



FOTO: WILLIAM VEST-LILLESØE

RESULTS REPORT 2017

SEPTEMBER 2018



OXFAM
IBIS

CONTENTS

.....	ii
Executive summary.....	1
Summary of Oxfam IBIS' programme results 2016 and 2017.....	2
1. Introduction.....	4
2. Organisational development.....	5
2.1 Organisational changes.....	6
2.2 Oxfam International membership.....	6
2.3 Education in Oxfam International.....	7
2.4 Development of new thematic areas.....	7
2.5 MENA – a new region for Oxfam IBIS.....	7
3. Country performance against strategy.....	8
4. Oxfam IBIS' programmes.....	9
4.1 Human rights in programmes.....	9
4.2 Innovation.....	10
5. Civil society partner capacity development.....	11
5.1 Selected case stories.....	13
6. Economic and social justice.....	13
6.1 Selected case stories.....	15
7. Education for active citizenship.....	17
7.1 Selected case stories.....	19
8. Global and Danish engagement.....	20
8.1 Selected case stories.....	22
8.2 PRO results in overview.....	23
9. Financial performance.....	23
9.1 Financial risk management and transparency.....	24
9.2 Increasing cost-efficiency.....	24
10. Risk management.....	25
10.1 Programme risk management.....	25
10.2 Oxfam IBIS' corporate risk management.....	26
11. Status on evaluations/reviews.....	26
Annex A: Human rights instruments and processes.....	28

EXECUTIVE SUMMARY

Overall, across all Oxfam IBIS' strategic areas, 2017 was a satisfactory year, with good progress against the Strategic Plan 2015-2017, not least considering the context of the performance. A number of factors in the countries we work in, as well as internal factors, have contributed to an unstable situation. The external factors comprise situations of fragility and internal conflict (South Sudan and Burkina Faso) and civil society put under political pressure with little space to democratic participation (Guatemala, Nicaragua, Sierra Leone, and Mozambique). Internally, the transition process into Oxfam International was challenging both in terms of ensuring a smooth transition process for staff at IBIS country offices but also in terms of the transition within Oxfam to the One Oxfam structure. Moreover, changes took place at the secretariat in Oxfam IBIS. A new Secretary General was appointed and started work in April 2017 and an organisational restructuring took place at management level at the end of the year. Still with all these changes, the Organisational Performance System (OPS) reveals strong results.

Oxfam IBIS' performance within organisational development was satisfactory in 2017, although some of the expected results materialized a bit later than planned. Oxfam IBIS succeeded in leading the Oxfam Education Community of Practice and Influencing (ECPI), a global platform for sharing of knowledge and programme work in the education field, which became instrumental in bringing the wider education agenda into Oxfam. Oxfam IBIS advanced in the development of specific profiles of two new thematic areas; peacebuilding and humanitarian action and the MENA region were integrated into Oxfam IBIS' international programme with the new development engagement under the Danish-Arab Partnership Programme.

The rights-based development of civil society partners is still the basis for Oxfam IBIS' partner capacity development with the aim of strengthening them as independent and result-oriented agents of change. 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 Economic and Social Justice programmes, 96% of the Partnership Development Plans were assessed to have improved organisational, thematic and advocacy capacity of the partner organisations. In Education for Active Citizenship programmes this figure is 90%.

Within the Economic and Social Justice and Education for Active Citizenship programmes, Oxfam IBIS in 2017 achieved good results through its partners. For the Economic and Social Justice programmes, Oxfam IBIS managed to achieve all targets for the three-year period in the Strategic Indicators 2015-2017. Together with partners and especially partner platforms, Oxfam IBIS has succeeded in making sustainable changes through advocacy at local, national, regional and global levels. Especially significant progress was made within the complex area of tax justice and pro-poor public spending and inequality were brought onto the agenda of both government and civil society. The Education for Active Citizenship programmes equally demonstrated important progress towards strategic objectives, with successful advocacy for tested quality education interventions and education financing, and education interventions in fragile situations were expanded.

The 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 23%. The 'Whole World in School' campaign has maintained the high number of participants and more than 177,000 pupils participated in 2017. At global level, a successful campaign resulted in the Danish Ministry of Foreign Affairs announcing that additional funds of 32.7 M DKK would be set aside for quality education in the Global Education Fund in 2018.

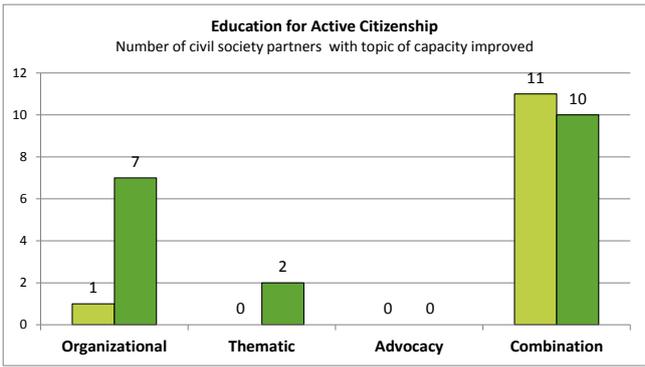
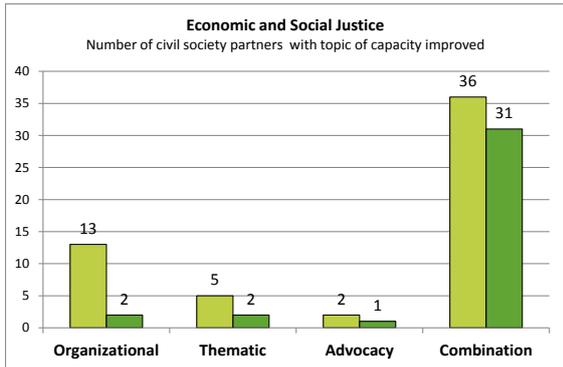
Finally, the financial year was extended to 15 months of operation covering January 1st 2017 to March 31st 2018 in order to synchronise with Oxfam's financial year. In 2016 a strict plan to re-establish the equity was developed and the result for 2017/18 with an equity of 2.3% of annual turnover constitutes a satisfactory progress.

SUMMARY OF OXFAM IBIS' PROGRAMME RESULTS 2016 AND 2017

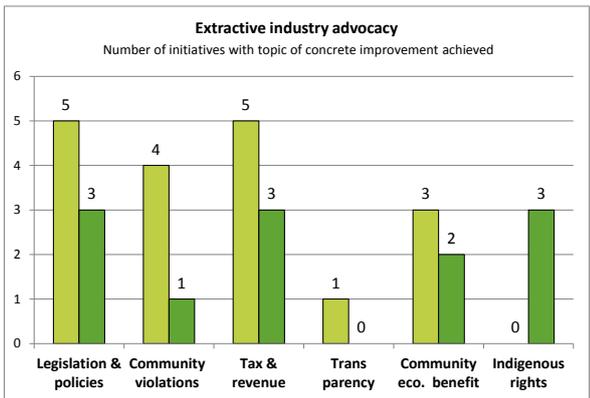
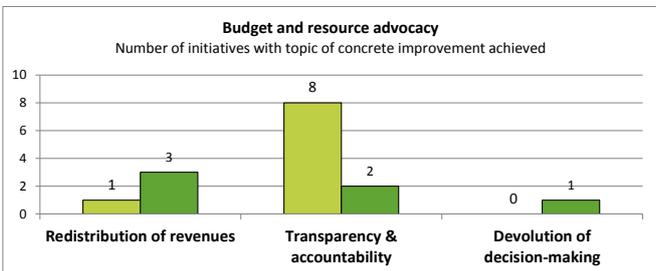
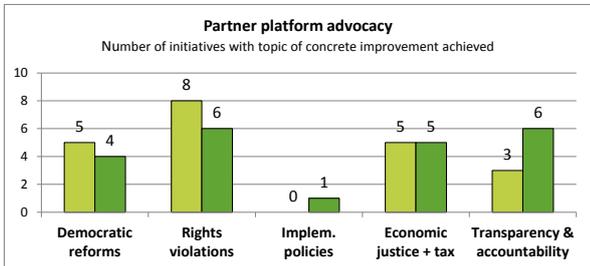
2016

2017

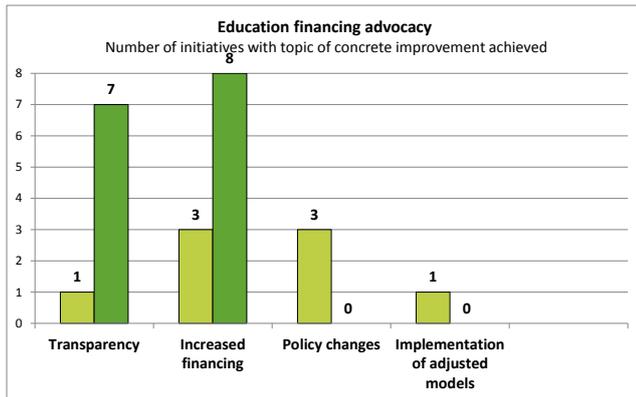
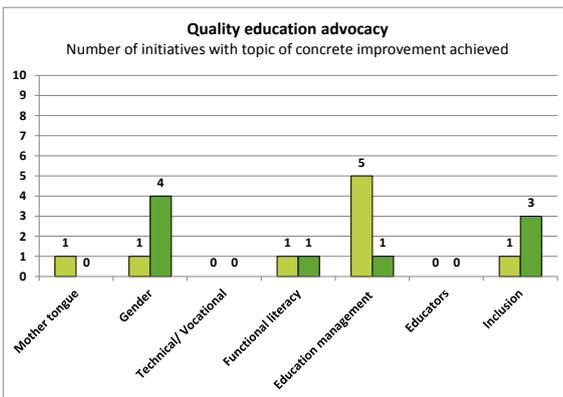
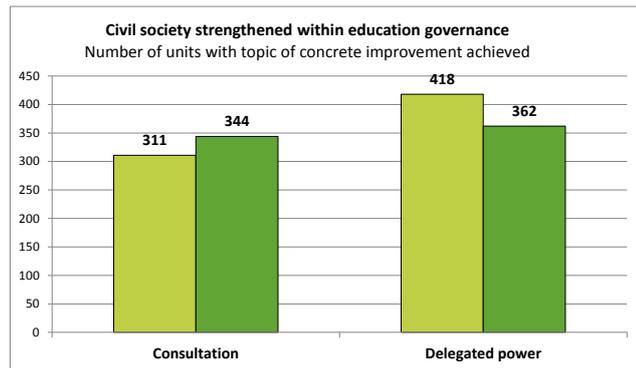
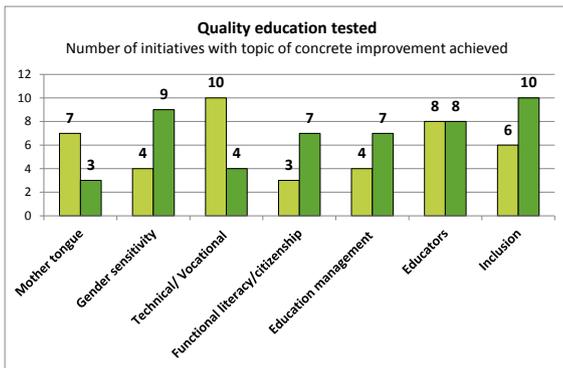
Partner Capacity Development – Detailed in chapter 5



Economic and Social Justice – Detailed in chapter 6



Education for Active Citizenship – Detailed in chapter 7

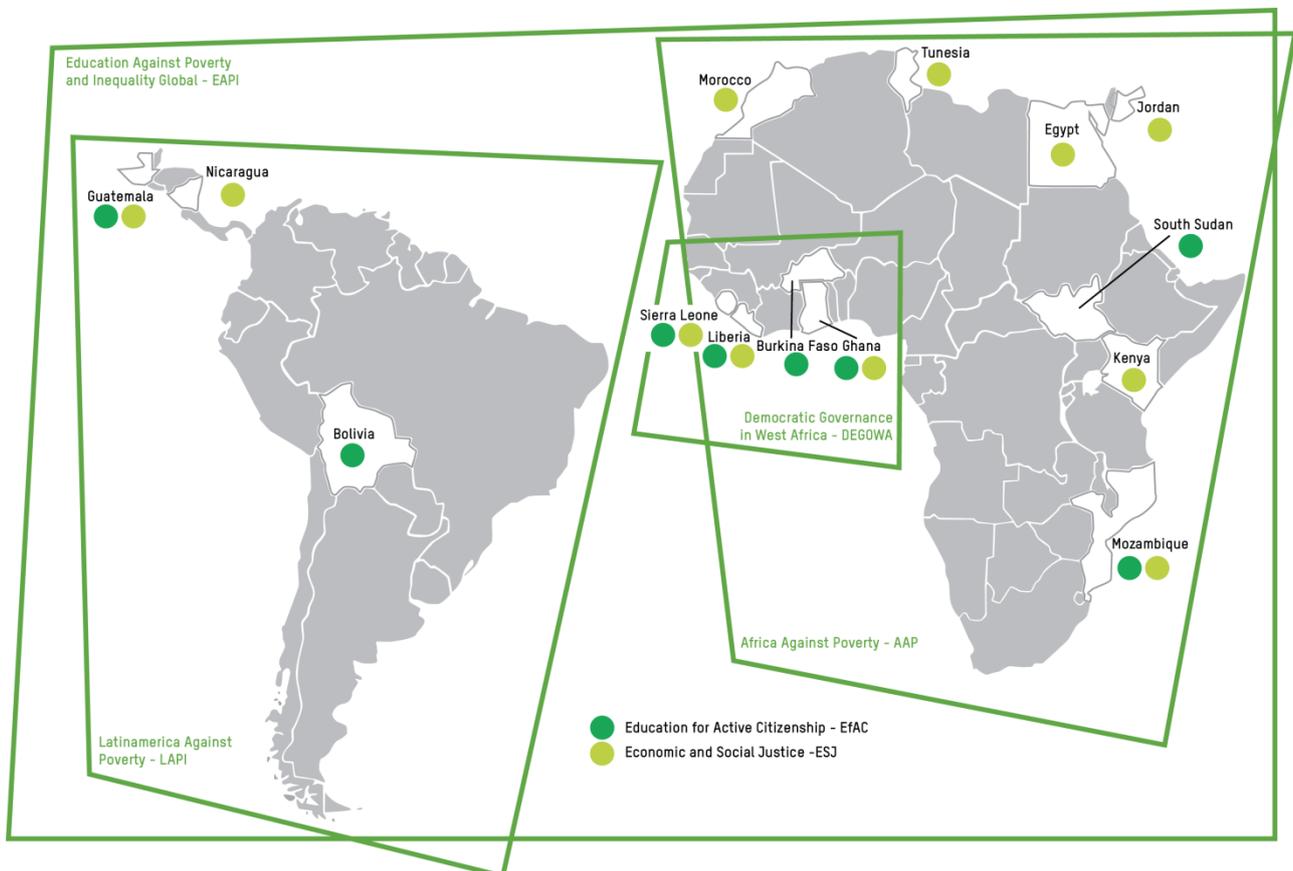


1. INTRODUCTION

Oxfam IBIS operates as per strategic choice in rapidly changing and fragile contexts and 2017 was no exception. Situations of fragility and conflict remain in several of Oxfam IBIS' partner countries e.g. South Sudan, Burkina Faso. In most of the countries, Oxfam IBIS works in e.g. Guatemala, Nicaragua, Sierra Leone, and Mozambique, civil society is put under political pressure on a regular basis and provided little space by the State to make their contributions to the development process.

2017 was the first full year as a member of the Oxfam confederation. This transition year has been challenging in various ways. However, it leaves no doubts that the Oxfam IBIS membership with Oxfam will both in the short and long term give us the basis for delivering results both at country, regional and global levels.

The results report covers the final year of the Strategic Plan 2015-2017 and also marks the end of the four-year Framework Agreement with Danida. The challenging year has influenced achievements against some of the set targets in the Strategic Plan. However, this report will show that Oxfam IBIS has managed to deliver satisfactory results and progress on a number of fronts amidst these changes. The map below shows Oxfam IBIS' active south engagement in 2017.



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 2017 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 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 scale¹:

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

2. ORGANISATIONAL DEVELOPMENT

Oxfam IBIS' performance within this strategic area was satisfactory in 2017, although some of the expected results did materialize a bit later than planned. The reason for the delay was due to the organisational changes in management in Oxfam IBIS, challenges in the transition into Oxfam, and the comprehensive task to develop the Strategic Partnership Application to Danida. As reported in the table below, most targets will be accomplished in 2018.

Strategic area 1: Overall Organisational development		
Strategic Indicators	Target	Status by end 2017
1.4 Oxfam affiliation the first years – lessons learned documented	Board approval by 2017	Completed. As part of the organisational and strategic development process of Oxfam IBIS from fall of 2017 to spring of 2018, the lessons learned from the affiliation process were discussed with a particular focus on how to strengthen our 'fit for purpose' to be an effective partner affiliate in Oxfam.
1.5 Strategic framework revised, including a new partnership strategy and a new organisational strategy	Board approval by 2016/autumn 2017	Delayed. The new strategy of Oxfam IBIS 2018 to 2022 was finalised and approved by the board in August 2018. It was widely consulted with staff, external Danish key stakeholders, Oxfam key stakeholders, and the board. The delay in finalising the strategy was due to the need to develop the four-year Strategic Partnership agreement with Danida, which was of great institutional interest of Oxfam IBIS.
1.8 Education for Change and Democratic Governance global strategies reviewed with key lessons learned	Board approval by 2017	Not completed. The reason was the time consuming development process of the Strategic Partnership application with Danida. Internal analysis and reflections on the strategic work with the thematic areas have been a central part of the elaboration of the Strategic Partnership application and later on the new Oxfam IBIS Strategic Framework.

¹ 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.

Key annual development targets – 2017	Status by end 2017
1. Conclude the development of Oxfam IBIS' partner affiliate role within One Oxfam.	Delayed. Oxfam IBIS' partner affiliate role was further developed throughout 2017. A formalised description of the partner affiliate role was postponed until the finalization of the Strategic Framework.
2. Show first results as home donor account manager for Oxfam in Denmark. As part of the role as entry point to our home donor (Danida and others), Oxfam IBIS will increase funding in Denmark for the confederation. Target (accumulative) by end of 2017: DKK 50 m for the years 2016 and 2017.	Completed. A Home Donor Account Plan for Danida was developed in Dec 2017 with participation from across the confederation. Oxfam IBIS was lead applicant (home donor) on an application to Danida's Danish-Arab Partnership Programme, 2017-2021 (DAPP), 23 M Euros to be spent in 4 countries in the MENA region.
3. Allocate resources to increase in house capacity in new geographic areas (West and North Africa and the Middle East) and thematic areas (youth employment)	Completed. At the Oxfam IBIS secretariat staff was recruited with expertise in West Africa, MENA region, and in youth employment and gender.
4. Align Oxfam IBIS' performance management with MEAL and knowledge management of OI's programme quality system	Completed. Research has been made of other Oxfam affiliates' MEAL and knowledge management systems. On this basis, Oxfam IBIS has the basis to establish a management system, which is aligned as much as possible to OI.
5. Align Oxfam IBIS' innovation efforts with OI's approach to innovation	Delayed. However, Oxfam IBIS' approach to innovation has been finalised and aligned with OI during 2018 as part of the new Strategic Partnership with Danida.

2.1 Organisational changes

A new Secretary General of Oxfam IBIS started April 2017. Later in the year, Oxfam IBIS initiated the process of an organizational restructuring of the office in Copenhagen. On the one hand this was to address organizational challenges identified in an organizational analysis conducted by an external consultant. On the other hand the purpose was to become fit for the role as Oxfam affiliate and to the changing donor requirements and the contemporary needs and demands in being an effective development organisation. The departments were restructured with the MENA being integrated in the International Programme Department and the campaigns teams shifting to the Public Engagement Department. Also, the policy area was reorganized with the increased attention of a new deputy secretary general. Two new directors, for international programmes and public engagement respectively were recruited at the end of 2017, ready to start in the new positions from beginning of the new year. A strategy process was initiated. However with the management restructuring and the development of the Strategic Partnership Agreement with Danida, it was eventually postponed to January 2018.

2.2 Oxfam International membership

2017 marked two parallel transition processes: one marking the transition of IBIS into Oxfam and the other a transition within Oxfam. The first involved the closing down of Oxfam IBIS country offices, the second a transition process where Oxfam country offices started operating under the umbrella of a One Oxfam structure, with the aim of enhancing harmonization and alignment of the various affiliates of the confederation and their programme operations and advocacy work.

The transition processes were characterized by both difficult challenges and prospects of increased strengths and opportunities. Among the challenges was ensuring a smooth transition process for staff at IBIS country offices. Delays in getting human resource questions resolved and systems aligned was one of the factors contributing to some staff leaving for other positions. Another challenge was to integrate Oxfam IBIS' education programmes in the Oxfam country office portfolio and strategic framework. Only one of the focus countries decided to establish a separate education programme, while all other country offices integrate education into other change goals. As Oxfam International does not have education per se as a priority area or change goal, this was expected to be a challenging task. Among the increased strengths and opportunities was a much larger outreach, to 67 countries and a larger programme portfolio. In concrete terms this meant that

Oxfam IBIS could fairly easily expand its West Africa engagement and launch new programmes in Mali and Niger as part of the SP agreement with Danida.

During the year, Oxfam IBIS steadily became an integral part of the Oxfam network by participating in the various governance fora, management teams and knowledge hubs. As the Oxfam IBIS Board decided to have a more consolidated focus on work in the humanitarian area, the benefits of being a member of a wider international network with strong humanitarian engagement became obvious and enabled Oxfam IBIS to become a strategic partner to Danida in the humanitarian area.

2.3 Education in Oxfam International

In addition to the efforts of articulating education in the country strategies and programmes, work has been realised in 2017 to make transformative education an integral part of Oxfam's overall strategy, priority setting and global influencing work. In this way the Education Community of Practice and Influencing (ECPI), a global platform for sharing of knowledge and programme work in the education field, received financial and moral support from Oxfam's international investment fund, and thus became instrumental in bringing the wider education agenda into Oxfam. At the same time, ways in which a planned review of the current Oxfam Strategic Plan (2013-2020) could include elements of transformative education or education for active citizenship were discussed and plans made in order to provide the necessary evidence. This will improve the possibility of the next Oxfam Strategic Plan embracing transformative education in a satisfactory way.

2.4 Development of new thematic areas

During 2017, the Oxfam IBIS Board decided to include peacebuilding and humanitarian work as two new thematic areas. Oxfam IBIS wanted to develop the peacebuilding portfolio across Oxfam IBIS and the broader Oxfam Confederation by using a dual approach: providing support to specific peacebuilding activities, while also seeking to strengthen the ability of the organization to integrate peacebuilding outcomes across other areas of humanitarian and development work. The first steps towards realising this were taken towards the end of the year.

Being part of the wider Oxfam network provided Oxfam IBIS with a unique opportunity to become an active player in the humanitarian action that Oxfam is known for. While the network provides access and a vast experience on work in humanitarian situations, Oxfam IBIS would be able to offer expertise in the area of education in emergencies, protection and resilience. Development of a specific profile in the humanitarian area as an integral part of Oxfam's humanitarian work was one of the main 2017 achievements in translating this ambition into action.

2.5 MENA – a new region for Oxfam IBIS

The Youth Participation and Employment programme (YPE) started in July 2017 under the Danish Arab Partnership Programme of the Danish MFA, and is one out of three development engagements under the pillar Economic Opportunities. Oxfam IBIS has consolidated a MENA programme unit with strong expertise in the region and within thematic areas as youth employment and gender. The programme operates in Morocco, Tunisia, Egypt and Jordan, and through the first six months of operation, local partners were identified in each of the four countries. Partnership agreements were prepared to get ready for implementation of activities by early 2018, and key internal governance structures were set up. Finally, both communication activities and preparatory activities for the programme's regional component were carried out during the programmes inception period in 2017. The aim of the programme is a) 9,450 additional targeted youth employed, of which 3,200 vulnerable youth employed, and b) 1,200 young women feeling safe in work. The programme has three outcomes: 1: Life and technical skills for youth to actively engage in society enhanced; 2: Organisational capacity of partners, institutions, private sector, entrepreneurs and communities for support to youth enhanced, and 3: Advocacy and dialogue between youth, public and private institutions and business enhanced.

3. COUNTRY PERFORMANCE AGAINST STRATEGY

The following rating is a self-assessment made by Oxfam IBIS of progress against thematic strategic objectives based on annual thematic programme reports, including theme-specific context analyses and feedback comments on these made by the Oxfam IBIS secretariat. External reviews/evaluations have also had a significant impact on the rating.

Strategic area 7: Geographical focus	
Country	Status by end 2017 of expected progress against thematic objectives
Ghana	Rating: Satisfactory. The transition process into One Oxfam, which demanded much attention from staff, has to some degree affected momentum in programme implementation. However, Oxfam IBIS and partners have continued to achieve important results within education policy, youth empowerment, women's rights, tax justice, and reforming the extractives sector.
Liberia	Rating: Satisfactory. Partnerships were further strengthened with focus on involving more women's and youth organisations. The results comprise improved structures for civic coordination at local level and more significant civic engagement and representation at national level. In the area of education, achievements involve new effective vocational training pilots.
Sierra Leone	Rating: Satisfactory. Despite the Oxfam transition process with change of staff and the prematurely closing down the thematic programmes and partnerships, progress against objectives has been satisfactory, especially concerning the mobilization of citizens for increased transparency and accountability and strengthening of school management committees.
Mozambique	Rating: Satisfactory. The programme has, despite the time consuming transition into One Oxfam, been able to sustain and adjust important work and partnerships so considerable progress has been made against objectives. Results are within fiscal justice, revenue sharing and community rights and extractive industries. The education programme reports results in establishing non-formal quality education for women and youth, and capacity development of school councils.
South Sudan	Rating: Not rated. In a highly volatile environment the programme has reached out to a large number of beneficiaries (children, youth and adults) through a variety of education interventions in coordination with the Education Cluster and Oxfam programmes on protection, livelihoods and resilience. However, quality of reporting and data collection has been affected by Oxfam transition process, staff turnover, and limited access to target areas, which challenge the rating of progress towards the objectives.
Burkina Faso	Rating: Satisfactory. The security situation is increasingly unstable leading to moderate shortcomings in expected progress toward development objective. Despite this situation the education program has succeeded in introducing school governance and strengthening the influence of citizens, especially women and youth.
Nicaragua	Rating: Satisfactory. The programme has achieved important results within gender justice, youth empowerment, strengthening indigenous leadership and promoting human rights. However performance has been affected by the fact that the space for civil society became even more limited in 2017 affecting partners' operations.
Bolivia	Rating: Satisfactory. Significant education outreach has been achieved to students, parents and teachers with bilingual education and nutritional school breakfast. The Guaraní indigenous Autonomous Government's Territorial Management Plan has been recognised and incorporated into the public planning system.
Guatemala	Rating: Satisfactory. Significant results have been achieved on indigenous peoples' rights and <i>free, prior and informed consent</i> , gender justice and mobilisation of a broad civil society movement on inequality. Improvement achieved in bilingual education, curriculum on inequality, and models on non-formal education for youth and women.
DEGOWA - Democratic Governance in West Africa	Rating: Satisfactory: The results achieved on public campaigning and awareness-raising on inequality and influencing decision makers in relation to fiscal justice at the regional ECOWAS level, and together with partner coalitions in Ghana and Burkina Faso are satisfactory, although staff turnover and Oxfam's overall transition process has slowed down implementation
AAP – Africa Against Poverty	Rating: Satisfactory. The AAP programme has strengthened the capacity and influence of civil society to advocate for positive changes and linked local challenges and solutions to national, regional and global policies.
LAPI – Latin America against Poverty and Inequality	Rating: Satisfactory. Significant results have been achieved, strengthening civil society and indigenous peoples in raising their voice and influence on indigenous peoples' rights and within fiscal justice, focusing on tax and transparency within the extractive industries sector.

EAPI – Education against Poverty and Inequality	Rating: Highly satisfactory. The EAPI global programme has made a significant contribution to the consolidation of the Global Campaign for Education movement as a key voice representing civil society at regional and global policy levels. Significant results in terms of commitment of decision makers to SDG4 and the education 2030 agenda, and improvement of financing for education at national and global levels.
Denmark	Rating: Highly satisfactory as per chapter eight of this report.
Key annual development targets – 2017	Status by end 2017
1. Participate in the development of two Country Operating Manuals (COM) in the countries where Oxfam IBIS is partner affiliate in OI.	Completed. Oxfam IBIS has as partner affiliate participated in the development of the COMs in Ghana, Sierra Leone, Burkina Faso, Liberia, Guatemala and Nicaragua in 2017.
2. Conduct five Formative Monitoring Missions	Not completed. The planned Formative Monitoring Missions for 2017 have not been conducted. The reason is the decision to close down programmes early because of the new Strategic Partnership with Danida starting January 2018.
3. Conclude six programme/project evaluations	Completed. Five final evaluations and a learning study were concluded in 2017 (Sierra Leone and Nicaragua and two in Guatemala and Burkina Faso respectively)

4. OXFAM IBIS' PROGRAMMES

In 2017, Oxfam IBIS operated in 18 programmes distributed over the two thematic areas of Economic and Social Justice (six thematic country programmes and three regional programmes) and Education for Active Citizenship (eight thematic country programmes and one global programme).² The 18 programmes are funded by the Framework Agreement 2014-2017 with Danida. As 2017 was the final year of the Framework Agreement and the new Strategic Partnership between Oxfam IBIS and Danida started in January 2018 under a new funding modality, it was decided to end all current programmes by 31 December 2017, despite the fact that nine of the 18 programmes were expected to end in 2018 or later. Oxfam IBIS has striven for a continuation of elements in previous programmes under the new Danida partnership where it was possible and meaningful.

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 Economic and Social Justice (ESJ) and Education for Active Citizenship (EfAC) 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 internationally agreed instruments. The programmes have worked with 24 specific human rights instruments and processes (16 within ESJ and 11 within EfAC).³ The following cases illustrate work with human rights in Education for Active Citizenship and Economic and Social Justice.

Case: Human Rights Guiding Principles on education - EAPI

In 2017, Oxfam IBIS, as part of the global EAPI programme contributed to the development of a set of Human Rights Guiding Principles of State obligations regarding private actors in education. The Guiding Principles is a normative framework against which to assess the implications of the

² 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. We have chosen to use the new titles when reporting on the results for 2017 in this report.

³ Examples of HR instruments worked with in 2017: ILO Indigenous and Tribal Peoples Convention 169, Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and Iberoamerican Convention on the Rights of Youth. (See annex A for a full list of instruments and processes that Oxfam IBIS and partners have worked with).

growing involvement of private-sector actors in education. The contribution to the framework was produced through the NGO Privatisation in Education and Human Rights Consortium and was made by Oxfam IBIS and the civil society partners Global Campaign for Education and the regional education networks in Latin America, CLADE, and Africa, ANCEFA.

The Guiding Principles intend to gain the commitment of education actors to ensure that private school will not be a source of segregation, discrimination and inequalities. They unpack, clarify and compile existing human rights law as it relates to private actors in education. As such, they will reflect already legally binding law, rather than creating new standards, and will therefore be directly applicable to hold states accountable for their obligations to fulfil and protect the right to education. The Guiding Principles intend to promote education systems governed by the rule of law, accountability, transparency and participation.

The case illustrates work that contributes to achieving the Sustainable Development Goal (SDG) target 4.1 about ensuring free education to all girls and boys.

Case: International campaign after the assassination of Berta Cáceres – LAPI

Following the assassination of the indigenous leader and environmental activist Berta Cáceres in March 2016, Honduras and international NGOs and indigenous peoples' organisations joined forces to demand justice for Berta Cáceres. Technical assistance on indigenous rights and international human rights instruments was provided by Oxfam IBIS as part of the LAPI programme. Oxfam International led an international campaign against the European investors the Finnish financial development company, Finnfund, and the Dutch Entrepreneurial Development Bank for their engagement with the Agua Zarca Dam project. The dam project is placed on the Gualcarque river, which is considered sacred by the Lenca indigenous people, a project which Berta Cáceres had campaigned against before her death.

With the support of such instruments as the UN Guiding Principles on Business and Human Rights, ILO Convention 169 and International Financial Corporation standards, the campaign led to the investors' withdrawal from the Agua Zarca Dam project in June 2017 and commitment by FinnFund to strengthen their due diligence. This advocacy process was closely coordinated with Oxfam Honduras, who in 2017, as part of the process and together with the indigenous organisation Civil Council of Popular and Indigenous Organizations of Honduras, provided critical evidence for the illegality of the dam concession, which is currently being used to reverse the concession.

The case is an example of advocacy aiming at including indigenous peoples' participation as stipulated in the SDG agenda and contributes to achieving SDG 15 about life on land and SDG 12.2 about sustainable management and use of natural resources.

4.2 Innovation

Oxfam IBIS' approach to innovation in projects and programmes includes a variety of products such as developing new approaches, testing methodologies or testing them in new contexts, entering new relationships or new sectors, and developing new and different ways to deliver knowledge outcomes.

The 2017 reports provide information on 15 innovative features this year. Seven of these are categorised as 'partnership innovations', involving new types of partnerships, new ways of working with partners/movements, and new funding modalities for partners. Eight innovations are at programme level and entail new methodology and approaches, methodologies in new contexts/sectors, and new elements in existing programmes among others. The following cases illustrate innovative projects:

Case: Piloting Tax Dialogues in Kenya and Ghana

In 2017, the piloting of an innovative project on Tax Dialogue began in Kenya and Ghana. The project builds on the results of the successful three-year Tax Dialogue project of Oxfam IBIS in Denmark on tax and Corporate Social Responsibility. In 2017, a new phase of the project was

initiated, with the aim of piloting the Tax Dialogue approach in Kenya and Ghana. During the inception year 2017, a good foundation was laid for fully rolling out the project in 2018. New partner relations were made with the B Team in Kenya, which is created by African business leaders to catalyze a better way of doing business for the wellbeing of people. Other stakeholders in the projects are several civil society partners, the Kenyan National Treasury and Kenya's Revenue Authority, as well as a number of educational institution and diplomatic representations (including the Danish Embassy). In Ghana potential partners, local think tanks, and diplomatic representations (the Danish and the Swiss) were met with and agreement on the outline of the project was reached with the Oxfam County Office in Ghana. The space the project is set to create for multi-stakeholder dialogue on tax has not before been tested in a systematic way in the two pilot countries, and many have expressed a key interest in being part of it. The experience from 2017 has confirmed that the Tax Dialogue is proving itself to be a relevant innovation that stakeholders see an interest in, and which has the potential to challenge the existing dynamics between corporations, government and civil society.

The case contributes to the SDG target 17.1 about strengthening domestic resource mobilization.

Case: Nutritious food to 7,000 indigenous school children – Bolivia

In 2017, Oxfam IBIS and the civil society organizations Acción Andina de Educación and Centro Juan Azurduy entered into a partnership about introducing nutritious food for indigenous migrant children in the suburbs of Sucre. This is a new intervention area for Oxfam and partners. On the one hand the project is innovative in terms of combining an Intercultural Bilingual Education methodology approach – applied in the region by Oxfam IBIS for more than 15 years – with objectives about nutrition. On the other hand, it is a new intervention in terms of collaboration with the public health authorities and nutrition department of the local university. The project receives support from Denmark Collection and Danida Framework Agreement.

Among the project activities during the first year of the two-year project were a scoping study in 13 schools, and training of 308 teachers who were introduced to basic concepts of food and nutrition, and the effect of nutrients on the students' growth and academic performance. A teacher's handbook on nutrition was developed, songs and stories in local languages for parents were broadcasted on the radio, and there was training of parents in nutritious cooking. Moreover, the teachers carried out socio-productive projects (SPP) based on food and nutrition with 6,171 students, 50% of whom were girls. One of the breakthroughs of the project this year was that KRECER, the association of women producers, won the Sucre municipal contract to provide Complementary School Food to 7,000 indigenous children in 2018. It required a strong advocacy strategy to enter the bidding process, due to the bureaucracy and corruption that plague public contracting processes in Bolivia.

The case contributes to the fulfilment of SDG 4 about ensuring inclusive and equitable quality education for all.

5. CIVIL SOCIETY PARTNER CAPACITY DEVELOPMENT

Oxfam IBIS applies a rights-based approach to capacity development of civil society partners with the aim of strengthening them as independent and result-oriented agents of change. Capacity development is an integrated part of the two thematic areas of Economic and Social Justice (ESJ) and Education for Active Citizenship (EfAC). The progress documented in this section is therefore embedded in the results from ESJ and EfAC as described in sections six and seven.

In 2017, Oxfam IBIS provided capacity development to improve civil society partners' organisational, thematic and advocacy competences. The progress against the targets of capacity development has been rated as satisfactory. This is based on the following:

- Tailor-made and results-oriented capacity development of partners and the support to partner platforms have led to significant results within ESJ and EfAC.

- With an average of 93% of Oxfam IBIS' partnerships improving the partners' organisational, thematic and advocacy capacity, the target established in the Strategic Plan of achieving a positive rating of 85% by 2017 has been achieved.

The table below is an overview of Oxfam IBIS' results against the strategic indicators established in the Strategic Plan 2015-2017. It does not include the regional/global programmes: EAPI, LAPI, DEGOWA and AAP as partnership development plans are not standard in these due to the nature of these partnerships. The data analysis is followed by case stories to illustrate changes achieved in 2017 and the value added by Oxfam IBIS.

Strategic indicator	Result 2017	Target 2015-2017 Annual
Economic and Social Justice		
2.1 Percentage of Partnership Development Plans implemented, improving partners' organisational, thematic and advocacy capacity	96%	85%
Education for Active Citizenship		
3.1 Percentage of Partnership Development Plans implemented, improving partners' organisational, thematic and advocacy capacity	90%	85%

Achieving results. The strategic period 2015-2017 was finalised with a satisfactory result. 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 ESJ programmes, 96% of the Partnership Development Plans were assessed to have improved organisational, thematic and/or advocacy capacity of the partner organisations. In EfAC programmes this figure is 90%. Both results are well above targets as the table above shows. There was a reduction in the number of partnerships in 2017 compared to 2016. The reduced number is explained by the non-continuation of partnerships from 2016 because of the 2015 cut back of the Danida Framework Agreement budget and the closure of programmes and partnerships during 2017.

Securing the right focus level. The total partner portfolio of Oxfam IBIS' programmes contains 118 partners. Of these 28 are partners of our regional/global programmes and do not have partnership development plans. ESJ programmes have 69 active partners, where 39 are civil society organisations and 25 are civil society networks. Three are public organisations and one is a research institute. EfAC programmes have 49 active partners, which are divided between one emergent civil society organisation, 36 civil society organisation and 12 civil society networks. Of the 49 CSO partners, 12 are partners in the global education programme (EAPI).

Within the ESJ programmes the ratio of partnerships with national focus has increased from 33% to 43% and the ratio of partnerships with local focus has decreased from 50% to 46%. The regional/global focus has decreased from 17% to 11%. Within the EfAC programmes the ratio of partnerships with national focus has increased from 28% to 46%, whereas local level partnerships have decreased from 60% to 44%. The regional/global focus remains the same (12%). The fact that the national focus of the total partner portfolio has increased, corresponds with the strategic intention to leverage the influence from local to national level.

Addressing intended strategic topics. It is central to Oxfam IBIS that partners develop a combination of organisational, thematic and/or advocacy skills. It is hence satisfactory that 84% of the partners in the ESJ programmes report that they improved capacities in a combination of the different capacity areas during 2017. In the EfAC programmes it is 47%. This documents that the vast majority of partners, as a result of the partnerships, are developing competencies as intended in the Oxfam IBIS strategy, with different and complementing skills.

5.1 Selected case stories

Case: Access to information and space for citizenship – Sierra Leone

Oxfam IBIS' civil society partner Society for Democratic Initiatives (SDI) has previously played an important role in advocating for enactment of the Freedom of Information Law (FOI) and is a key national actor in the promotion of citizens' access to information in Sierra Leone. In 2017, SDI wanted to broaden the scope of action from the national level of law enactment to the district level. Therefore, Oxfam IBIS worked with SDI in the design of the process of training activities and the mobilization of citizens at district level. Based on this, SDI trained youth and women to take collective action and use the relevant provisions of the FOI law and the Local Government Act to gain access to the necessary information in order to monitor the resource allocation to service delivery. In this way, they were able to hold the local government accountable. SDI also succeeded in collaborating with local authorities to publish information, which increased their transparency.

The case illustrates work that contributes to achieving the SDG targets 16.6 and 16.7 about accountable institutions and participatory decision-making.

Case: Capacity development of partner strengthens youth work – Ghana

In 2017, the Ghana education programme supported the civil society partner FOSDA (Foundation for Security and Development in Africa) in the re-direction of its strategy towards work with youth. Previously, FOSDA had its primary focus on disarmament – working to eliminate the proliferation of small arms in Africa, especially in war and conflict-prone countries within the region e.g. Ghana, Sierra Leone and Togo.

Oxfam IBIS facilitated analysis and reflection sessions from which FOSDA conceived that the proliferation of small arms in the region was largely associated with the youth and that the 'idle' youth was a strong driver of conflict as they have become the main source of 'recruits' for armed conflict. This understanding influenced FOSDA to include the efforts on preventive measures in the strategy and not only concentrating on mediation and resolutions. Subsequently, Oxfam IBIS provided capacity development around youth education and youth participation in decision-making processes, which has strengthened FOSDA's efforts in youth work.

"Our work on youth has resulted in the formation of a national youth network and four regional networks that monitor youth policies and participate in policy influencing", Theodora W. Anti, programme manager in FOSDA says. Ghana's Youth Employment Agency has been a specific target in 2017 and one of the concrete results is that 40 young people in Nkonya, Volta Region got employed. "The capacity developed around youth work has earned us a national recognition, especially in relation to the Youth Employment Agency, the National Youth Authority, and the Ministry of Youth and Sports", Theodora W. Anti concludes.

The case contributes particularly to meeting SDG targets 8.6 and 16.7 and the informal SDG 18 on youth.

6. ECONOMIC AND SOCIAL JUSTICE

Oxfam IBIS and partner organisations continued in 2017 the work in programme initiatives related to Economic and Social Justice (ESJ) towards the objectives of the Strategic Plan 2015-2017. The work to foster economic justice and democratic change, including the fulfilment of human rights through strengthened civil society partners, has been implemented with a rights-based approach, through evidence-based advocacy and in collaboration with allies and other key stakeholders.

The overall progress in 2017 of Oxfam IBIS' programmes within Economic and Social Justice (ESJ) is rated satisfactory, with good results achieved and moderate shortcomings. The rating is based on the following:

- Oxfam IBIS has succeeded in making significant progress within the complex area of tax justice and pro-poor public spending. A breakthrough has been made with regard to bringing inequality on the agenda of both government and civil society and redistribution of

wealth is now raised as an issue in the public debate in a number of countries where concrete results have been achieved.

- Through a strong, tested and refined approach to working with human rights, including indigenous peoples' rights and women's rights, further progress has been achieved by linking indigenous peoples' movements, women's groups and youth with new allies such as research institutes, regional advocacy networks and media.
- The number of results within the focus areas of budget analysis and resource tracking, and extractive industries, has decreased compared to 2016. Nevertheless, overall targets set in the 2015-2017 plan have been achieved.

The table below is an overview of Oxfam IBIS' results against the global strategic indicators of Economic and Social Justice from the Strategic Plan 2015-2017, as reported by the nine governance programmes (three regional programmes, two national programmes in Latin America and four national programmes in Africa). The analysis of data is followed by short cases to illustrate changes achieved in 2017 and the value added by Oxfam IBIS.

Strategic area 2: Delivering against Economic and Social Justice Strategy			
Strategic Indicator	New Result 2017	Result in strategic period 2015-2017	Target for strategic period 2015-2017 (cumulative)
2.2 Number of partner platforms implementing joint advocacy initiatives with concrete results achieved	22	64	35
2.3 Number of partner advocacy initiatives related to budget analysis and resource tracking with concrete results achieved	6	24	18
2.4 Number of partner advocacy initiatives related to extractive industries with concrete results achieved	12	41	22
Key annual development targets – 2017		Status by end 2017	
1. Elaborate a rights-based implementation mechanism for free, prior and informed consent (FPIC).	Completed. At regional level, Oxfam IBIS facilitated strategic collaboration on FPIC mechanisms between national, regional and international stakeholders, particularly CSOs and indigenous peoples' organisations from Latin America. Among outputs was a joint position on an FPIC mechanism in accordance with their traditions and customary laws.		
2. Organise an international event on tax, domestic resource mobilisation, and fiscal accountability.	Completed. Oxfam IBIS supported the Oxfam FAIR programme's international event in Accra, Ghana on tax systems and opportunities for improving domestic resource mobilization and transparency in the continent. One outcome was the development of an African inequality campaign with focus on fiscal justice for women and girls.		
3. Complete an investigation on governments' use of revenues from extractive industries on local community developments.	Completed. Oxfam IBIS and partner organisations completed a thorough investigation and a documentary on the implementation of the Community Development Agreements (CDA) in Sierra Leone.		

Achieving targets. The results reported in 2017 are satisfactory and the overall targets set in the Strategic Plan 2015-2017 have been achieved as shown in the table above. Some results are well above set targets. The target for partner platforms advocacy has been achieved 183%. The 64 results achieved are within policy influence, improvement of rights, transparency and/or accountability. The target for budget analysis and resource tracking has been achieved 133% and the 24 results are found within redistribution of revenues within the public and private sectors, devolution of decision-making, and increased transparency and accountability. Finally, the target for extractive industries has been achieved 186% with 41 results falling within improved legislation and policies related to extractive industries, reduced numbers of violation of community rights, increased economic benefits and compensation for communities, and implementation of free prior and informed consent. Likewise, it is satisfactory to see the share of results achieved by partner

platforms, as working through platforms is a specific focus for Oxfam IBIS. More than half of the results achieved in 2017 and around 50% for the whole strategic period have been achieved by partner platforms. In 2017, the programmes delivered fewer results within the areas budget analysis and resource tracking and extractive industries compared to 2016. The main reason for this is the time consuming transition process into One Oxfam at the country offices, which in some countries has resulted in the reduction in staff.

Securing the right focus level. Across the three indicators, 40 advocacy results have been recorded for 2017. Reporting details indicate that 17 have focused primarily on the local level, while 12 have focused on the national level. 10 results have focused primarily on a combination of levels. The creation of vertical links in advocacy (combination of levels) is one of Oxfam IBIS' advantages and a strategic intention, as evidence and results achieved at local level strengthen the advocacy strategies at national and global levels. The focus level of the overall 2017 results is thus satisfactory.

Researching Oxfam IBIS' target group. The main target groups defined under the ESJ strategy are indigenous peoples, women, youth and civil society organisations of marginalised groups. This is reflected in the 2017 results. 13 results recorded in 2017 focused primarily on indigenous peoples and five results focused primarily on women. 'Other marginalised groups' is the main target group with 29 of the 40 results. Youth is not represented as a primary target group in 2017 results. However, youth have still been actively involved in important initiatives with focus on youth and leadership, such as Africa Youth SDG Summit in Ghana and Youth and economic justice activities in Guatemala.

Addressing intended strategic topics. Oxfam IBIS and partners have worked on 40 advocacy processes in 2017, which led to concrete results. 14 of the results are within democratic reform, rights violations especially against women and indigenous peoples and the implementation of indigenous peoples' right to free, prior and information consent. 12 of the results are in the field of tax justice and pro-poor spending. Thereby, the overall 2017 results reflect Oxfam IBIS' strategic focus areas in a satisfactory way.

6.1 Selected case stories

Case: New platforms change the terms of the debate on fiscal justice – Guatemala

Oxfam IBIS has, together with the Central American Institute for Fiscal Studies (ICEFI) strengthened CSO platforms in Guatemala, Honduras and El Salvador to re-establish a public debate on social investments. Now it is possible to discuss tax justice and redistribution of wealth in a context of severe inequality, high levels of poverty and no social security system. This is very successful in a context where tax justice is extremely difficult and sometimes dangerous to bring up.

In Guatemala, ICEFI is part of the CSO platform *Paraíso Desigual* (the Unequal Paradise) that consists of a multitude of different actors: civil society organisations (eight of which are partners with Oxfam IBIS), media, youth and women's groups, indigenous peoples' organisation, universities, and research institutions. The platform is acting as a movement contributing with a range of campaign initiatives that has made it possible to raise the debate of the extreme inequality in Guatemala: research, production and dissemination of videos, policy advocacy and social media campaigns.

Oxfam IBIS' support to ICEFI and the movement in Guatemala culminated in 2017, where the platform launched a research report on inequality. The report included a specific proposal for a national minimum income as a means of social protection, with projections of impacts on extreme poverty, health, education, employment generation and revenue mobilization through progressive taxation. The report was launched in a series of public meetings all over the country and engaged a wide range of stakeholders, including government and private sector representatives, who participated actively in the debate. The multi-actor character of the platform representing different types of stakeholders of society has definitely contributed to the success.

The case illustrates work that in particular contributes to the SDG targets 10.1, 10.2 and 10.4 about reducing inequality.

Case: Innovation success in the mining sector is shared – Sierra Leone

In Sierra Leone, the efforts of Oxfam IBIS and NGO partners, especially Network Movement for Justice and Development and National Advocacy Coalition on Extractives, have contributed to binding Community Development Agreements (CDAs) between mining companies, the government and the inhabitants of five mining communities. This result is a product of a solid and continuous commitment stretching over five-ten years driven by an NGO/donor consortium working directly with mining communities, mining companies and not least with the National Mineral Authority in Sierra Leone. Oxfam IBIS has collaborated closely with GIZ (the German *Gesellschaft für Internationale Zusammenarbeit*) and the World Bank during the whole process.

The agreements, which have legal support in the Mines and Minerals Act of 2009, ensure that part of the profits from mining operations is paid to mining communities and used according to their local development needs, for example for schools, health centres, roads and wells. Community Development Committees, consisting of local youth, women and men, decide what the funds are to be invested in.

The five signed CDAs are evidence of the success of the dialogue process between the mining sector stakeholders. The agreements are a strong advocacy tool bearing evidence to the effectiveness of maintaining a consistent and inclusive dialogue to implement legislation and develop and institutionalize an agreed template for community rights in relation to extractive industries.

The signing of the CDAs and the inclusive multi-stakeholder process to get there are innovative in the context of the extractive sector in Sierra Leone and in the West African region and it can – if shared – have positive impact on legal rights of other hosting communities to extractive industries in Sierra Leone and across the region. Therefore, in 2017 Oxfam IBIS and partners ensured the documentation of the process around the development of the template and the final signing of the agreements in a documentary video and in a research report. The report documents successes and challenges and gives recommendations for similar processes that are currently taking place in a number of countries in Africa and Latin America.

The documentation has been shared widely with national stakeholders in Sierra Leone and in the Oxfam Confederation. It has contributed to strategies and approaches at Oxfam's Global learning event on extractive industries, in the Oxfam Knowledge Hub on extractive industries, and in networks with the aim of strengthening citizens' rights, right to free, prior and informed consent, and a fair distribution of mining revenues.

The case illustrates an intervention that meets SDG target 17.1 and is linked to SDGs 8 and 10.

Case: Three steps towards economic justice - Ghana

Oxfam IBIS provides tailor-made capacity development in various aspects of economic justice, enabling partners to work with advocacy in relation to a number of interrelated economic and development topics. This case illustrates the link between advocacy initiatives at local and national levels in Ghana and the role of Oxfam IBIS in capacity development of partners at both levels.

Based on training from Oxfam IBIS on fiscal benchmarking, Africa Centre for Energy Policy (ACEP) used their acquired skills to engage the Ministry of Finance and the Ghana Revenue Authority (GRA) in a debate on how the State can block illicit financial outflows in the mining sector and thereby optimise public revenue. ACEP produced a report on the illicit financial flows, which was distributed to state agencies, civil society organisations, the media, students and universities. As a culmination of these advocacy efforts, the GRA has established a unit dedicated to preventing and addressing illicit outflows, resulting in a de facto increase in tax revenue relative to royalties.

In a second step, Oxfam IBIS and other INGOs seized the opportunity of a visit of the Danish Minister of Taxation and Development to Ghana, to produce and publish a briefing paper with

recommendations for enhanced revenue mobilisation through effective tax policy and practices, as the official relation between Denmark and Ghana shifts “from Aid to Trade”.

Finally, ACEP addressed the Ghanaian Chief Executive Officer and revenue officials to encourage higher tax responsibility. This and other advocacy initiatives from a network of CSOs, led by the Ghana Anti-Corruption Coalition (GACC), which is a new Oxfam IBIS partner, has resulted in the establishment of a Special Prosecutors Officer, relatively independent from political influence, to advance the fight against corruption. An ongoing assessment and benchmarking of government expenditure on pro-poor social investments such as school feeding, national health insurance etc., also led by GACC, will keep track of the internally generated revenues.

The case contributes the achievements of SDG target 17.1, about strengthening domestic resource mobilization and targets 10.1, 10.2, and 10.4. about reducing inequality.

7. EDUCATION FOR ACTIVE CITIZENSHIP

In 2017, Oxfam IBIS and partners continued implementing the Education for Active Citizenship (EfAC) strategy, aiming to achieve the objective of the Strategic Plan 2015-2017 to empower marginalised children, youth and adults through quality education and promote the right to formal and non-formal inclusive quality education for all in line with the Sustainable Development Goal 4.

The overall progress against the objectives in the Strategic Plan was rated as satisfactory with only moderate shortcomings. This assessment was based on the following:

- Oxfam IBIS has continued directly and through partners to influence institutional changes at the level of duty bearers. Advocacy for tested quality education interventions and education financing has been successfully implemented by strengthening partners’ capacities and strategies with the result of improved education financing in a number of countries.
- The support by Oxfam IBIS to education in fragile contexts was further expanded. Due to the transition into Oxfam, Oxfam IBIS was able to develop education components into larger emergency programmes in South Sudan and in Northern Nigeria.
- 2017 was marked by the challenge of managing the thematic area of education in the transition into the Oxfam Confederation, as this thematic area was not straightforwardly in alignment with Oxfam priorities. However, with a successful reframing of education linking it to youth empowerment and citizenship and gender equality, Oxfam IBIS has established itself as lead within Oxfam on education, not least in global level advocacy.

Below is an overview of Oxfam IBIS’ results against the global indicators from the Strategic Plan 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 illustrative case stories.

Strategic area 3: Delivering against Education for Active Citizenship strategy			
Strategic Indicator	New Result 2017	Result in strategic period 2015-2017	Target for strategic period 2015-2017 (cumulative)
3.2 Number of quality education interventions with concrete results achieved	47	116	50
3.3 Number of education governance bodies strengthened through active participation of civil society	706	1,700	500
3.4 Number of advocacy initiatives related to quality education models with concrete results achieved	9	35	25
3.5 Number of partner advocacy initiatives related to education financing with concrete results achieved	15	30	20

Key annual development targets – 2017	Status by end 2017
1. Establish a learning platform on education within Oxfam International. The platform will inform development, humanitarian and influencing work to be developed in OI's strategies and programmes.	Completed. The Education Community of Practice and Influence (ECPI) was established 2016. Since then ECPI has become a recognized platform for learning and influence within Oxfam and is in a good position to inform OI strategies and programming in 2018.
2. Five Oxfam country operational models include quality education as part of active citizenship and/or youth engagement as focus area.	Completed. Six Oxfam country operational models include education: Mozambique, Ghana, Burkina Faso, Sierra Leone, Guatemala and South Sudan. Education is situated as part of the outcome areas of active citizenship, gender justice, financing for development and inequality campaign work and in South Sudan also as a cross-cutting area to Saving Lives and Resilient Livelihoods.
3. Develop a strategy for Oxfam IBIS' work on privatization/commercialisation of education.	Completed. Instead of developing a separate strategy, Oxfam IBIS has contributed to the development of a set of Human Rights Guiding Principles on State obligations regarding private actors in education through participation in the NGO Privatisation in Education and Human Rights Consortium.
4. Oxfam IBIS provides advisory inputs to the development of education approaches as a means for linking humanitarian and development work in at least two Oxfam country programmes.	Completed. Oxfam IBIS has provided advisory inputs for the development of education approaches to interventions in North East Nigeria and South Sudan.

Achieving targets. With the results of 2017, the overall targets set in the Strategic Plan 2015-2017 have been achieved as is shown in the table above. Some results are well above set targets. The target of quality education interventions with concrete results was reached by 232% according to the three-year target set in the plan. The total number of results reached for education governance bodies is more than three times the anticipated target, reaching a total of 1,700 governance bodies. The total number of advocacy initiatives related to quality education models with concrete results reached 35, exceeding the target set at 20. Finally, the number of partner advocacy initiatives related to education financing with concrete results was lagging behind in 2016. The pace was picked up in 2017, increasing the number of results from eight to 15. The total number of results for the whole strategic period reached 30, and thereby surpassed the expected target of 20. New achievements in advocacy for education financing in particular came out of the global EAPI programme in Africa, where a process of capacity development and evidence based strategic advocacy produced results in terms of increased national education budgets, in a number of cases specifically targeting marginalised groups.

Securing the right focus level. In 2017, Oxfam IBIS supported 878 education governance bodies and 706 of these have achieved what is assessed as full/satisfactory participation, which means that they have been delegated power or have been consulted by school authorities about school related issues. Only five out of 706 are organised at district level or above. While the basis for improved education governance is being considerably strengthened at local level, it remains a challenge for Oxfam IBIS and partners to fully capitalise on the potential created for 'bottom up' advocacy interventions which influence the district/provincial- and national levels.

While the number of advocacy results in terms of quality education models remained the same as in 2016 (nine), the number of results at national level has decreased from four to three. On the other hand, the major increase in terms of education financing advocacy results took place at national level, noting 11 results as opposed to only two the year before. Furthermore, Education for Active Citizenship was promoted at higher policy levels via engagement in global and regional civil society networks under the Global Campaign for Education, where important results were obtained in terms of influence on the SDG monitoring system; improved inclusion of youth; and development of human rights tools to combat the growing trend of for-profit privatization of education.

Reaching Oxfam IBIS' target group. In 2017, 80,490 learners (children, youth and adults), of whom 47% are female, were enrolled in Oxfam IBIS-supported formal and non-formal quality education interventions. This is a significant increase from 2016 where 47,424 were enrolled. Part

of the explanation is the increase in learners in the South Sudan programme, which stands for 52% of the total number of enrolments and is a clear expression having reached those most in need in a highly fragile context. The expansion of the number of learners in South Sudan reflects Oxfam IBIS' technical support to existing Oxfam projects through the implementation of education components; one example is the food for assets project funded by the World Food Programme.

As in earlier years, the large majority of learners enrolled across all programmes are children, constituting 67%. Youth constitute 19% of all enrolled learners and adults 14%. There has been a significant increase in the number of youth learners from 2,007 in 2016 to 15,051 in 2017, of which 40% are female. This is satisfactory as it has been a specific concern of the implementation strategy to strengthen youth as target group. The overall learners' completion rate of education interventions is 93%, which is very satisfactory.

Addressing intended strategic topics. Oxfam IBIS' focus on advocacy to replicate quality education models has the last couple of years revealed results especially in Ghana, where 26 district assemblies have decided to replicate the education model piloted and tested in Oxfam IBIS' education programme. 41,822 learners enrolled in South Sudan in 2017 reflect satisfactorily the addressing of the strategic focus on Education in Emergencies that provides safe quality education for crisis-affected children, youth and adults. Finally, the new results within education financing reflect Oxfam IBIS' efforts during the last couple of years to strengthen partners' approach, capacity and strategies.

7.1 Selected case stories

Case: Education pilot is being replicated further – Ghana

Advocacy has been intensified by Oxfam, partners and youth groups to amplify the replication of the Girl Model Junior High Schools (GMJHS) pilot. The result of this successful work has been that a total of 26 district assemblies have made budgetary allocations in the course of 2017 to replicate lessons from GMJHS.

From 2008 to 2016, Oxfam IBIS has supported the piloting and testing of GMJHS in the Sawla-Tuna-Kalba (STK) district in the Northern Region of Ghana. The GMJHS have been thoroughly documented and they are proven to be effective in promoting higher completion, pass and transition rates among girls in deprived districts.

Even though it was reported in 2016, that 11 district assemblies from the Northern Region in Ghana had decided to replicate the GMJHS model in 2016/17, budget and expenditure tracking by partners (Northern Network for Education Network and SEND) showed evidence of inadequate budgetary allocation by the local government. Therefore, in 2017 the civil society partner Youth Empowerment for Life, facilitated two networks of organised youth groups to successfully influence 26 MMDAs to allocate adequate budgets. This is an impressive success of scaling up an excellent pilot project and means that 2,340 girls will have access to quality education in deprived districts and communities. The drivers of this change can be attributed to the effective use of evidence from budgets/expenditures and from GMJHS documentation, the synergic coordination between the youth organisations, the proactive channelling of the youth's energies and positive impatience, and the facilitative guidance in advocacy by Oxfam staff. Such a multi-pronged approach is to be highly commended.

The case contributes to the achievement of the SDG targets 5.1 and 4.1, 4.5, 4.6 and 4.7.

Case: Advocacy has improved public education financing – EAPI – Global and Africa.

The right to publicly financed education for marginalized groups was improved through increased financing to education via advocacy under the Oxfam IBIS global Education against Poverty and Inequality Program (EAPI).

At global level Oxfam IBIS played a leading role in the advocacy campaign Fund-the-Future, leading up to the Global Partnership for Education Replenishment Event (held in early 2018),

which yielded significant results in terms of pledges made from both donor countries and national governments to education. Campaigning was carried out in close cooperation with and through support to the Global Campaign for Education and to its regional network in Latin America and in Africa. In Africa national and regional analyses of Education Gaps and Domestic Financing were used in advocacy to influence international and regional policy frameworks to include CSO representation and adopt changes that can facilitate implementation and monitoring of the full 2030 education agenda, including quality, equity and financing aspects. The evidence and findings from these analyses were used by CSO partners in meetings to engage with policy makers, including a regional conference and consultations with the African Union (AU), and the Economic Commission ECOWAS and Ministers of Education expressed commitment to education in their meeting communique.

National level advocacy activities in Africa were supported by Oxfam IBIS capacity development and technical support to work with evidence based advocacy for education financing. This led to increased domestic financing of education in Sierra Leone, Burkina Faso and Mozambique. In Ethiopia where the budget was already high, advocacy was successful in taking steps to turn more of the budget to basic education. In Ghana, government has taken on board the CSO recommendation of increasing the domestic revenue base for education through tax justice. Taxation of companies and extractive industries for the benefit of education also brought results in several other countries where laws and public initiatives were passed in this regard in Burkina Faso, Mozambique and Zambia.

The case illustrates work that contribute to the SDG targets 4.1, 10.2 and 10.4.

Case: Training school stakeholders in school democracy – Mozambique

Oxfam IBIS' thematic education programme has in cooperation with UNICEF mobilized emergent civil society, which has improved school democracy and thereby the fulfilment of the right to education in the Zambézia province. Elected and functional school councils with participation of learners, teachers and parents in 217 primary schools was strengthened through training and information on duties and rights, role of the school management, prevention of school absenteeism, and concerns related to premature marriages and early pregnancies. On the other hand, school directors at the same 217 schools were trained on the importance of community participation as an act of citizenship and the need for openness of school managers to promote school democracy. Local trainers were identified at school level to become agents of change to positively influence their colleagues to adopt a culture of inclusion and transparency in the management.

Elsa, a 30 year old teacher and director took part in the training to become a local school council advisor: "I have been working in the education sector for many years, first as a teacher, then as a manager. I never saw the importance of community participation in schools. After joining the group of local trainers of school councils I completely changed my way of looking at things. I learned that we, as school managers, should open the doors for parents – our real clients – and their opinion about how we are conducting the process of teaching and learning of their children". The training at the schools was facilitated by the partner AMME (Associação Moçambicana Mulher e Educação) and Oxfam IBIS providing capacity development of AMME in organisational and thematic issues.

The case contributes to the achievement of the SDG targets 4.1 and 4.7 ensuring access to free quality education and 5.1, 5.3, and 5.5 about gender equality.

8. GLOBAL AND DANISH ENGAGEMENT

In 2017, Oxfam IBIS continued the integration of its campaign work within Oxfam. The year's progress against the strategic objectives in "Global and Danish advocacy and engagement" and "Popular anchoring in Denmark" is assessed to be highly satisfactory. The assessment is based on the following:

- The Danish engagement was kept at a high level, exceeding the targets set in strategic indicators. The topics that Oxfam IBIS works with had a high level of attention with decision makers, media and the public.
- Oxfam IBIS' global advocacy work benefited in 2017 from being an affiliate to Oxfam by using the highly qualified material on inequality put out at the Davos-meeting to engage politicians and decision makers. Oxfam IBIS work on tax benefited tax initiatives in several countries.
- Oxfam IBIS reached the annual target set in the Strategic Plan for the total number of members and support givers, which has increased by 23%. Furthermore, Oxfam IBIS succeeded in providing relevant information to the public on relevant prevailing thematic issues under debate – especially migration.
- In 2017, Oxfam IBIS included the Sustainable Development Goals as a core element in communication with Danish school children in the book 'Reading Rocket'.

Below is a schematic overview of Oxfam IBIS' results against the Strategic Plan 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			
Strategic Indicator	New Result 2017	Result in strategic period 2015-2017	Target for strategic period 2015-2017 (cumulative)
4.1 Number of Oxfam IBIS' recommendations adopted by decision makers	8	22	18
4.2 Number of students taking part in the Danish "Education for All" (Whole World in School) campaign (requesting the Reading Rocket)	177,709	547,613	480,000
4.3 Number of people engaged in activities targeting decision makers with a message in support of Oxfam IBIS' policy recommendations	21,500	87,316	40,000
4.4 Number of Danish Media clips with Oxfam IBIS/Oxfam and inequality/tax/extractives	581	1011	650
4.5 Number of people reached on Latin American engagement through campaigns, seminars, advocacy events with direct Oxfam IBIS contribution	10,507	21,816	15,000
Key annual development targets – 2017		Status by end 2017	
1. Design a global tax dialogue project and pilot a tax dialogue project in two partner countries.	Completed.. A global project document and concept notes for pilot project in Ghana and Kenya were developed and approved by Oxfam IBIS management group. Despite staff constraints in both Ghana and Denmark the Tax Dialogue was well on its way to being successfully rolled out by the end of 2017.		
2. Elaborate a plan for the Whole World in School global engagement campaign (to be implemented in 2018) focusing on children in refugee camps in the Middle East (Jordan or Lebanon).	Completed. Oxfam IBIS focused on refugees in Jordan and on SDG4 in the book printed December 2017 and distributed early 2018.		
3. Contribute to the implementation of the new Danish strategy for development and modalities for civil society partnerships including exploring innovative partnerships with the private sector.	Completed Oxfam IBIS has been exploring possible partnerships with private sector, but did not enter into partnerships during 2017.		
4. Update the strategy for the work in Denmark.	Delayed. The new strategy for the work in Denmark was postponed, to be finalized in 2018		

Strategic area 5: Popular anchoring in Denmark			
Strategic Indicator	New Result 2017	Result in strategic period 2015-2017	Target for strategic period 2015-2017 (cumulative)
5.1 (Former 5.4)* Number of campaign participants in Denmark (accumulated)	207,876	626,029	645,000 by 2017
5.2 Number of interactions on social and electronic media (accumulated)	995,975	2,673,282	800,000 by 2017
			Annual Target in 2017
5.3 Direct communication – number of subscribers to newsletters and magazine (annual)	52,408	51,000**	50,000 by 2017
5.4 (Former 5.1)* Number of Oxfam IBIS' members and supporters (annual)	35,209	30,172**	35,000 by 2017
* The order was adjusted of the indicators 5.4 and 5.1 to improve the presentation of results **Average for the 3 years			
Key annual development targets – 2017	Status by end 2017		
Develop Oxfam IBIS' integrated public engagement approach now fully integrated within the Oxfam International's setup.	Completed. Oxfam IBIS' campaigns are now integrated within the Oxfam confederation. Oxfam IBIS is not only adapting Oxfam's ways of working however also sharing Oxfam IBIS' effective ways of working in campaigns with the rest of Oxfam in new project.		
Obtain growth in support-membership to Oxfam IBIS.	Completed. Oxfam IBIS' support-membership grew by 10% in 2017, which covers a total of 804 new members.		
Increase the public awareness of Oxfam IBIS' work and results.	Not completed. According to numbers from polls in 2017, the public awareness of Oxfam IBIS stayed at the same level.		

8.1 Selected case stories

Case: More funds to quality education – Global campaign

Oxfam IBIS ran a successful campaign with the aim that millions of DKK, which were not spent on the reception of refugees as originally planned, should be spent on quality education in the South – and not just stay with Danish tax-payers as unspent. The campaign was signed by 8,500 Danish people. Just after the signatures were handed in to the Danish Ministry of Foreign Affairs (MFA), it was announced by the Ministry that additional funds of 32.7 M DKK would be set aside for quality education in the Global Education Fund in 2018. Representatives from the MFA expressly said that the campaign had played a role in the decision.

The case contributes to the achievement of SDG target 17.3 about mobilization of financial resources for developing countries.

Case: Campaign on tax havens during Danish local elections – Danish campaign

During local elections in Denmark in November 2017, Oxfam IBIS campaigned for the 98 municipalities in Denmark to avoid making contracts with any private companies using tax havens. This demand should be put directly from Danish voters to their local politicians. The campaign engaged the Danish public and made them take a stand against tax havens and a total of 7,000 Danes “poked a politician”. Tax evasion will also effect the official development assistance to developing countries. The same campaign was used to raise a total of 60,000 DKK from 1,000 Danish people for anti-tax haven journalism by local journalists in Ghana – informing about how companies in Ghana avoid paying the taxes they are obliged to and that should benefit the society in Ghana.

The case illustrates work that contributes to SDG target 16.4 about reducing illicit financial flows and target 17.2 about developed countries' development assistance commitments.

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. The total results in terms of outreach and impact are shown below.

Information activities – primarily school pupils			
Indicator	Results 2017	Target 2017	Comments
a. Number of students taking part in the Danish “Education for All” campaign and related activities	177,709	180,000	The total number of pupils in Danish public schools is decreasing
b. Teaching materials ordered and distributed	186,411	180,000	Distribution is geographically spread over schools in the whole country
c. Pupils in direct interaction with Oxfam IBIS	750	500	According to adjustments of the action day, more pupils were able to send materials to politicians.
Information activities – primarily the general public in Denmark			
Indicator	Results 2017	Target 2017	Comments
d. Mass media – press hits/ gross coverage	581	650	We changed the method of counting (new company) numbers not quite added the same way, which has resulted in a less numbers on an annual basis
e. Social and electronic media – interactions	995,975	800,000	In 2017, engagement on social media (Facebook) was still able to grow organically (without paying additional for each post)
f. Direct communication - magazine and newsletters	52,408	50,000	Because of an increased member base there was an increase in the number of direct communications

9. FINANCIAL PERFORMANCE

The financial year was extended to 15 months of operation covering January 1st 2017 till March 31st 2018 in order to synchronise with Oxfam’s financial year. The financial result of the year was satisfactory, however with some uncertainty related to transition costs. Hence, a reserve to accommodate possible post-transition costs was established.

After the reduction in the equity following the overspending in 2016, a strict plan to re-establish the equity was developed and the result for 2017/18 illustrates satisfactory progress.

Below is a schematic overview of Oxfam IBIS’ results in 2017/18 against our financial performance strategic indicators as per the updated Strategic Plan 2015-2017.

Indicator	Result 2017/18 15 months	Annual Target 2017
6.1 Average annual cash income (DKK)	259,541,912	190,000,000
6.2 Percentage annual equity of the annual turnover	2,3 %	>2%
6.3 Danida’s frame contribution as a share of total annual turnover	60 %*	<50%
6.4 Value of private individual funds in Denmark (DKK)	6,350,000	5,300,000
6.5 Annual administration cost in % of annual turnover	5.9 %	<7%
6.6 Percentage of annual financial resources going directly to partners and partner implementation processes	79 %	75%

6.7 Degree of compliance/alignment with international standards	On track in terms of constant developing according to new requirements	Adjusting to increased demands to compliance. Performance according to Oxfam standards
* This percentage is high as the 15 month period includes both the 2017 Danida Framework block grant and the 1 st tranche of the 2018 Danida Strategic Partnership.		
Key annual development targets – 2017	Status by end 2017	
1. Implement fundraising strategy. The implementation shall enable significant growth in funds from foundations and corporates	Delayed. Financial sub strategy including fundraising strategies is under development to follow the Oxfam IBIS overall strategy and will focus on foundations and private sector engagement. Human resources have been allocated to fundraise from foundations.	
2. Optimise newly (January 1st 2016) implemented financial systems (Navision, CRM, and Eazy Project)	Partly completed. Each system is functioning well. The integration of each system to reduce manual handling is in process, which together with a planned project management system will enhance the financial management of projects.	
3. Align financial monitoring (budgets, reporting, and financial risks/mitigation) with Ol's global standards based on current systems.	Completed. Reporting is being made into Ol's consolidated reporting system. CONSOL is defined and under implementation.	

9.1 Financial risk management and transparency

Financial reporting was further developed in 2017/18, increasing the focus on project financial reporting and the management of cash flow on restricted and unrestricted funding. Further the financial viability of each project was enhanced through the implementation of Bid-no-Bid processes analysing viability of potential projects and recommending for management decision.

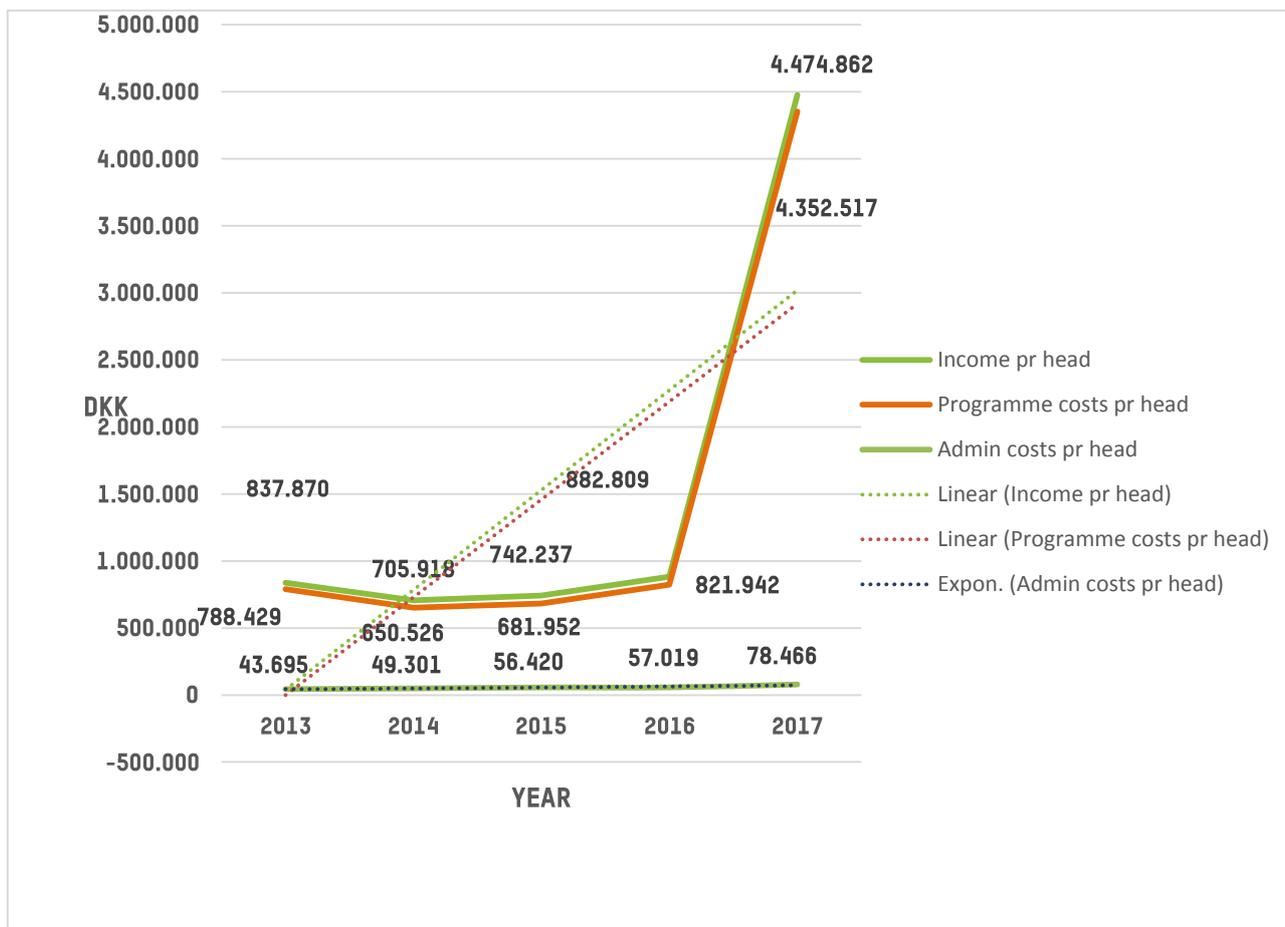
Oxfam IBIS is following the increased demands as to compliance with a number of donor-, institutional-, and state initiated rules, regulations, and guidelines. This includes, but is not limited to, safeguarding, fraud and corruption; anti-terror and white-washing; partner due diligence and costs eligibility. 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, there is a continued 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.



One reason for the remarkable increase in 2017/18 numbers is the significant structural change in Oxfam IBIS, maintaining a large turnover and project spending whilst closing all country offices and transferring Oxfam IBIS staff to Oxfam country offices. Another reason is that the numbers cover 15 months including the 1st tranche from Danida Strategic Partnership.

10. RISK MANAGEMENT

At 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 2017.

10.1 Programme risk management

The table below illustrates the type of medium-high risks identified in the Economic and Social Justice and Education for Active Citizenship programmes showing some shared characteristics in 2017.

Common Medium-High risk topics 2017			
Economic and Social Justice			
Shrinking space	Crime/violence	Weak official enforcement of decisions/policies	Political context
Internal, HR-issues	Transition to One Oxfam	Budget reductions/ Lack of funding	Closing of programmes
Education for Active Citizenship			
Privatisation of schools	Weak official enforcement of decisions/policies	Floods, drought, EVD	Local conflicts
Internal, HR issues	Transition to One Oxfam	Budget reductions/ lack of funding	Socio-economic factors

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 2017 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.	Oxfam IBIS has maintained access to funding opportunities at a satisfactory level, and has been able to apply for opportunities in new countries/regions, building on the knowledge and resources available in the Oxfam Confederation.
2. Shrinking space for civil society in partner countries.	Oxfam IBIS has monitored developments on the space for civil society to manoeuvre. This is done in collaboration with country offices, local partners and international organisations present in partner countries, and has been very country- and time-specific.
3. Volatility in fragile states of operation. Might delay or prevent implementation the planned use of funds and achievement of progress.	Risks have been monitored in countries with situations of fragility, and the programmatic approach has been adjusted where necessary, with backing from donors.
4. Growth in private non-earmarked fundraising not materialising and the number of regular contributors not increasing either.	Private fundraising has been a top priority. Throughout 2017 there has been a growth in non-earmarked income from regular givers and an increase in numbers, but it is still relatively small and needs to grow.
7. Transition into Oxfam might temporarily reduce result generation, increase staff turnover and slow down programme spending.	Transparency in the entire transition process into Oxfam was seen as the best mitigation measure to ensure result generation and staff morale. This has worked to some extent, but there was a slow down in programme implementation and spending, and human resource challenges in terms of staff turnover.
8. Private sector focus in development aid reduces priority and resources for civil society engagement.	Oxfam IBIS sees cooperation with private sector actors as an opportunity to widen the work, rather than a threat. Oxfam IBIS has continued the identification of opportunities for win-win engagements at project level, for example the policy dialogue with the private sector about adherence to United Nations' Guiding Principles on Business and Human Rights
9. The current migration crisis overshadows long-term development, challenging Oxfam IBIS' funding opportunities and popular anchoring.	Oxfam IBIS was successful in obtaining a Strategic Partnership Agreement with Danida securing resources for both long term development and humanitarian action in a number of relevant developing countries. The legitimacy of the organisation has hereby increased and the opportunity to secure a solid popular base for support, including for fundraising has improved.

* Risks are from 'Update of Oxfam IBIS' Strategic Plan 2015-2017', where risks 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 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	Amélioration de la Qualité de l'Enseignement (PAQUE) and Community Involvement for Quality in Education (CIQUE)	Learning document	Amélioration de la qualité de l'éducation post-primaire au Burkina Faso, Une étude réalisée par BØRNEfonden et Oxfam IBIS, Consultants Jytte Vagner and Eva Iversen. October 2017.
Burkina Faso	Community Involvement for Quality in Education (CIQUE)	Final Evaluation	Participation Communautaire pour l'Amélioration de la Qualité de l'Education, Community Involvement for the Quality of Education (CIQUE), BØRNEfonden, by Alamissa Sawadogo&Jytte Vagner. May 2017
Sierra Leone	Raw Diamonds – Sharp Tongues. ODW project	Mid-term evaluation	Mid-Term Evaluation, Raw Diamonds – Sharp Tongues, by HN Consultants. Dec. 2017.
Guatemala	Programa Temático de Educación Hacia la Igualdad e Interculturalidad	Final evaluation	Evaluación Externa del Programa Temático de Educación Hacia la Igualdad e Interculturalidad OXFAM IBIS-Guatemala, by Samuel Fadul. September 2017
Guatemala	Programa Temático de Gobernabilidad hacia la Interculturalidad e Igualdad	Final evaluation	Evaluación Externa del Programa Temático de Gobernabilidad hacia la Interculturalidad e Igualdad. OXFAM IBIS-Guatemala, by Samuel Fadul and Renzo Rosal. December 2017
Nicaragua	Programa Temático Gobernabilidad Intercultural (EPTGI)	Final evaluation	Evaluación del Programa Temático Gobernabilidad Intercultural (EPTGI), by Mirna Isis Moncada&Lesbia Julia Morales. Aug.2017.

The Danida review recommendations from 2013 have to a high degree been embedded in the Strategic Plan 2015-2017 and thus reported on in the above. However, the table below provides a short status and overview. The recommendations 2 and 5-14 were completed the previous years (2014-2016) and are not included in the table.

Recommendation	Status 2017
Strategic framework and approach	
1. Revision of strategic framework.	Delayed. However, the new strategy of Oxfam IBIS 2018 to 2022 was finalised and approved by the board in August 2018.
3. Human rights-based approach integration.	Completed. The HRBA approach is integrated into thematic programmes and is furthermore a central part of the approach in the new Strategic Partnership with Danida.
Organisational structure and management	
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.	Completed. Oxfam IBIS follows the Oxfam global leadership model that includes, among others, personnel and safeguarding policies, which are interlinked. In 2018 staff and management have signed new Code of Conduct and will also in 2018 be trained in safe guarding principles and values. A part of this is the roll-out of whistle blower arrangements with follow-up investigation.
Financial management	
15. Roll-out of a whistle-blower package	Please see status under point 4 above.

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 2017 within the thematic programmes of Economic and Social Justice and Education for Active Citizenship.

Human Rights in Programmes in 2017
<p style="text-align: center;">Economic and Social Justice</p> <ul style="list-style-type: none">• Universal Declaration of Human Rights• International Covenant on Civil and Political Rights• International Covenant on Economic, Social and Cultural Rights• Indigenous and Tribal Peoples Convention (ILO Convention 169)• United Nations Declaration on the Rights of Indigenous Peoples• Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)• United Nations Security Council Resolution 1325 (2000) on Women, Peace and Security• UN Guiding Principles on Business and Human Rights – Implementing the United Nations “Protect, Respect and Remedy Framework”• United Nations Declaration on the Right to Development• American Convention on Human Rights Pact of San José, Costa Rica• American Declaration on the Rights of Indigenous Peoples• Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women – “Convention of Belem do Para”• American Declaration on the Rights and Duties of Man• Lima Principles (Organization of American States)• Declaration of Nuevo León (Organization of American States)• Protocol on Democracy and Good Governance (A/SP1/12/01) – ECOWAS
<p style="text-align: center;">Education for Active Citizenship</p> <ul style="list-style-type: none">• Universal Declaration of Human Rights• United Nations Declaration on Human Rights Education and Training• Convention on the Rights of the Child• Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)• Indigenous and Tribal Peoples Convention (ILO Convention 169)• United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children.• Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography• Convention on the Rights of Persons with Disabilities• Iberoamerican Convention on the Rights of Youth• Inter-American Convention on Protecting the Human Rights of Older Persons (A-70)• Yogyakarta Principles - on international legal instruments’ application of the human rights in relation to sexual orientation and gender identity.