided that OI will work to a) strengthen transformative public education for all to fight inequality, b) prioritize a closer link to fiscal justice and pro-poor spending and policies in OI's work on education financing for free public quality education for all and against commercialization of education, and c) strengthen links and cooperation with the gender programmes and campaigns, the youth engagement and interventions in humanitarian and fragile situations.

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<sup>2</sup> Thematic programmes in Ghana, Guatemala, Nicaragua, Mozambique and Liberia and AAP and LAPI regional programmes.

<sup>3</sup> Oxfam IBIS' thematic strategies/profiles, Democratic Governance and Education for Change, went through a small adjustment during 2016 to adapt better to OI's strategies and approaches and in this process the titles of the themes were also adjusted. Democratic Governance was adjusted to Economic and Social Justice and Education for Change to Education for Active Citizenship. When reporting on the results for 2016 in this report, we have chosen to use the titles of Democratic Governance and Education for Change.



Another important outcome of the workshop was to establish the global 'Education Community of Practice & Influence' (ECPI) within the organisational structure of Oxfam. This has the aim of establishing a firm and coherent foundation for spearheading Oxfam's work on education, through enhancing the linkages between programmes and influencing work across national, regional and global levels. A steering group was selected, representing programme people from different continents, people working nationally with the global dimension in education and international campaign and policy people. Terms of reference and an Acting Plan 2017 for ECPI was developed and approved in late 2016 / start 2017 and Oxfam IBIS was nominated as the lead of ECPI. This involves being head of the steering group, facilitator of the programme and influence sub-group in ECPI and co-lead of the Oxfam policy and influence sub-group, together with the global Even-it-Up education policy advisor.

### 3. COUNTRY PERFORMANCE AGAINST STRATEGY

The following rating is a self-assessment made by Oxfam IBIS based on progress against strategy according to Oxfam IBIS' country-level annual performance reports, including country-specific context analyses, thematic programme performance reports with theme-specific context analyses, and feedback comments on these made by the Oxfam IBIS Head Office secretariat. External reviews/evaluations have also had a significant impact on the rating.

Strategic area 7: Geographical focus	
Country	Status by end 2016 of expected progress against country objectives
Ghana (2012-16)	Rating: Highly satisfactory. Oxfam IBIS' partners, have through partner platforms and connection to national level actors, been instrumental in pushing for legal and fiscal reforms in Ghana. Strong results have been achieved within education and Oxfam IBIS-supported school models have been absorbed by the government as strong and sustainable results after a long process.
Liberia (2012-16)	Rating: Satisfactory. Due to reduced funding for Liberia, the education and governance programmes were merged. The partnership approach has been successfully strengthened, achieving tangible results from alliances with government institutions, teachers training, vocational training, including youth and women, and support to entrepreneurship and employment.
Sierra Leone (2013-17)	Rating: Satisfactory. Oxfam IBIS' implementation of programmes has recovered after the 2014/15 Ebola crises. Considering the transition process and the start-up of two new thematic governance and education programmes, results and progress against objectives have been satisfactory.
Mozambique (2013-17)	Rating: Unsatisfactory. A challenging transition process into One Oxfam, which created uncertainty in programme staff, the closing down (as planned) of both governance and education programmes in March 2016, and the subsequent start of new programmes have delayed implementation and thereby progress against set objectives.
South Sudan (2012-16)	Rating: Satisfactory. In a highly volatile environment with an intensified civil war, the programme has been adapted, integrating a focus on humanitarian response meeting objectives. In coordination with Oxfam GB, safe learning spaces and improved WaSH have been implemented.
Burkina Faso (2015-16)	Rating: Satisfactory. Despite political unrest, the programme has met its objectives to strengthen teachers' capacity and improve school governance and women's and youth participation at municipal levels.
Nicaragua (2012-16)	Rating: Satisfactory. Capacity building of partners and forging of alliances between CSOs and in some cases alliances with government entities have enabled partners to deliver results, particularly related to indigenous leadership, the resolution of territorial conflicts, and the technical and vocational training of women. The narrowing space for civil society continues to be a major challenge.
Bolivia (2012-17)	Rating: Satisfactory. The programme has a very large outreach (students reached with bilingual education) and through advocacy the programme has achieved the integration of intercultural and bilingual education into the national curriculum.
Guatemala (2012-16)	Rating: Satisfactory. Partners' capacity – in particular that of indigenous peoples and women's organisations – has been strengthened and supported to seize opportunities for influence and active citizenship, building on the democratic uprising in 2015 and achieving tangible results.
Denmark (2013-16)	Rating: Satisfactory as per chapter 8 of this report.

Key annual development targets – 2016	Status by end 2016
1. Develop five thematic programme documents to be approved by Board.	Completed. Five thematic programme documents were developed and approved by the Board in 2016, one within Democratic Governance and four within Education for Change.
2. Conduct three Formative Monitoring Missions.	Completed. Two mid-term reviews – one of the regional AAP and LAPI advocacy programmes and one of the RRPIV education project in Liberia – were conducted in 2016.
3. Conclude five programme/project evaluations.	Completed. Six evaluations – two within Democratic Governance and four within Education for Change – have been concluded in 2016.
4. Participate in the development of seven country operational models (COM) in the countries where Oxfam IBIS is partner affiliate in OI.	Completed. Oxfam IBIS has made significant contributions to COMs in nine countries where Oxfam IBIS is a partner affiliate: Burkina Faso, Liberia, Sierra Leone, Ghana, South Sudan, Mozambique, Guatemala, Nicaragua and Bolivia.

### 3.1 Key country context disruptions 2016

Several of the countries Oxfam IBIS operates in are fragile and conflict-affected countries and have during this programme period faced protracted conflict or disaster, which demands constant context analysis and risk mitigation. The situation has particularly been volatile in South Sudan, Mozambique, and Nicaragua. An important mitigation measure is dialogue and joint analysis with other key stakeholders in the countries, such as other international NGOs, embassies (including Danish embassies), United Nations and other relevant stakeholders. The affiliation process with Oxfam has enabled a stronger and more coherent analysis and risk mitigation measures to be implemented.

In 2016, the civil war in South Sudan intensified with no prospects for peace, which has forced Oxfam IBIS' thematic programme into a stronger humanitarian focus, responding to the needs of the conflict-affected internally displaced peoples and host populations. Programme approaches and activities have been reorganised to adapt to a situation of acute emergency. In coordination with Oxfam, Oxfam IBIS succeeded in continuing most of its operations and reaching children and youth with education in emergencies in the conflict-affected areas of Unity, Jonglei, Easter – and Central Equatoria. It has been an imperative that Oxfam IBIS was able to rely on Oxfam's security management, evacuation and contingency planning during this period.

Programme performance in Mozambique was in 2016 affected by heavy floods in the northern region notably in Zambézia, where Oxfam IBIS operates and the continued unrest between Renamo and government forces in certain areas of the country. Furthermore, the shrinking space for civil society, where the government increasingly sets barriers for the operations of INGOs has made it a challenge for Oxfam IBIS to get work permits for key staff that were in place late in 2016. Finally, the transition into One Oxfam in the country has been challenging and there have therefore been delays in implementation and targets have not been met at a satisfactory level. Senior leadership of Oxfam IBIS made several visits to the country in 2016, assisting the Country Office leadership and, with Country Office key staff finally in place, and the progress of the transition process, programme implementation has recovered in 2017.

In Nicaragua the political context is still volatile, and opportunities and space for civil society worsened in the context of the election in November 2016. Risk mitigation measures have been taken, such as not engaging in politically sensitive issues like the construction of the canal through Nicaragua and a constant balancing act in engagements with national CSOs. A joint analysis and strategy for protection of civil society was developed with key donors, and Oxfam enabled the programme to continue and achieve important results.

In Liberia, Sierra Leone and Burkina Faso the conditions for achieving targets are improving as they recover from the Ebola crisis. In Burkina Faso, opportunities for civil society interventions and long term changes are favourable after the 2015 coup. In Ghana, the peaceful change of governments after the elections illustrates a continued positive democratic development and

Oxfam IBIS and partners have used the election momentum to influence key areas and achieve important commitments from the current government.

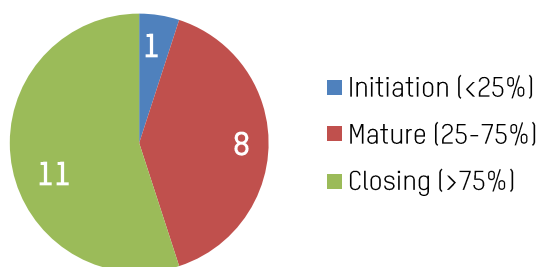
The Oxfam transition process was in different phases across the countries in 2016. The transition process is complicated by nature and has obviously caused anxieties among staff, as a clear objective of the transition is to save costs and reduce the total number of staff. Mitigation measures have been to establish a rules-based and transparent system for developing the new joint Oxfam country strategies, operational models and procedures for recruiting new staff. However, the transition process has still taken resources from the implementation of programmes, in particular in countries where this has been combined with budget cut-backs, as is the case in Mozambique, Nicaragua and Sierra Leone.

In general, the response to disruptions has been adequate and management and implementation have been carried out satisfactorily. The capacity for monitoring the political context and security issues has been sharpened by the affiliation with Oxfam. Partners and Oxfam IBIS are more alert to dangers and potential repression by governments. International organisations, networks and relations to embassies are used for protection. Communication is undertaken with caution while keeping communication channels open. Regional or global links and organisations are used to avoid national level threats.

#### 4. OXFAM IBIS' PROGRAMMES

In 2016, Oxfam IBIS operated 18 programmes distributed over the two thematic areas of Democratic Governance (six thematic country programmes and three regional programmes) and Education for Change (eight thematic country programmes and one global programme).<sup>4</sup> The time frame of Oxfam IBIS' programmes varies from an inception phase programme of 12 months to a national programme of 60 months' duration. The majority of programmes have a 48-month or 60-month time-frame.

##### Programme maturity (time spent)



By the end of 2016, Oxfam IBIS' programme portfolio had a maturity division with an average of 72% of time used. 40% of the programmes are in a mature phase of implementation, and one programme is in an initiation phase. 55% of the programmes are in the closing phase, which is a rather high percentage. An explanation is that programmes ending in 2016 have been prolonged and not followed by new initiatives as they await the modalities of merging programmes with OI.

##### 4.1 Human rights in programmes

The human rights-based approach and the PANT principles (participation, accountability, non-discrimination and transparency) are key building blocks in both Democratic Governance and Education for Change strategies. Oxfam IBIS' programmes support the empowerment of people and civil society organisations (rights holders) to gain political influence and achieve social justice by holding their governments (duty bearers), as well as international donors and private sector actors, accountable. All Oxfam IBIS' programmes work actively with human rights standards and instruments. In 2016, the thematic programmes carried out detailed reporting on human rights as part of the OPS process. The programmes have worked with 21 specific human rights instruments

<sup>4</sup> In the figure 'Programme maturity (time spent)' 20 programmes (against 18 in the text) appear. The reason is that the EfC programme in Nicaragua ended already in March 2016 and the three final programme months are included in the figure. However, it is not counted as a complete programme periode. In Mozambique, one phase of the EfC programme ended and a second phase started in 2016. This is counted as two periodes in the figure. However, it is not counted as two programmes in the overall portfolio for 2016.

and processes (19 within DG and 13 within EfC).<sup>5</sup> The following case illustrates work with human rights in Democratic Governance programmes:

#### **Case: Human rights and resettlement to mining affected communities – Mozambique**

During 2016, a network of Oxfam IBIS partners<sup>6</sup> in Mozambique supported resettlement demands from mining affected communities in the Cabo Delgado Province. The communities in Quitupo, Senga and Maganja had for several years been in a consultation process with Anadarko Petroleum Corporation, an international petroleum and natural gas company, that was granted 7,000 hectares of land by the Mozambican government covering community land in the three areas. However, the consultation process about resettlement and compensation plans was set on hold by the government and the affected communities were left with poor draft plans, which far from met the local demands.

Therefore, a network of CSO partners supported by Oxfam IBIS' Democratic Governance programmes decided to join forces with the communities in order to have the plans revised. Through support to effective advocacy strategies including involvement of media, meetings with Anadarko and with district and central government they succeeded in pushing for a renegotiation of the plans. The arguments of CSOs and communities were supported by recent Mozambican legal framework on rights of citizens and responsibilities of duty bearers, as for example the resettlement law (2012) and the oil and mining law (2014), which to a large degree are aligned with international standards and include the need to respect communities in relation to fair and just compensation.

The communities managed to get their demands included in a revised resettlement plan. Anadarko increased the value of the compensations, and the plan reflected demands such as the size and the quality of the “new” houses, the increase of the monetary compensation for lost livelihoods, and safeguard of the communities' cultural and traditional rights. Oxfam IBIS added value to the specific process by bringing together partners with different competences from working at different levels (local, national and regional) in order to implement an good advocacy process towards relevant stakeholders. Subsequently, Oxfam IBIS facilitated a space for exchange of experience and learning for the communities, which has strengthened them in the dialogue with the government about future resettlements.

The case contributes to the Sustainable Development Goal (SDG) target 17.1 about strengthening domestic resource mobilisation and redistribution to communities, which is linked to SDG 10.

## **4.2 Innovation**

Oxfam IBIS enables innovations in the organisation's programme interventions as the changing global context demands new solutions and ways of doing things in order to create sustainable change. At the heart of Oxfam IBIS' approach to innovation is the enabling of spaces for local actors to develop new ideas, test them and document their relevance and transformative power in a given context. These are not necessarily completely new interventions; interventions can be known and used in other contexts or used in the same context in a very different way.

The 2016 reports provide information on innovations. A total of 36 innovations were reported this year. 15 of these are categorised as ‘partnership innovation’, involving new kind of partners, new ways of working with partners and/or new funding modalities. 21 are at programme level and entail new themes, new methodologies or approaches and/or new solutions to ‘known’ problems. Below is an example of an innovative project:

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<sup>5</sup> Examples of HR instruments worked with in 2016: UN Convention of the rights of the Child, ILO Indigenous and Tribal Peoples Convention 169, UN Convention on the Elimination of All Forms of Discrimination against Women, and UN Universal Declaration of Human Rights. (See annex A for a full list of instruments and processes that Oxfam IBIS has worked with).

<sup>6</sup> The partners were CIP (Centro de Integridade Pública), CTV (Centro Terra Viva), AMA (Amigos de Meio Ambiente de Cabe Delgado), SELEKANI (local organisation of mining affected communities) and the National Platform for Extractives, all partners of Oxfam IBIS' national programmes (PROCIMU and AICE) and the regional advocacy programme AAP (Africa Against Poverty).

### **Case: Innovative technology and partnerships in quality education – Sierra Leone**

In the Education for Change programme in Sierra Leone, Oxfam IBIS has as part of a consortium cooperation about an innovative energy project financed by the European Union developed and installed a PV (photovoltaic – solar power) system in 12 schools in Kono. This was done in close collaboration with the private sector (e.g. companies working with solar energy), the Ministry of Education, Science and Technology, the Ministry of Energy and local authorities and education institutions. The schools themselves invested in the system and already after one year, 50% of the investment was recovered. The schools have built a charging station, which is used by an entrepreneur, against a monthly fee to the school, to sell electricity services such as cold drinks and phone charging. The fee is deposited in a school bank account specifically for the investment and maintenance of the PV system and improvements to the school. The pupils have been able to study at the schools in the evening and the fact is that, since the PV system was installed the learning outcome has improved, even though it is not possible to attribute the result directly to the PV system. At one school, 63 students passed and nobody failed after the PV system was installed, where as in the previous year only 24 passed and 47 failed.

Oxfam IBIS has in close cooperation with the Ministry of Education, lecturers at polytechnics and private sector actors, been lead in the development of a Solar PV technologies curriculum and the job profile of a solar PV technician for use in polytechnics in Sierra Leone which are building a renewable energy profile. The curriculum will be reviewed in 2017 for final adoption at the national level. ECOWAS has shown interest in the innovation at a West African level.

The case illustrates an innovation intervention that in particular meets SDG target 4.1 and SDG 5 and 12.

### **4.3 Youth**

Youth is a priority target group in Oxfam IBIS' programmes with special focus on skills development, facilitation of employment and entrepreneurship, and engaging youth in democratic participation and governance. To be able to track the focus on youth at programme level, the 2016 OPS provides information about youth interventions. A total of 46 interventions with youth as primary target group were reported in 2016. Within DG there were 10 youth interventions in influencing public policies, five in advocacy in extractives/concessions, three in advocacy in budget analysis and resource tracking and two in advocacy for indigenous rights. Within EfC there were 10 youth interventions in support of entrepreneurship and livelihood, six in advocacy for quality education and five in participation in quality education.

In spite of the number of youth interventions reported this year; it is still a challenge to integrate youth actors as partners in the programme strategies. In the coming year, Oxfam IBIS will further strengthen the focus on youth as partners and leaders by supporting youth organisations and movements to build their self-defined and self-managed roles.

The following case illustrates the result of an initiative involving the participation of young people in municipal elections:

### **Case: Capacity building for youth participation in municipal councils - Burkina Faso**

Oxfam IBIS' Education for Change programme in Burkina Faso supports youth capacity building in advocacy and leadership for their participation in the good management of their municipalities. In 2016 this resulted in 40 young people (10 young girls, 10 young boys and 20 young married women) being able to defend their rights to participate in municipal elections in 2016, for some (28%) to be elected and for the rest (62%) to join advocacy groups for influence, transparency and accountability in municipality governance. Oxfam IBIS' partner CNEPT, the National Coalition for Education for All of Burkina Faso, selected 40 women and young leaders (among 187 applicants) in the provincial capitals Sebba and Bogandé in Gnagna and Yagha Provinces. Their capacities in advocacy and leadership were strengthened with the objective of standing up as candidates for the municipal elections and participating in such campaign activities as public round tables and advocacy strategies and action plans were organised to obtain the votes. The outcome of elections was that 11 youth were elected as members or substitutes in six municipal councils. Youth in the



six municipalities will work to see their concerns reflected in planned activities and budgets. The 29 people that were not elected will work at municipal level in civil society advocacy groups to address and influence their basic concerns. Oxfam IBIS has added value in the change process through capacity building of CNEPT in advocacy and coaching, and through contributions to the preparation of the campaign.

This case in particular contributes to meeting SDG targets 5.5, 16.5, 16.6, 16.7 and the informal SDG 18 on youth.

## 5. CIVIL SOCIETY PARTNER CAPACITY DEVELOPMENT

Rights-based capacity development of civil society partners is central to Oxfam IBIS' work and is an integrated part of Oxfam IBIS' two thematic strategies, Democratic Governance (DG) and Education for Change (EfC). The progress documented in this section is embedded in the results from DG and EfC as described in section six and seven.

Through its capacity development in 2016, Oxfam IBIS has strengthened autonomous and legitimate drivers of change, capable of adapting to contextual change and interacting with other stakeholders in joint advocacy initiatives and dialogue with private sector and government. Based on an overall assessment, Oxfam IBIS' capacity development of partners has been rated as satisfactory in 2016. This is based on the following:

- Oxfam IBIS' partnerships achieved important results and democratic changes within both thematic programmes (DG and EfC) during 2016. With an average of 92% of Oxfam IBIS' partnerships improving the partners' organisational, thematic and advocacy capacity, we have reached the ambitious target in the Strategic Plan of achieving a positive rating of 85% by 2017.

Oxfam IBIS' results against the strategic indicators established in the updated strategic plan for 2015-2017, as reported by Oxfam IBIS' programmes across both thematic focus areas, are presented in the table below. It does not include results from partnerships with local government authorities or partners in the regional/global programmes (EAPI, LAPI and AAP), as the nature of their partnerships means that partnership development plans have not been applied. The results are supplemented by case stories to illustrate the partnership approach, examples of results, and the value added by Oxfam IBIS.

Strategic indicator	Result 2015	New Result 2016	Target 2015-2017
<b>Democratic Governance</b>			
2.1 Percentage of Partnership Development Plans implemented, improving partners' organisational, thematic and advocacy capacity	83%	98%	85%
<b>Education for Change</b>			
3.1 Percentage of Partnership Development Plans implemented, improving partners' organisational, thematic and advocacy capacity	78%	71%	85%

**Achieving results.** In 2016, 98% of partnership development plans (PDP) in DG and 71% in EfC programmes were assessed to improve organisational, thematic and/or advocacy capacity of the partner organisations. This is well above the target of 85% for DG while the result for EfC decreased compared to the result in 2015. Part of the explanation for the decrease within EfC is the start of new partnerships in 2016 that have typically rated the improved capacity as a result of the PDPs as 'too early to tell'.

Oxfam IBIS's partnerships and programme initiatives take their point of departure in a thorough context and risk analysis, combined with a thorough stakeholder or power analysis, made in close collaboration with partners and allies in order to identify a clear change objective. Based on this, capacity development needs are identified and jointly agreed upon.

During 2016, Oxfam IBIS invested consciously in improving the quality of the PDPs, and tailor-made capacity development has improved partners' capacity to achieve their specific advocacy objectives. The plans are made jointly between partners and Oxfam IBIS and built on monitoring and learning from the previous year, and establish clear targets within the global indicators of organisational, thematic, and advocacy capacity in the "Change Triangle" framework.

In 2016, Oxfam IBIS experienced a reduction in the number of partnerships, in DG from 109 in 2015 to 89 in 2016, and in EfC from 53 partnerships in 2015 to 43 in 2016. The reduced number of partnerships partly corresponds to the cut back of the Danida frame to Oxfam IBIS in 2015, but it also constitutes a response to the Danida recommendation and feedback in 2013 to reduce the number of partnerships, which at that time was well above 200, and invest more in partnership quality and capacity development. The present number of partnerships is well balanced to the current turnover of Oxfam IBIS, but the number is expected to increase during the coming years, taking into account the new Strategic Partnership Agreement with Danida and the very positive trends in raising additional funds through institutional and private fundraising.

**Addressing intended strategic topics.** In 2016, 64% of the DG partners and 92% of the EfC partners reported a 'combined' capacity improvement as primary added value. Oxfam IBIS is very satisfied with this ratio, illustrating that the vast majority of our partners are strengthening competencies within a combination of organisational, thematic and advocacy skills as result of the partnership. This is in line with our theory of change for capacity development of civil society outlined in the strategic plan, where it is argued that competencies in all three areas constitute a precondition for achieving the planned advocacy results and for becoming a legitimate driver of change and democratic voice on behalf of rights holders.

In 2016, Oxfam IBIS continued to **add value** to the partnerships in various ways. We provided quality, tailor-made capacity development to very diverse types of civil society partners and facilitated advocacy platforms between partners and stakeholders at local, national, regional and international levels. The civil society platforms – which include for example, NGOs, youth, indigenous and women's movements, research institutions, and unions – were then able to enter a democratic dialogue with governments and advocate for sustainable and rights-based solutions for quality education and democratic development.

There is a tendency for our data from 2016 to show a general decrease in national level partnerships across EfC and DG programmes. Our clear ambition is to change this tendency during the coming period, since linking to national level through establishing partner alliances or platforms is seen as key for Oxfam IBIS in achieving national level policy changes. These changes are based on clear results at local or regional/international level showing evidence and/or alternative solutions to development/education. Another challenge for Oxfam IBIS, in order to live up to the new ambitions outlined in the Strategic Partnership Agreement, will be to expand our partnership portfolio with private sector, youth, women's, and indigenous peoples' organisations and movements in the coming years.

## 5.1 Selected case stories

### **Case: New ways of planning with partners engaged with youth groups - Ghana**

In 2016, the thematic education programme in Ghana initiated a new way of planning with youth as the need for improvement in work with youth was recognized. Instead of working with individual partner development plans (PDP) for each partner, Oxfam IBIS facilitated a process that gathered three partners – Foundation for Security and Development in Africa, Centre for Active Learning and Integrated Development and Youth Empowerment for Life – all working with youth groups to convert individual strengths and capacities with the aim of influencing national youth policies. Based on the Change Triangle, the PDPs were tied together around the same change objective

focusing on the national policy agenda and the partners planned campaigns around common agendas. In this way, the partners – based on their collective strength – managed to impact national youth policies and besides that to form a non-formal national youth coalition of 111 youth groups. The effort bore fruit already in 2016, where partners succeeded in advocating for a space for youth participation and representation (including young women and youth with disabilities) from district to national levels in National Youth Authority Boards as part of the implementation of the National Youth Authority Bill (NYAB) from which youth were previously excluded. The Boards got the power to oversee and coordinate all youth intervention programmes to ensure effectiveness of policy implementation and facilitate measurement of progress towards the policy objectives. Another achievement reached by the three partners and the youth groups was the formation of youth federations at district, regional and national levels to hold their own representatives at the Boards accountable.

This activity in particular contributes to the fulfilment of SDG targets 16.6 and 16.7 and the informal SDG 18 on youth.

### **Case: Capacity development of partners strengthens national dialogue - Guatemala**

Based on agreed partnership development plans (PDP) of the DG programme in Guatemala, Oxfam IBIS provided training and capacity development to 11 partner organisations<sup>7</sup> (of who eight have PDPs), working together on influencing 12 legal and public policy processes. A total of 1,165 individuals engaged in our capacity development efforts, representing a diversity of partner organisations at both local and national levels, such as indigenous authorities, indigenous women's and youth organisations, managers of women's and youth commissions, research and expert NGOs, organisations of indigenous mayors, land administration councils, natural resource boards, media organisations and community communicators.

With Oxfam IBIS in a coordinating and implementing role, the partner organisations were strengthened in leadership, advocacy skills, national and international laws on indigenous peoples' rights, public administration, national budgets and social audits, cause and effect of violence against women, taxation and natural resources, territorial governance, democracy, and ancestral indigenous justice systems.

The multi-stakeholder approach in Oxfam IBIS' capacity development processes has resulted in mutual respect and collaboration between actors that are historically much divided in Guatemala, such as indigenous peoples, mestizos and government organisations. Further, the strategic decision to strongly prioritize the participation of indigenous youth and women's organisations has resulted in indigenous authorities making a commitment to allow women and youth to exercise authority as representatives of indigenous peoples, which is an important and substantial change in favour of generational and gender equality.

One of the important results based on Oxfam IBIS' capacity development in 2016 was 47 indigenous peoples' joint elaboration and presentation of a proposal on the recognition of indigenous peoples' own legal system and the strengthening of the justice system, seeking to limit impunity and corruption in Guatemala. For the first time in a constitutional reform process, indigenous peoples have played a unified role in influencing policy in the country. In recognition of the proactive role of the indigenous authorities, the United Nations Permanent Forum on Indigenous Issues reads, "The Permanent Forum welcomes the implementation of a national dialogue to debate and achieve key constitutional reforms in the field of justice in Guatemala, and encourages the recognition of indigenous justice systems" (report on the 15th period of sessions ECOSOC, 2016).

The case contributes to meeting the SDG agenda of inclusion and –non-discrimination of indigenous peoples and specifically the SDG targets 5.1, 5.2, 16.5-16.7, 16.b, and 17.1.

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<sup>7</sup> Consorcio de Asociaciones, Municipalidad Indígena de Sololá, Asociación Mujb'ab'I Yol, Asociación Moloj, Sobrevivencia Cultural, Bufete Jurídico de Derechos Humanos, Asociación Q'ana Tzultaqá, Fundación Nueva Esperanza, Fundación Centro de Documentación e Investigación Maya, and Organismo Indígena para la planificación del desarrollo NALEB

## 6. DEMOCRATIC GOVERNANCE

In 2016 Oxfam IBIS continued to deliver important results and democratic changes through our Democratic Governance (DG) programmes. Together with partners, results were achieved through rights-based advocacy and by establishing alliances or platforms between different types of partners, and thereby connecting voices and competencies from local, national, regional, and when relevant, also international stakeholders working together towards common objectives. This positive performance in our DG programmes was achieved during a year where the space for civil society to engage and influence duty bearers became increasingly narrow in almost all our programme countries in Latin America and Africa.

The overall progress in 2016 of Oxfam IBIS' programmes within DG measured against the objectives outlined in our thematic strategy is rated satisfactory with good results achieved and moderate shortcomings, which will be addressed in follow-up processes with our programme staff and partners. This rating is based on the following:

- By end 2016, Oxfam IBIS had accomplished the targets set for the three-year period in our Strategic Indicators 2015 – 2017 within the area of Democratic Governance. Especially our strategic focus on partner platforms to achieve sustainable changes has proved to be effective and will be further fine-tuned over the next few years in close coordination with partners and our colleagues in the wider Oxfam.
- The transition process into Oxfam International demanded much attention from staff at both country and head office levels in 2016, which was a year where Oxfam IBIS took the first important steps in defining our comparative advantages and specific added value as part of OI within the areas of Democratic Governance and identified a strong fit with Oxfam policies, strategies and campaigns.

The following is a schematic overview of Oxfam IBIS' results against the global strategic DG indicators aligned with the strategic plan for 2015-2017, as reported by the 10 governance programmes (three regional programmes, two national programmes in Latin America and four national programmes in Africa). The results are supplemented by short case stories to illustrate changes achieved in 2016 and the value added by Oxfam IBIS.

Strategic area 2: Delivering against Democratic Governance strategy			
Strategic Indicator	New Result 2016	Result 2015+2016	Target 2015-2017 (cumulative)
2.2 Number of partner platforms implementing joint advocacy initiatives with concrete results achieved	21	42	35
2.3 Number of partner advocacy initiatives related to budget analysis and resource tracking with concrete results achieved	9	18	18
2.4 Number of partner advocacy initiatives related to extractive industries with concrete results achieved	18	32	22
<b>Key annual development targets – 2016</b>		<b>Status by end 2016</b>	
1. Formulate a typology of budget and tax for existing and planned activities at different levels.	Completed. The typology was made on selected interventions and projects in Oxfam IBIS' key strategic areas within Democratic Governance: tax, budgets, extractives, and active citizenship.		
2. Develop a concept note on minimum standards for fiscal justice.	Completed. In November 2016, Oxfam IBIS published a joint briefing with nine other NGOs containing a comprehensive set of standards for fiscal justice for development finance institutions.		
3. Establish an action plan for Oxfam IBIS' role in Oxfam in the area of extractive industries.	Completed. Oxfam IBIS elaborated a strategic position paper, 'Empowerment for Economic and Social Justice', which guides Oxfam IBIS' work on extractive industries (and other areas) in countries and regions, and within the Oxfam federation.		

**Achieving targets.** With the 2016 results, Oxfam IBIS' DG programmes have achieved all three indicator targets outlined in the Strategic Plan with Danida for 2015 - 2017. The target for partner platforms has been achieved 120%, budget analysis and resource tracking reached 100% and extractive industries 145%. Advocacy results in 2016 remain at the same level as in 2015 with regard to platforms and budget tracking. However, within extractive industries advocacy, 18 results were achieved in 2016 compared to 14 in 2015. A high number of advocacy processes are under execution in 2016, which is promising and indicates that we will maintain a positive level of results, also in 2017.

Advocacy results based on partner platforms increased at both local and national levels in 2016. The number of partner platforms increased from 25 in 2015 to 31 in 2016. There was a tendency towards working with smaller platforms in 2016. 45% consist of less than 10 partners. 29% of the platforms are represented by more than 20 partners compared to 52% in 2015. This trend is welcomed, since very large platforms sometimes become less operational and action-oriented.

Oxfam IBIS expects even more of this platform approach, and it constitutes an example of our concrete added value on the ground. In order for the partner platforms to lead to actual results or changes, professional facilitation and coordination skills are required from our staff on the ground. It constitutes an approach that will be further developed over the next few years in close collaboration with partner organisations and our Oxfam colleagues.

**Securing the right focus level.** There is a tendency throughout our data for 2016 that more initiatives and results focus exclusively at the local level than we experienced in 2015. The relative ratio of advocacy results primarily at local level increased to constitute 44% of all results compared to 34% in 2015. This tendency challenges our strategic ambition to link levels and our ambition to generate results/changes also, in for example, national policies and legislation. We are following up on this with programme staff and partners in close collaboration with other Oxfam affiliates present in our programme countries, knowing that this tendency is partly due to the situation of shrinking political space for civil society participation that we experience in the majority of the countries we are operating in (for example Nicaragua and Sierra Leone). Engaging in advocacy processes at the national level is simply considered too high a risk in many contexts. We believe that adopting a dialogue and non-confrontational approach to advocacy, based on clear evidence and based on multi-stakeholder partner platforms, is part of the answer to shrinking space. Already in our data from 2016, we can see that national-level advocacy results achieved by partner platforms increased from five to eight.

**Reaching Oxfam IBIS' target groups.** The data shows a positive increase in defining women, youth and indigenous peoples as the primary target benefitting from the advocacy initiatives. 'Other marginalised groups' constitutes only 50 % of primary target group compared to 59% in 2015 (and 66% in 2014). Youth features very clearly in our work with budget analysis and resource tracking where youth represents 44% of our target group. Our overall data reveals that youth still constitutes a rather limited proportion of our partner organisations and are only the primary target group in 8% of our advocacy initiatives with concrete results in 2016. Our clear ambition is to change this pattern in the coming period. Partnering with youth organisations, informal youth groups or youth movements and improving their living conditions and influence, is key in our new Strategic Partnership Agreement with Danida and a high priority in all new One Oxfam programmes.

**Addressing intended strategic topics.** Oxfam IBIS and partners have worked on a total of 38 advocacy processes in 2016 of which 18 led to concrete results, while the rest are in process to hopefully turn into results in 2017. Of the 38 initiatives, 48% are at local level, 23% at national, and 9% at regional/global level, while 20% are at a combination of levels. The focus on extractive industries is a key strategic focus of Oxfam IBIS and the entire Oxfam confederation, due to the potentials for increasing domestic revenue mobilisation and reinvestment in social development and human rights. At the same time, Oxfam IBIS and partners constantly monitor extractive industries, which is one of the areas causing most social conflicts, violations of human rights and environmental degradation in the countries we work in.



## 6.1 Selected case stories

### **Case: Agreements with mining companies are pilots for institutionalisation – Sierra Leone**

Oxfam IBIS has successfully, and in collaboration with its regional and national programmes, contributed to the piloting of a template for the preparation and signing of Community Development Agreements (CDA), stipulating a fair agreement on community rights, compensation and division of responsibilities (of community, companies and government) in the case of extraction processes by mining companies in communities.

In 2015-16, the template was piloted and adjusted in a process of consultation with mining communities before its final approval. Oxfam IBIS and partners organised in the Civil Society Network (CSN) have developed a simple illustrated guide including a tool/checklist that can be used by the community to get a quick overview of the CDA process. Together with government, other national and international NGOs and community representatives, Oxfam IBIS and CSN held training courses in several communities in three districts.

Oxfam IBIS and CSN played a key role in the first two CDAs signed in Sierra Leone in 2016. One of these was in the Kono District where an agreement was signed with OTEGA mining, operating in Sierra Leone's largest diamond mine, and two communities. CSN supported the communities throughout the process of signing the agreement. The goal for the coming years is to use the experience in order to institutionalise the process at national level in Sierra Leone.

The case illustrates work that contributes to achieving the SDG target 17.1 about strengthening domestic resource mobilisation and redistribution to communities, which is linked to SDG 8 and 10.

### **Case: Civil society influence on democratic reforms – Liberia**

Oxfam IBIS has for three years supported the partner platform Women NGOs' Secretariat of Liberia (WONGOSOL) through a long-term partnership as part of the FLOW project (Funding Leadership Opportunities for Women), with the aim of strengthening the platform's advocacy, networking and training capacities. This support culminated in 2016 with specific support to WONGOSOL's and other partners' engagement in an advocacy coordination group around human rights' principles and instruments especially related to the Affirmative Act, which was intended to increase women's and youth representation at the National Legislature. The campaign brought together women's organisations, Women Legislature Caucus, the Association of Female Lawyers, UN Women, and the Ministry of Gender, Children and Social Protection to champion the passage of the Affirmative Act by the Legislature. Oxfam IBIS supported campaign activities including a series of public hearings coordinated by WONGOSOL and the Affirmative Act reaped massive support from civil society across the country. The result was that the Liberian House of Representatives concurred with the Senate to pass the Act into law in August, 2016. The law establishes seven 'special constituencies' at the Legislature, with five seats reserved for women and one each for youth and disabled people, which increases women's and youth representation by 30% at the National Legislature.

The case illustrates work that contributes to achieving the SDG target 5.1 about ending discrimination against women and youth.

### **Case: Right to free, prior, and informed consent in Latin America – Regional advocacy**

Oxfam IBIS has for several years, contributed to the strengthening of civil society and indigenous peoples' organisations in Latin America in terms of advocating for the implementation of ILO Convention 169 and the right to free, prior and informed consent (FPIC) in relation to commercial extraction of national resources and energy generation in their land and territories. This was possible through collaboration between national programmes in Guatemala, Nicaragua and Bolivia and the regional advocacy programme LAPI (Latin America against Poverty and Inequality). In 2016, important results were achieved where national work for FPIC was linked with regional advocacy.

At national level, Oxfam IBIS provided advocacy capacity building to the local indigenous organisation Cotzal Authorities in Guatemala and the 40 communities (as rights holders) in a

difficult and politically sensitive negotiation process with the government (as duty bearers) in relation to the construction of a hydro-electric dam in their ancestral territory. After an appeal to the Court of Constitutionality, a process which was initiated in 2012, the Court ruled in favour of the communities, ordering State entities to carry out the consultation in compliance with requirements in ILO Convention 169 and FPIC. Oxfam IBIS's role and added value has been our support to an entire advocacy process, including capacity building of local leaders in advocacy, strategy, counselling, assemblies with the communities to inform them of their rights (national and international legislation), the production of information and advocacy material, and facilitation of dialogue with government entities. In this process, 760 people (of which 369 are women) from the 40 Cotzal communities were trained in 2016.

This advocacy work was linked to alliance building at regional level, where Oxfam IBIS and key regional partners gathered civil society and indigenous peoples' organisations across Latin America (Guatemala, Honduras, Nicaragua, Mexico, Panama, Costa Rica, Peru, Bolivia, Colombia, and Chile) to exchange knowledge, create a joint FPIC advocacy alliance, and to push forward the FPIC legislation process in countries such as, for example Guatemala. Simultaneously, Oxfam IBIS' partners DAR (Derechos, Ambiente y Recursos Naturales) and COICA (Coordinadora de las Organizaciones Indígenas de la Cuenca Amazónica) carried forward a regional assessment of the implementation of Convention 169 in Bolivia, Brazil, Colombia, Ecuador, Peru and Venezuela. Oxfam IBIS played the role of broker supporting a strategic alliance with the Worker's Union of Peru (traditionally not unified with indigenous peoples' organisations), which led to a dialogue with the ILO regional office in Lima with the objective of evaluating compliance with ILO Convention 169 in Amazonian countries. This is promising and has facilitated the advocacy work to further promote FPIC in the coming years.

The case is an example of advocacy aiming at including indigenous peoples' participation as stipulated in the SDG agenda.

## 7. EDUCATION FOR CHANGE

In 2016, Oxfam IBIS and partners worked with the right to inclusive quality education for all as a goal and a means to achieving active citizenship in the Education for Change (EfC) programmes. Through a rights-based approach, the work is marked by the conscious use of both legally binding human rights instruments, political tools of commitment, and comprehensive programmatic approaches to promoting transformative education. The operationalisation of the ambitious Sustainable Development Goal 4 (SDG 4), about ensuring inclusive and equitable quality education for all and the principle of leaving no-one behind, is the most important agenda to adhere to and guides Oxfam IBIS' advocacy work at the global level.

Overall progress in 2016 against the objectives in the EfC thematic strategy was rated to be satisfactory, with good results achieved, but also with moderate shortcomings (which need to be addressed):

- Oxfam IBIS has directly and through partners influenced a number of intended changes at the level of right holders and through engagement of duty bearers. At global level, Oxfam IBIS has successfully supported the influence of civil society in the roll-out process of SDG 4.
- Oxfam IBIS and partners have strengthened their work with youth education models such as technical vocational skills development and have created spaces for youth participation and exchange in relation to youth, rights and education at regional level in Latin America.
- Oxfam IBIS has improved its preparedness for acute emergency response through a flexible set-up, ongoing context and risk analysis, learning and adjustments.
- Oxfam IBIS still has to strengthen its own and partners' capacities and strategies to advocate for improved education financing and to enhance vertical and horizontal linkages between actors within the education sector for greater impact and sustainability of actions.

Below is a schematic overview of Oxfam IBIS' results against the shared global strategic EfC indicators from the strategic plan for 2015-2017, as reported by the nine education programmes (one global programme, two national thematic programmes in Latin America and six national

thematic programmes in Africa). The results are supplemented by short case stories to illustrate the changes influenced and the value added by Oxfam IBIS.

Strategic area 3: Delivering against Education for Change strategy			
Indicator	New Result 2016	Result 2015-2016	Target 2015-2017 (cumulative)
3.2 Number of quality education interventions with concrete results achieved	40	68	50
3.3 Number of education governance bodies strengthened through active participation of civil society	729	994	500
3.4 Number of advocacy initiatives related to quality education models with concrete results achieved	9	26	25
3.5 Number of partner advocacy initiatives related to education financing with concrete results achieved	8	15	20
Key annual development targets – 2016		Status by end 2016	
1. Establish a transition plan for an Education Centre within Oxfam.	Completed - The Education Community of Practice and Influence (ECPI) was established at a workshop hosted by Oxfam IBIS for Oxfam staff in November 2016.		
2. Develop a concept paper on education policy and financing.	Completed - Oxfam IBIS contributed to the development of a GCE policy paper on Low Fee Private Schools: Private Profit, Public Loss: why the push for low-fee private schools is throwing quality education off track.		
3. Support roll-out of SDG4 (quality education).	Completed - The EAPI partners influenced key processes e.g. inclusion of additional indicators and development of national indicators in several countries to monitor implementation of SDG4.		

**Achieving targets.** With the 2016 results, all but one of the targets for 2015-17 have been achieved one year ahead of plans. The target of quality education interventions has been achieved 130%. Important dimensions of quality education are transformative education and learning-centred approaches, qualified and motivated educators, and mother-tongue and bilingual education. In 2016, 40 education models were tested, which is an increase in relation to 2015 and reflects the effect of the strategy to focus on interventions at a smaller scale that can be used to influence policies and in this way scaled up in order to reach greater impact. There is a significant performance in the strengthening of governance bodies, and the target has been reached by almost 200%. 729 civil society groups' participation in education governance (school boards, district and national level governance committees/forums, etc.) was strengthened through the EfC programmes.

With regard to advocacy for more widespread use of quality education, the result is nine compared to 17 in 2015, which is due to the reduced budgets in 2016. In spite of the decrease, the set target for 2015-2017 has been achieved, which is very satisfactory. With regard to advocacy for education financing, the result of eight is satisfactory and is a small improvement from last year. However, the achievement of 75% of target for 2015-2017 is low compared to other indicators. In 2016, several partners strengthened policy and advocacy tools within the financing of quality education and it is expected that set targets will be achieved during 2017.

**Securing the right focus level.** Oxfam IBIS supported 1,115 education governance bodies in 2016 and 729 (65% compared to 27% in 2015) of these have achieved what is considered full/satisfactory participation. Even though results have improved, it is clear that more work still has to be done to support civil society's active participation in governance bodies at national level.

Advocacy for education quality and financing is implemented at local, national and global levels and the linkages between different levels are being increasingly emphasised in advocacy initiatives. However, in 2016, more than half of all advocacy interventions focussing on education quality were implemented at local level (province, district, or school), fuelled by successful fundraising where donors tend to prioritise the more tangible results at local levels. At the regional and global levels the focus has mainly been on advocacy for more appropriate and increased education financing of the SDG4 agenda, which is particularly the merit of the new global advocacy programme EAPI that started in 2014 and entered into its second phase in 2016. EAPI's partner, Global Campaign for Education, has contributed to setting education financing high on the agenda worldwide through Global Action Week on Education and to the establishment of Education Cannot Wait, a fund for education in emergencies.

**Reaching Oxfam IBIS' target group.** In 2016, 47,424 learners (children, youth and adults) were enrolled in Oxfam IBIS-supported formal and non-formal quality education interventions. This is a drop of 11% compared to 2015, which was expected after 26% cuts in programme budgets in 2015 (with effect in 2016). Children accounted for 84% of the enrolled learners in 2016 and in this sense, marginalised and poor children were the main target group. The number of youth enrolled was 2,007 and there were 5,415 adult learners. The female ratio for child learners was 49%, youth 58% and for adults 41%. Adult learners are mainly involved in teacher training in remote areas and fragile contexts, where a ratio of 40% female participation is considered good. The overall learners' completion rate of education interventions has continuously increased since 2014 and was in 2016 above 90% for all target groups. This is considered a key result of quality programming and is very satisfactory.

There has been a notable rise in education models being tested, focussing on youth and adults (70% of all interventions in 2016), which include vocational skills development for youth in urban and rural areas as well as non-formal education, such as accelerated learning programmes implemented as 'second chance' programmes for out-of-school youth in fragile contexts.

The relative and equal distribution of intervention focus (children: 30%/youth: 30%/adult: 40%) remains similar to earlier years. The advocacy initiatives continue to have marginalised children as primary end-target group, constituting nearly 90% of all new results in 2016. Interventions and advocacy with a primary focus on gender equality have slightly increased and maintains the relative weight of 10% of all activities by Oxfam IBIS and partners. Oxfam IBIS needs to continue the development of approaches to improve girls' and women's access to and completion of their education.

**Addressing intended strategic topics.** All dimensions of quality education continue to be represented in Oxfam IBIS' interventions, and for the most parts also in advocacy. As part of our strategic focus, Oxfam IBIS will in the years to come closely follow up on the initiatives that many programmes have started in relation to reducing gender-based violence in education. For this purpose, Oxfam IBIS will invest in learning and knowledge creation in collaboration with other affiliates in the Oxfam federation.

## 7.1 Selected cases stories

**Case: Oxfam IBIS Education model for adolescent girls adopted at regional level – Ghana**  
Oxfam IBIS piloted and tested a Girls Model Junior High School (GMJHS) in the Sawla-Tuna-Kalba (STK) District in the Northern Region of Ghana from 2008 to 2016. This was done in close partnership with CALID (Centre for Active Learning and Integrated Development), the STK district authority and Ghana Education Service (GES), the local level authority. The GMJHS has proven to be effective in promoting higher completion, pass and transition rates among girls in deprived districts and communities. Only 10% of girls complete the conventional junior high school whereas completion rate at the GMJHS is 80% on average. Furthermore, pass rates have been between 90 and 100% and the majority of the girls who complete junior high school continue in senior high schools. This fact that girls have the same capacity as boys if they are given equal opportunities has challenged the common perception of girls not being able to perform well in the education

system. Based on solid documentation of the impressive experience and results, advocacy campaigns realised by partners (CALID, Northern Network for Education Development, STK district authority, and GES) communities and students have influenced the decision of 11 district assemblies from the Northern Regions in Ghana decided to replicate the model in the 2016/17 academic year. This means that 385 marginalised adolescent girls, who would not normally have a chance to enter high school, will now have access to quality high school education with trained teachers in effective pedagogy, rights and life skills education and participatory school governance among others. Oxfam IBIS' added value to the advocacy campaign has been to facilitate the advocacy material (performance tracking, results and learning documentation) and train stakeholders (students, communities, local authorities and district assemblies) in presentation skills in order to be able to influence other districts.

The case illustrates work that contributes to the achievement of SDG 4 and 5.

**Case: Safe learning for conflict-affected out-of-school children and youth – South Sudan**

Through the thematic education programme in South Sudan, Oxfam IBIS increasingly implements education in emergencies (EiE) as a humanitarian response. Quality education is a right during emergencies and, according to United Nations' General Assembly Resolution A/RES/64/290 from 2010, quality education should be integrated into any humanitarian intervention. In Nyirol County, Jonglei state, the programme has established 11 Child-Friendly Learning Spaces and in this way provided safe learning opportunities for 2,686 (1,697 male, 989 female) conflict-affected out-of-school children and youth. The learners have benefitted from adequate learning and recreational materials including text books in their mother tongue (Nuer). Sampled data show significant improvement (39%) of the learners' performance in mother tongue literacy. Oxfam IBIS' has coordinated with Oxfam Great Britain WaSH (Water, Sanitation and Hygiene Promotion) programme and besides the construction of 12 latrines, four hygiene clubs have been formed with 60 members (28 male, 32 female). To ensure quality of the education in the programme, 55 teachers/educators (53 male, two female) have been trained in teaching methodology, gender responsive pedagogy, teachers' code of conduct, WaSH in school and administrative records. Furthermore, 21 educators have attended a training to become facilitators of the UNICEF adolescent kits, making them able to plan sessions that address the particular needs of adolescent girls and boys (age 14-18). Assessment made after nine months of implementation documents that half of the education actors trained show improved knowledge and skills. Collaboration has been established with the teachers to enhance their capacity through field mentoring, formative supervision tools, and Skype coaching. Oxfam IBIS adds additional value by forming part of the Strategic Advisory Group of the National Education Cluster and is therefore able to ensure that actions implemented in this project contribute to the national priorities and standards.

This case is an example of work that contributes to a safe and quality learning environment for girls and boys to achieving SDG targets 4.1, 4.a, 5.1, 5.2, 6.2, and 16.2

**Case: Global education civil society's influence on SDG4 implementation – Global advocacy**

Oxfam IBIS' global partner, Global Campaign for Education (GCE), supported through the regional and global EAPI program 'Education Against Poverty and Inequality' (EAPI), in 2016 played a leading role in intensifying the influence of civil society in the UN processes related to operationalising the education 2030 framework. A significant achievement has been the creation of a new SDG4 stakeholder group, the Education and Academic Stakeholder Group within the frame of the High-Level Political Forum (HLPF). The HLPF is the UN's central platform for follow-up on the 2030 Agenda and the SDGs and ensure the participation of all UN Member States in the fulfilment of the goals. The Academic Stakeholder Group, which besides GCE consists of European Students' Union, International Council for Adult Education and Education International, is entitled to present official inputs and recommendations to the HLPF. Another achievement of the GCE (together with other international stakeholders) was the inclusion of the term 'free' education in the formulation of the SDG target 4.1 and an additional indicator 4.1.1 focussing on measurement of performance and metrics of completion of free education (and not only access and enrolment). This was achieved after inputs and participation by GCE in the Interagency and Expert Group meetings. The support from Oxfam IBIS in 2016 enabled GCE to strengthen its



constituency (extensive consultations) and created a stronger and more representative global movement, including the elaboration of a global strategy and action plan. Altogether this has strengthened the possibility for influence by education civil society on decision-making related to the implementation of the SDG4.

## 8. GLOBAL AND DANISH ENGAGEMENT

General progress in 2016 against the overall strategic objectives in “Global and Danish advocacy and engagement” and “Popular anchoring in Denmark” is considered to be highly satisfactory, which is based on the following:

- Advocacy at Danish and particularly global levels has succeeded in building on a narrow agenda of mainly two advocacy areas closely linked to programme work in countries and profiting from the Oxfam affiliation.
- Outreach and engagement in Denmark demonstrate successful results, which have been achieved despite reduced budgets in 2016 and because Oxfam IBIS has been able to make use of pictorial material and testimonies contributed to by other Oxfam affiliates. Furthermore, Oxfam IBIS has made a strategic move to include the SDGs as a core element in campaigning and outreach.

Below is a schematic overview of Oxfam IBIS’ results against the strategic plan for 2015-2017. The results are supplemented by short case stories to illustrate the changes influenced and the value added by Oxfam IBIS:

Strategic area 4: Global and Danish advocacy and engagement			
Indicator	Result 2016	Result 2015-2016	Target 2015-2017 (cumulative)
4.1 Number of Oxfam IBIS’ recommendations adopted by decision makers	6	14	18
4.2 Number of students taking part in the Danish “Education for All” (Whole World in School) campaign (requesting the Reading Rocket)	175,904	359,890	480,000
4.3 Number of people engaged in activities targeting decision makers with a message in support of Oxfam IBIS’ policy recommendations	39,580	65,816*	40,000
4.4 Number of Danish Media clips with Oxfam IBIS/Oxfam and inequality/tax/extractives	181**	430	650
4.5 Number of people reached on Latin American engagement through campaigns, seminars, advocacy events with direct Oxfam IBIS contribution	6,057	11,309***	15,000
*Not including 60,000 people engaged in public manifestations with Oxfam IBIS as co-organizer on Refugees, Education and Climate in 2015			
** Due to change of search platform at HQ in 2016, it is not possible to compare this result (number) with last year’s result. In order to compare, the 2016 result has to be multiplied by two.			
***Not including 14,779 interactions with Oxfam IBIS’ Facebook updates on Latin America in 2015			
Key annual development targets – 2016	Status by end 2016		
1. Redesign the Whole World in School campaign.	Completed. The campaign communication is aligned to the SDG’s, particularly SDG4 and 5. “Verdenstimen” has been developed as a set of teaching materials on the SDGs to address the need for communicating the SDGs through the education system		
2. Formulate a brief on responsible tax jointly owned with private companies and investors.	Delayed. Based on an ongoing trust-based and constructive dialogue, the brief was begun in 2016 and a workshop to discuss the outline and overall content of the brief was organised in November 2016 with companies and investors as a part of The Tax Dialogue on corporate responsibility. It will be finalised and published in 2017.		

3. Re-launch of the global inequality campaign.	Completed. In late 2016, Oxfam decided to re-focus the campaign with stronger emphasis on education to reduce inequalities and to develop campaign/influencing tools to address the overall narrative on inequality at global scale. Oxfam IBIS relaunched the campaign in Denmark with inequality as the overall narrative for all communication on education, tax and gender.
4. Strengthen links between new EITI standard/EU CBCR reporting and CSO advocacy.	Completed. In Guatemala, Sierra Leone, Burkina Faso, Ghana, and Mozambique, specific measures have been taken and results achieved to ensure that more funds from extractive industries are reaching the communities. Influencing Danish and EU decision-making on tax havens and public country-by-country reporting has been successful.

Strategic area 5: Popular anchoring in Denmark			
Indicator	Result 2015	Result 2016	Target 2015-2017
5.1 Number of Oxfam IBIS' members and supporters (annual)	26,703	28,606	35,000 by 2017
5.2 Number of interactions on social and electronic media (accumulated)	677,067	1,000,000	800,000 by 2017
5.3 Direct communication – number of subscribers to newsletters and magazine (annual)	48,492	52,131	50,000 by 2017
5.4 Number of campaign participants in Denmark (accumulated)	200,905	217,248	645,000
<b>Key annual development targets – 2016</b>		<b>Status by end 2016</b>	
1. Develop Oxfam IBIS' integrated public engagement approach, now fully integrated within the Oxfam International's setup.	Completed. We are now fully integrated in Oxfam's Public Engagement setup in communication and fundraising, as well as policy and campaigns.		
2. Obtain growth in support-membership to Oxfam IBIS.	Completed. There has been an increase in both numbers (7%) and amounts (7%). Retention practices are improved and recruitment refined with rising and very satisfactory conversion rates. We are working to increase our outreach and lead generation further, and will still be looking for ways to expand.		
3. Increase the public awareness of Oxfam IBIS' work and results.	Delayed. In 2016, Oxfam IBIS was at 15% Unaided Brand Recognition versus 35% before the change of name to Oxfam IBIS. We are still working on it as it is demanding more investment and time to reach target.		

### Achieving targets: Danish and Global engagement

In spite of financial cut-backs and resources invested in the Oxfam transition process, targets on influencing and public engagement were met and in some cases achieved more than expected. Advocacy, campaigning and engagement were significantly more successful when built on Oxfam campaigns and communication structures. This applies to advocacy on inequality, tax justice and education in Denmark and at the global level where coordinated efforts across countries building on southern experiences are instrumental in influencing decision makers and reaching and engaging a larger audience (see case below). Advocacy and engagement in Latin America continue to stand out as particularly successful, often building on individual cases of human rights' abuse to highlight and defend indigenous peoples' rights and on coordinated attempts to build financial support for the Inter-American Court of Human Rights.

### Achieving targets: Popular anchoring in Denmark

In terms of popular anchoring in Denmark, 2016 was a year where we experienced increasing membership and economic support for Oxfam IBIS from the Danes. In 2016, we were not able to implement the same number of activities as in 2015 because of the cut-backs. For example, we could not have the popular Reading Caravan directly reaching 6-7,000 pupils in schools. However,

we have maintained almost the same high numbers of participants in the campaign. In 2016, more than 175,000 pupils participated and used the Reading Rocket book (Burkina Faso as focus country) to engage in SDG 4 and the right to quality education. Danes have been able to see Oxfam IBIS more in the media this year with 2,300 press clips (compared to 1,914 in 2015), which is highly satisfactory.

## 8.1 Selected case stories

### Case: Responsible tax in finance institutions and banks – Danish and global advocacy

Building on years of intense efforts of NGOs led by Oxfam IBIS on responsible tax, several results emerged in 2016 where Development Finance Institutions (DFIs) and Multilateral Development Banks (MDBs) made important progress towards ensuring responsible tax from their clients, results to which Oxfam IBIS made a significant contribution. Early in the year, the Dutch Bank, Finance for Development, implemented its risk assessment tool on responsible tax which it had developed in dialogue with Oxfam IBIS and promoted this approach as best practice among other DFIs and MDBs. The Danish Investment Fund for Developing Countries (IFU) also published its tax policy which was influenced by IFU’s participation in the Tax Dialogue organised in Denmark by Oxfam IBIS.

For the MDBs, the ‘Spring meetings’ of the World Bank saw the launch of the Oxfam paper “IFC and Tax havens” (written by Oxfam IBIS) that put the issue squarely on the agenda of the WB Board. The Board has since then consistently pushed the issue with the IFC (International Finance Corporation) and heard from NGOs at joint and bilateral meetings, and in 2016 agreed to allocate more resources to IFC to do due diligence on tax matters and develop their policies on the topic. 2016 was also the year where IIC (private sector arm of Inter-American Investment Corporation) rolled out their new tax integrity framework, which Oxfam IBIS in collaboration with Eurodad and the Latin American partner, Latindadd has had several meetings with IIC about. IIC confirms that this is already working to exclude some of the most risky tax structures and also assists them in making sure that tax structures are changed when need be before an investment can go ahead to secure tax payments in the project countries. This means, in very real terms, more domestic resource mobilisation as a result of IIC’s investments compared to before they had this tool. The year finalised with a conference organised by Oxfam IBIS and Eurodad where these results were presented by the DFIs and MDBs themselves. On this occasion 10 NGOs (European and international) published their joint recommendations to DFIs and MDBs on responsible tax – a research and advocacy paper coordinated and written by Oxfam IBIS.

The case illustrates work contributing significantly to achieving SDG targets 17.1, 17.3, and 17.5

## 8.2 PRO results in overview

The Project Related Information activities (PRO) were organized in the Whole World in School campaign and ongoing information activities driven by volunteers. It is highly satisfactory that we have continued increasing outreach through media, campaigns, social media, and newsletters in spite of the lower brand awareness. The total results in terms of outreach and impact are shown below.

Information activities – primarily school pupils			
Indicator	Target 2016	Result 2016	Comments
a. Number of students taking part in the Danish “Education for All” campaign and related activities	180.000	189.904	This covers 37% of all pupils in 0-7th grade in Denmark. (32% of all pupils in Denmark).
b. Teaching materials ordered and distributed	180.000	184.401	Distribution is geographically spread over schools in the whole country, covering 68% of all schools.
c. Pupils in direct interaction with Oxfam IBIS	500	700	Due to cut-backs in funding, the Reading Caravan was cancelled in 2016. Therefore smaller numbers of pupils in direct interaction compared to earlier years.

Information activities – primarily the general public in Denmark			
Indicator	Target 2016	Result 2016	Comments
d. Mass media – press hits/ gross coverage	1,500	2,301	Target reached by 153%, mainly as a consequence of our Oxfam membership and media cooperation within Oxfam.
e. Social and electronic media - interactions	800,000	1,876,775	The performance is a direct result of our successful cooperation within Oxfam, as well as a large increase in the web use of the pupils participating in the Education for All campaign.
f. Direct communication - magazine and newsletters	50,000	52,131	We are working to increase the level of interaction in newsletters.

## 9. FINANCIAL PERFORMANCE

The financial year was impacted by the aftermath of the 2010-2014 overspending experienced in 2015 (explained in the 2015 Results Report) as well as the serious cuts in Danida development assistance, leading to the lay-off of 14 staff in late 2015/ early 2016.

Despite this, Oxfam IBIS managed to increase total turnover and equity to a positive result in 2016.

It was planned to invest some of the equity in private fundraising. As this is no longer an affordable option, there is a need to adjust the target of DKK 7,000,000 in indicator 6.4 'Value of private individual funds in Denmark' to DKK 5,300,000 by end 2017.

Below is a schematic overview of Oxfam IBIS' results in 2016 against our financial performance strategic indicators as per the updated strategic plan for 2015-2017.

Strategic area 6: Financial performance			
Indicator	Result 2015	Result 2016	Target 2016-2017
6.1 Average annual turnover (DKK) over the period	220,093,586	251,146,272	190,000,000
6.2 Percentage annual equity of the annual turnover	1.3%	1.4 %	>2%
6.3 Danida's frame contribution as a share of total annual turnover	58%	35 %	<50%
6.4 Value of private individual funds in Denmark (DKK)*	4,388,000	4,704,000	7,000,000 by 2017**
6.5 Annual administration cost in % of annual turnover	7.6%	7.5 %	<7%
6.6 Percentage of annual financial resources going directly to partners and partner implementation processes	73%	Approx. <sup>8</sup> 72%	75% by 2017
6.7 Degree of compliance/alignment with international standards	Ongoing	Ongoing	Adjusting to increased demands to compliance. Performance according to Oxfam standards.
* Due to a change in 2016 in the calculation methodology, the 2015 figure has been adjusted and reduced for comparison purposes. The methodology is now based on cash income instead of income based on spending ** The target for 2017 is DKK 5,300,000			

<sup>8</sup> Note: Approximately in 2016 is indicating that 2016 (and 2017) is a transition year into Oxfam

Key annual development targets – 2016	Status by end 2016
1. Formulate a strategy for fundraising from Danish private foundations and corporates and for institutional fundraising.	Delayed. In progress in 2017, partly funded by the Oxfam Investment Fund.
2. Implement a flexible HR system.	Completed. Next step is integration of all systems reducing manual handling; improve overview, and further securing sensitive data ('persondataloven').
3. Improve the financial risk management system. Initiate new financial monitoring system and reporting cycle as a part of preparation for financial reporting to OI, starting in 2017.	Delayed. Initiated in 2016 by embedding parts of the Oxfam financial health KPIs in the Oxfam reporting. Will be continued and further developed in 2017.

In assessing progress during this reporting period of 2016, we have chosen to focus on two important aspects: 1) Financial risk management & transparency. 2) Cost effectiveness through reporting modalities.

### 9.1 Financial risk management and transparency

Financial reporting was enhanced in 2016, increasing the focus on best practice management of restricted funding, as well as illustrating the diversity in funding. This included an increased focus on unrestricted funding generated by project implementation (administration fee, overhead, and cost recovery) in order to secure a financial viability of the projects and the organisation. In terms of transparency, this means illustrating key financial figures to various stakeholders, including but not limited to the relevant staff members, management, and the Board. This constitutes the basis for making decisions in a transparent way.

The time registration system was further enhanced to enable resource allocation and management of hours budgeted and hours spent optimizing the use of resources according to plans and budgets.

Oxfam IBIS is following the increased demand as to compliance with a number of donor-, institutional-, and state initiated rules, regulations, and guidelines. This includes, but is not limited to, Fraud & Corruption, anti-terror & white-washing, partner due diligence, and costs eligibility. It is a key focus of the entire Oxfam confederation.

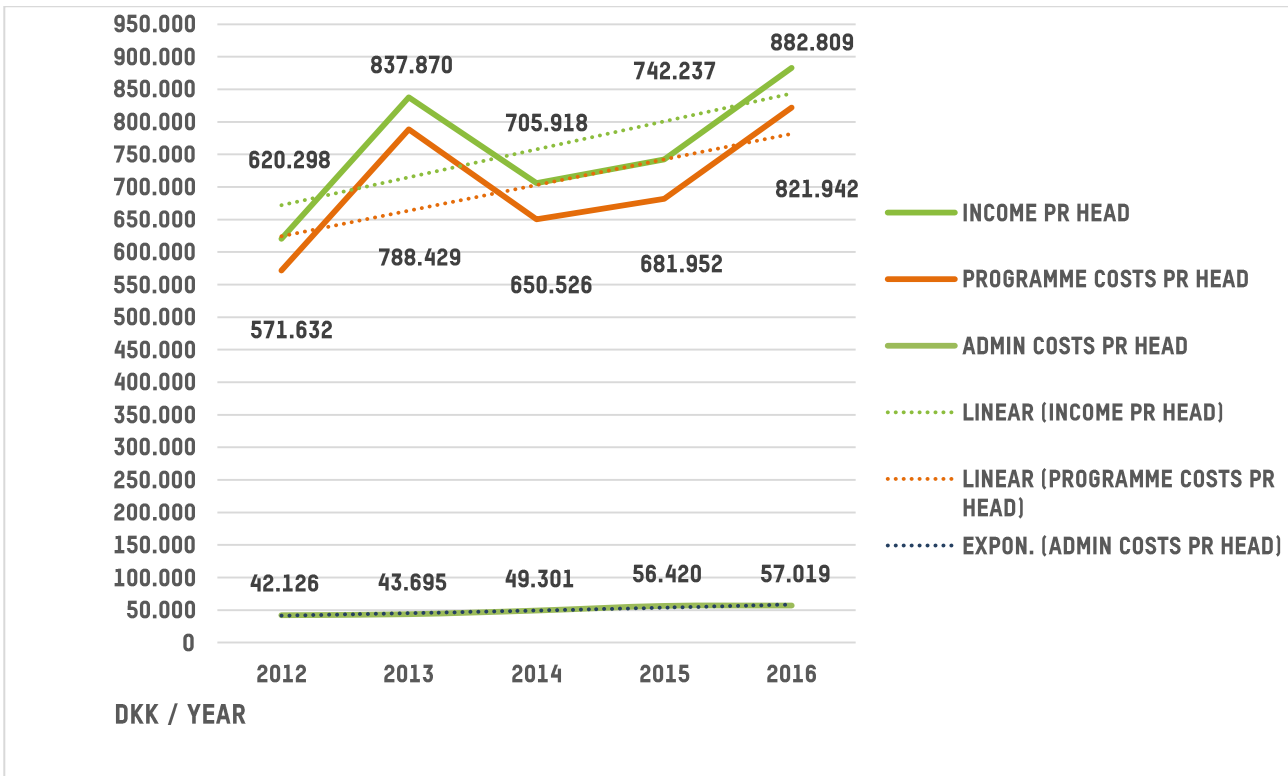
### 9.2 Increasing cost-efficiency

Historically, Oxfam IBIS has had relatively stable administrative costs per head over the years, and has demonstrated a strong correlation between programme income and programme expenditure.

In relation to programmes, we have continued to focus on cost categories. Oxfam IBIS operates with categories 1 – 4. Category 1 (direct transfers to partners) and category 2 (direct implementation by CO staff) should together as a minimum amount to 75 % of the total budget, while category 3 (TA and support from Head Office, capital costs for infrastructure supporting the programmes) and category 4 (expenses for programme/project office and admin staff) should together as a maximum amount to 25 %. Category 3 and 4 should not be confused with the administrative percentage which per definition only counts for a fraction of category 3 and 4. These benchmarks are implemented with some flexibility for fragile countries.

The following graphic illustration shows an upward trend in income per head and a continued strong correlation between income and programme expenditure per head.





## 10. RISK MANAGEMENT

At country, thematic programme and corporate levels, risks have been assessed according to potential impact and likelihood of occurrence, based on findings in the context analysis. Mitigation strategies have been outlined for each risk. The risk management system is a well-integrated part of the OPS 2016.

### 10.1 Country and programme risk management

The table below illustrates the type of medium-high risks identified in the DG and EfC programmes showing some shared characteristics in 2016.

Common Medium-High risk topics 2016			
<b>Education for Change programmes</b>			
Shrinking space	Collaboration with authorities	Elections/politics	Context (Conflict, EVD, Climate change)
Internal, HR issues	Transition to One Oxfam	Budget reductions/ lack of funding	Partner capacity/willingness
<b>Democratic Governance</b>			
Shrinking space	Crime/violence	Elections/politics	Context (Conflict, EVD, Climate change)
HR issues	Transition to One Oxfam	Budget reductions/ lack of funding	Partner capacity/willingness
<b>Country level</b>			
Shrinking space	Crime/violence	Elections/politics	
HR issues	Transition to One Oxfam	Budget reductions/ lack of funding	

### 10.2 Oxfam IBIS' corporate risk management

Besides working systematically with programme risk management at programme and country levels, Oxfam IBIS has, based on a global development context analysis, also identified a number of critical strategic risks to manage at corporate level. The following table shows the risk status for 2016 and the actions taken.

Corporate risk overview 2016/17*	Development and action taken
1. Rising and shifting demands for development solutions and funding challenges to smaller and medium-sized INGOs.	The membership of the Oxfam Confederation has provided Oxfam IBIS with more funding opportunities, among others in new countries/regions building on the knowledge and resources available in the Confederation.
2. Shrinking space for civil society in partner countries.	Oxfam IBIS has constantly monitored the threats closely in dialogue with local partners and international organisations present in partner countries. Advocacy strategies have been adapted to reduce visibility especially in Nicaragua, Guatemala and Mozambique.
3. Volatility in fragile states of operation. Might delay or prevent implementation thus planned use of funds and achievement of progress.	Risks have been monitored in South Sudan (civil war), together with other Oxfam affiliates and programme focus has shifted towards a more humanitarian response.
4. Growth in private non-earmarked fundraising not materialising and the number of regular contributors does not grow either.	Oxfam IBIS has constantly worked with optimising recruitment and retention quality and volume. Private fundraising is articulated as top priority by management and prioritised financially and strategically. Throughout 2016 there has been a steady growth in non-earmarked income from regular givers and an increase in numbers.
7. Transition into Oxfam might temporarily reduce result generation, increase staff turnover and slow down programme spending.	Some degree of anxiety among staff and some staff turnover at Country Offices were expected. A strong focus on a transparent transition process, Oxfam IBIS' leadership's participation in OI change teams and the retainment of current key staff have ensured that overall results have been achieved and implementation vacuums overall have been avoided.
8. Private sector focus in development aid reduces priority and resources for civil society engagement.	Oxfam IBIS continues to explore possibilities for cooperation with private sector actors to identify opportunities for win-win engagements at project level, for example the policy dialogue with the private sector about adherence to United Nations' Guiding Principle on Business and Human Rights Principles
9. The current migration crisis overshadows long-term development, challenging Oxfam IBIS' funding opportunities and popular anchoring.	Oxfam IBIS was engaged in the World Humanitarian Summit and New Ways of Working promoting a stronger and more prudent response to the crisis by focusing on the nexus between humanitarian and development interventions. This has strengthened Oxfam IBIS' capacity as a humanitarian actor to mobilise funds for responses.

\* Risks are from 'Update of Oxfam IBIS' Strategic Plan 2015-2017', where risk no. 5-6 were not carried forward.

## 11. STATUS ON EVALUATIONS/REVIEWS

Follow-up activities on recommendations from the latest Thematic Review by Danida are embedded in Oxfam IBIS' strategic plan for 2015-17 and are therefore addressed above or in forthcoming results reports. The table below provides an overview of performed evaluations, external reviews and formative monitoring missions. This documentation has made an important contribution to results reporting as well as the overall synthesis behind the rating of expected progress against objectives.

Country / Region	Programme/Project	Evaluation/Review/ Formative Monitoring	Name of Report
Burkina Faso	Program for Governance, Education and Climate (PIGEC), Inception Phase.	Evaluation	Program for Governance, Education and Climate inception phase evaluation, by Catrine Kabore, 2016.
Liberia	The merged EfC and PACE governance programme	End evaluation	Joint TP Evaluation Report by Peter Quamo, 2016
Liberia	Governance/EU EIDHR Project	Final project evaluation	Final Evaluation Report done by Center for Development and Policy Initiatives (CDPI), 2016
Liberia	Education/RRPIV Project	Mid-term evaluation	Mid-term Evaluation Report done by external consultants Dr Christine Martins et al., 2016

Mozambique	Participative Quality Education for Community Development (EPAC)	Final evaluation	Avaliação Final e Algumas Recomendações: Educação Participativa de Qualidade para o Desenvolvimento da Comunidade (EPAC), by Madalena Baptista (team leader) and Mrecelo Soverano, April 2016
Nicaragua	Education Programme	End evaluation	Evaluación del Programa Temático de Educación, by Victor del Cid, Julio 2016
Global	Education Against Poverty and Inequality (EAPI)	Formative Monitoring	EAPI Formative Monitoring report, by Eva Iversen, January 2016.
Global	Education Against Poverty and Inequality (EAPI)	Results-Oriented Monitoring (ROM) Review	EU supported project component (C-286849) ROM report by Salko Jan Kelemenis Alecos (ROM review expert), July 2016
Regional Latin America & Africa	Latin America against Poverty and Inequality & Africa Against Poverty	Mid-term review	Mid-term Review of the AAP and LAPI advocacy programmes - and how the two programmes can be merged into Oxfam by Hans Peter Dejgaard (team leader) and Bettina Ringsing, May 2016

The Danida review recommendations from 2013 have to a high degree been embedded in the strategic plan for 2015-2017 and thus reported on in the above. However, the table below provides a short status and overview. The recommendations 2 and 5-11 were completed the previous years (2014 and 2015) and are not included in the table.

Recommendation	Status 2016
<b>Strategic framework and approach</b>	
1. Revision of strategic framework.	Delayed. Strategic framework and organisational strategy will be revised in autumn 2017. The two thematic strategies Democratic Governance and Education for Change were adapted to implementation through a One Oxfam model in 2016.
3. Human rights-based approach integration.	On going. The HRBA approach is embedded in and implemented through the thematic programmes and will be a key element in the future interventions in One Oxfam.
<b>Organisational structure and management</b>	
4. Oxfam IBIS should review human resources and its global personnel policy and manuals in view of the recent shift to the Country Focus Model.	Delayed. Initiated in 2016 but implementation will take place during 2017 as part of the transition into Oxfam and by applying the Oxfam Global Reward Services.
<b>Financial management</b>	
12. Tools and mechanisms are further developed to have a closer link between programme and finance monitoring	Completed. Cost categories as monitoring tools for efficiency have been reinforced, ensuring that the vast portion (min 75%) of a budget is on direct implementation with partners and further linked to objectives and on output level where applicable.
13. Simplification and streamlining of administrative systems for financial management	Completed. Upgraded Navision ERP system and Microsoft CRM system implemented as per January 1st 2016. Test and adaption through 2016. New accounting methodology applied. Eazy Project time registration and resource management system implemented as per January 1st 2016. Job application system Emplay and HR management tool Cubes implemented as per January 1st 2016
14. Oxfam IBIS should tender for a new external auditor every 3-5 years and notes that Oxfam IBIS plans to tender in 2014.	Completed. Implemented with effect as per October 2016
15. Roll-out of a whistle-blower package	Ongoing. This will be implemented in 2017 in close collaboration with Oxfam International, which has global policies on this.

## ANNEX A: HUMAN RIGHTS INSTRUMENTS AND PROCESSES

Annex A is an overview of the specific human rights instruments and processes that Oxfam IBIS has worked with in 2016 within the thematic programmes of Democratic Governance and Education for Change.

Human Rights in Programmes in 2016
<p style="text-align: center;"><b>Democratic Governance</b></p> <ul style="list-style-type: none"><li>• United Nations Universal Declaration of Human Rights</li><li>• United Nations International Covenant on Civil and Political Rights</li><li>• United Nations International Covenant on Economic, Social and Cultural Rights</li><li>• United Nations International Labour Organisations Indigenous and Tribal Peoples Convention 169</li><li>• United Nations Declaration on the Rights of Indigenous Peoples</li><li>• United Nations Convention on the Elimination of All Forms of Discrimination against Women</li><li>• United Nations Security Council Resolution 1325 on Women, Peace and Security</li><li>• United Nations Convention on the Rights of the Child</li><li>• United Nations International Convention on the Elimination of All Forms of Racial Discrimination</li><li>• United Nations Guiding Principles on Business and Human Rights</li><li>• United Nations Declaration on the Right to Development</li><li>• American Convention on Human Rights</li><li>• American Declaration on the Rights of Indigenous Peoples</li><li>• Interamerican Convention on the Prevention, Punishment, and Eradication of Violence Against Women</li><li>• American Declaration on the Rights and Duties of Man of 1948</li><li>• Lima Principles (Organizations of American States)</li><li>• Declaration of Nuevo León (Organization of American States)</li><li>• African Charter on Human and Peoples' Rights</li><li>• ECOWAS Protocol on Democracy and Good Governance Supplementary to the Protocol relating to the Mechanism For Conflict Prevention, Management, Resolution, Peacekeeping and Security</li></ul>
<p style="text-align: center;"><b>Education for Change</b></p> <ul style="list-style-type: none"><li>• United Nations Universal Declaration of Human Rights</li><li>• United Nations International Covenant on Civil and Political Rights</li><li>• United Nations Convention against Discrimination in Education</li><li>• United Nations Declaration on Human Rights Education and Training</li><li>• United Nations Convention on the Rights of the Child</li><li>• United Nations International Labour Organisation Indigenous and Tribal Peoples Convention 169</li><li>• United Nations Declaration of the Rights of Indigenous Peoples</li><li>• United Nations Convention on the Elimination of All Forms of Discrimination against Women</li><li>• UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children</li><li>• United Nations Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography</li><li>• United Nations Convention on the Rights of Persons with Disabilities</li><li>• African Charter on the Rights and Welfare of the Child</li><li>• Iberoamerican Convention on Rights of Youth</li></ul>