

RESULTS REPORT 2025

STRATEGIC PARTNERSHIP WITH DANISH
MINISTRY OF FOREIGN AFFAIRS

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OXFAM
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Photo credits:

Frontpage: Members of women's shea butter cooperative, Ghana. Photo: Nana Kofi Acquah, Oxfam.

Page 6: Young people in the COP30 Climate Caravan. Kenya. Photo: Arid Lands Information Network.

Page 18: Women pouring fresh water from an installed water tank. Yemen. Photo: Ahmed Albasha, Oxfam.

Page 25: School boy in classroom, Rabinal, Guatemala. Photo: Hans Bach, Oxfam.

This Result Report covers the results of Oxfam Denmark.

Oxfam is a confederation of 22 affiliates based in the Southern and Northern hemispheres and more than 40 country offices covering all continents. Please read more on www.oxfam.org.

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ABBREVIATIONS

COP	Conference of the Parties	Norad	Norwegian Agency for Development Cooperation
CSO	Civil Society Organisation	PPA	Programme and project activities (SP budget)
DKK	Danish Krone	SDG	Sustainable Development Goal
EU	European Union	Sida	Swedish International Development Cooperation Agency
IDP	Internally Displaced Person	SP	Strategic Partnership with the Danish MFA
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and more. The "+" represents other identities that are not specified in this acronym	TVET	Technical and Vocational Education and Training
MFA	Ministry of Foreign Affairs	UN	United Nations
NGO	Non-Governmental Organisation	WASH	Water, Sanitation and Hygiene
		WRO	Women's Rights Organisations

EXECUTIVE SUMMARY

2025 was the fourth implementation year of the Strategic Partnership (2022-2026) with the Danish Ministry of Foreign Affairs (MFA). The overall objective of the Strategic Partnership (SP) is that *'People live in resilient and inclusive societies that leave no one behind and provide a sustainable future through just economies and gender- and climate justice'*. The SP programme supported engagements in 12 countries across Africa, the Middle East, and Latin America, as well as public engagement work and advocacy both globally and in Denmark.

The programme works with three change objectives: i) Just Societies, ii) Leaving No-One Behind, and iii) Climate Justice, which structure the summary results framework 2022-2026. In 2025, Oxfam Denmark progressed well across all three change objectives with good results achieved. Overall, expenditure in 2025 was aligned with the revised budget showing a satisfactory improvement in the pace of implementation reaching 99%.

In the area of Just Societies, Oxfam Denmark worked to strengthen the capacity and advocacy of civil society and local partners, particularly in their efforts to influence decision-makers for pro-poor and gender-sensitive policies and public spending, progressive taxation and resource mobilisation, and quality public services such as quality education. Oxfam Denmark performed highly satisfactorily in relation to the cumulative targets in the summary results framework 2022-2026. In 2025, the organisation further strengthened its work to promote tax justice and reduce inequality and piloted inequality programmes in two countries with success. A total of 44 policy changes were achieved related to democratic reforms and resource mobilisation/fiscal policies – documenting significant progress. In 12 cases educational authorities took initiative to improve transformative education in SP partner countries based on contributions from partner organisations and Oxfam.

Within the Leaving No-One Behind change objective, Oxfam Denmark worked to ensure the provision of humanitarian assistance, including basic services such as water, protection, food security, and education to crisis-affected

people, as well as to strengthen sustainable livelihoods, peacebuilding, and social cohesion. The progress in 2025 measured against targets in the summary results framework is satisfactory with good results achieved. Oxfam Denmark reached almost 277,313 crisis-affected people in nine countries with assistance and services, going beyond expectations. Furthermore, 79 locally led responses to increasing peaceful coexistence and conflict prevention were achieved.

In the Climate Justice change objective, Oxfam Denmark worked with climate financing, just energy transition, climate education, and climate resilience. Achievement of results measured against targets in the summary results framework is satisfactory. In 18 cases, partners influenced policies promoting climate justice in 2025. Additionally, more than 29,000 people in local communities affected by climate change gained increased capacities and opportunities to adapt and build resilience to climate change.

Oxfam Denmark continued implementing its Local Leadership Strategy and conducted a partner survey in 2025 showing improvements compared to the survey in 2023. The 2025 result of transfers to local partners in humanitarian interventions accounted for 48% of total spent in countries, surpassing the target of 40%. Transfers of funds to partners in development interventions stood at 63% and improved slightly compared to previous years but fell short of the ambitious target of 70%.

Finally, Oxfam Denmark performed satisfactorily in public engagement and advocacy in Denmark. More than 126,000 Danish school children in 1,060 schools in Denmark participated in the 'World in School' campaign learning about gender equality, access to quality education, and clean water in Guatemala. Around 3,000 people, especially young people, were reached through events at the Folkemødet (festival of democracy) in Bornholm, and 36,000 participated in Oxfam Denmark's campaigns for climate justice, fair tax systems, and improvements for people in Gaza.

2025 KEY FIGURES

PEOPLE WORKED WITH



Number of people Oxfam Denmark has worked with directly:

395,864

Development interventions:

91,588

18,576 co-financed by the Strategic Partnership.

Humanitarian interventions:

304,276



Women and girls: **54%**

Young people: **9%**



LOCAL PARTNERS

105

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

28

local partners were co-financed by the Strategic Partnership.

PROPORTION OF FUNDS TRANSFERRED TO LOCAL PARTNERS IN THE STRATEGIC PARTNERSHIP

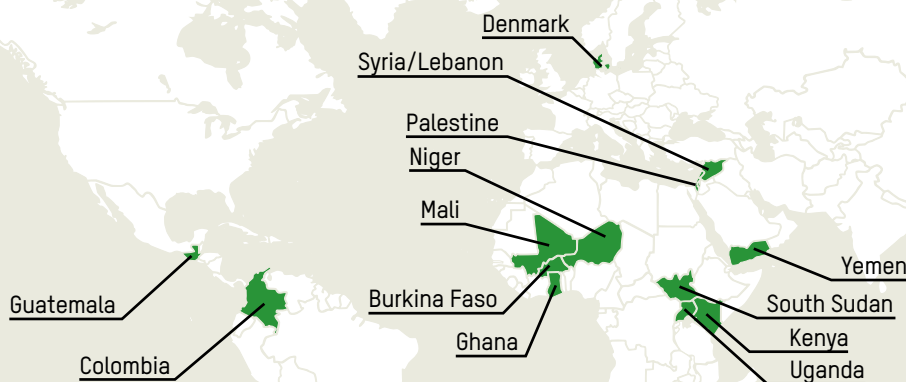
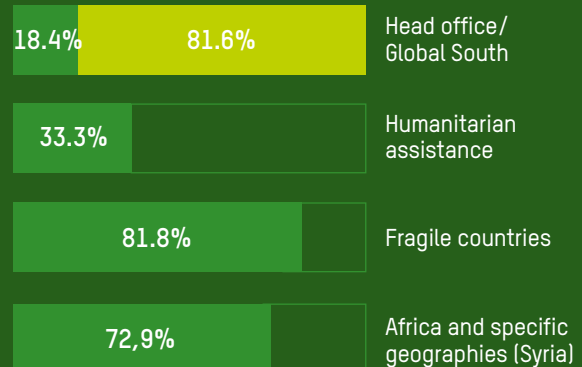
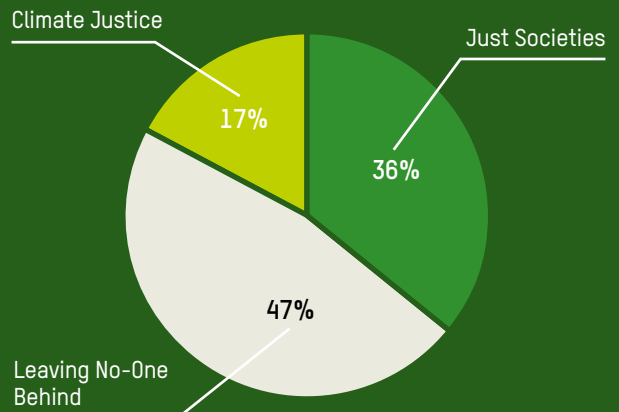
Calculated from the total spent in countries.

TRANSFERRED FUNDS PER TYPE OF INTERVENTION	2025	
	RESULTS	TARGETS
Interventions with development purposes	63%	70%
Interventions with humanitarian purposes	48%	40%

PROPORTION OF FUNDS SPENT IN RELATION TO BUDGET THRESHOLDS

Calculated from the total spent on project activities in the Strategic Partnership.

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



INTRODUCTION

The overall objective of the Strategic Partnership (SP) is that *'People live in resilient and inclusive societies that leave no one behind and provide a sustainable future through just economies and gender- and climate justice'*. To achieve this, the programme supported engagements in 12 countries across Africa, in the Middle East, and Latin America in 2025¹, as well as public engagement work and advocacy globally and in Denmark. Most engagements in the SP portfolio are implemented in fragile contexts characterised by conflicts, humanitarian crises, and natural disasters.

The SP works with three change objectives: i) Just Societies, ii) Leaving No-One Behind, and iii) Climate Justice. Each country engagement contributes to at least two of the three change objectives. Within the SP, Oxfam Denmark provides technical knowledge, accompaniment, and support to civil society partners within economic justice, transformative education, climate justice, humanitarian responses, and peacebuilding.

In 2025, the Danish MFA decided to extend the Strategic Partnership period by one year to 2026. An adaptation of budgets followed and the summary results framework and interventions in country engagements have been adjusted accordingly.

In 2025, the expenditure compared to the revised budget for the year amounted to 99% of the total budget, including carry-overs from 2024, and the additional top-ups that were received towards the very end of 2025. The budget for 2026 has been adjusted to absorb the transferred marginal amounts accumulated by the end of 2025.

The Results Report is divided into three main parts: section I presents the progress at outcome level and results within the three change objectives of the SP. Section II presents progress and results within the cross-cutting approaches: Local Leadership Strategy, global and local connectedness, greening of engagement, and information and public engagement in Denmark. Section III

focuses on the exit strategies, major deviations related to budget, and the use of Danish MFA funds for co-financing. Finally, the list of annexes contains an updated summary results framework, three case studies, two output indicator reports, and a report on the status of the top-up funds received from the Danish MFA.

MEASURING AND DOCUMENTING RESULTS

The Results Report is based on an established annual reporting process from all SP engagements, projects co-financed with SP funds, and the public engagement and policy work conducted globally and in Denmark. The report makes clear when any reported results derive from projects co-financed with SP funds.

At country level, outcomes are identified and reported through annual progress reports. Oxfam Denmark ensures data quality through systematic verification against indicator definitions and by triangulating quantitative data with narrative evidence to minimise potential errors. In some cases, outcome harvesting has been used to collect qualitative data, and evaluations conducted during the year contribute further to the triangulation of reported outcome-level results. The process is complemented by a set of summary indicators, enabling a cross-project view of the achievements, which are measured against the change objectives in the Strategic Partnership. In 2025, from some of the humanitarian initiatives, it was not possible to gather data on 'people we work with' broken down by young people, as young people were included in the adult age group. This explains the low proportion (9%) of young people across the portfolio compared with 2024 (22%).

The reporting process facilitates learning both at the project level to provide information for future programming and at the organisational level to develop new and more effective approaches. As such it contributes to Oxfam Denmark as a learning organisation, becoming better at adapting engagements to the changing contexts in which Oxfam works.

¹ The 12 countries are Burkina Faso, Ghana, Kenya, Mali, Niger, South Sudan, Uganda, Palestine, Syria crisis (incl. Lebanon), Yemen, Colombia, and Guatemala.



SECTION I – PROGRESS AND RESULTS

JUST SOCIETIES

In 2025, under the Just Societies change objective of the Strategic Partnership, Oxfam Denmark worked alongside civil society partners and alliances to promote more equitable and gender-just societies. Efforts centred on building the capacity and enhancing the advocacy of local partners, enabling them to engage decision-makers and push for pro-poor, gender-sensitive policies, progressive taxation, greater public investment in quality education, and the upholding of human rights.

Civil society organisations (CSOs) continued to witness shrinking civic and political space driven by authoritarian governance, armed conflict, and repressive legislation. In Mali, Niger, Burkina Faso, and South Sudan, this compelled partners to confine their work predominantly to the local level. A number of countries introduced or tightened legislation targeting CSOs, notably Uganda, or enacted laws criminalising LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual+) persons and activities, including Burkina Faso, Mali, Ghana, and Uganda, curtailing CSOs' ability to organise and speak

out. In Palestine, civic space contracted still further. In response, Oxfam Denmark supported partners through continuous risk analysis and mitigation plans to help reduce exposure to threats and repression.

Within economic justice, in 2025, Oxfam Denmark focused on strengthening the work to promote tax justice and reduce inequality together with partners in the partner countries. This was done with a top-up grant on fiscal justice and domestic resource mobilisation and in synergy with programmes funded by other donors. Throughout the last couple of years, Oxfam Denmark has strengthened its support to platforms, alliances and coalitions of civil society organisations and their common advocacy agendas. Building on this support, in 2025, Oxfam Denmark piloted inequality programmes in Colombia and Kenya, producing an inequality report in each country. The reports have been used by broad coalitions, in Kenya to strengthen the dialogue and advocacy with ministries on how to reduce inequality, and in Colombia to inform inequality debates that were organised with the partici-

pation of presidential candidates. In the two countries, the inequality reports were also used to create public awareness and debate about the negative consequences of inequality, and the key messages were shared through broad media campaigns. A case study in annex B offers an account of the inequality pilot in Kenya.

During 2025, Oxfam Denmark has also participated in dialogues with the Danish MFA and other donors such as Norad about how to address inequality and work for tax justice, fair economy and domestic resource mobilisation in the Global South. In collaboration with the wider Oxfam, Oxfam Denmark continued further programme development adjusting the programme approach to tackle inequality and expand the work to more countries. An evaluation of the inequality programmes across Oxfam found that the coalitions and alliances have strengthened civil society's national reach, enabled diverse voices to be heard, and fostered ownership through co-creation processes. However, the evaluation also highlighted that large coalitions require time and sustained investment in internal communication, decision-making and joint advocacy.

At the regional and global level, Oxfam Denmark strengthened the work related to tax reforms together with partners and Oxfam's regional platform in Africa. Oxfam Denmark also contributed to Oxfam's 2026 Global Inequality Report, titled "Resisting the Rule of the Rich: Protecting freedom from billionaire power," revealing that billionaire wealth increased three times faster than the previous five years. The report was launched during the World Economic Forum in Davos and generated significant media coverage with over 10,000 media mentions in 90 countries.

In 2025, Oxfam Denmark advanced gender justice initiatives at local and global levels including multi-level advocacy and influenced international spaces and agendas such as the sixty-ninth session of the Commission on the Status of Women and the Woman, Peace and Security (WPS) agenda. Oxfam Denmark's work and results related to gender justice in 2025 are further described in the sub-section on gender justice.

In the education sector, Oxfam Denmark continued its collaboration with the global student movement to amplify and strategically support the movement's work, with the aim of enabling it to advocate more effectively, influence policies, and bring student-driven insights to the forefront of decision-making processes worldwide. Education also featured prominently in Oxfam's fiscal justice agenda. In Uganda and Ghana partners advocated for increased financing for quality and public education. These efforts aimed to promote accountability and transparency among public authorities and ensure the education system foster gender equality and social justice.

RESULTS ACHIEVED

In 2025, the efforts of Oxfam and local partners to promote changes towards equal and gender-just societies resulted in strong results and sustainable outcomes, with

overall progress assessed as highly satisfactory. Promising advancement was made on all four indicators in the 2022–2026 framework, and as expected there was an increase in the number of results of 52% on indicator 1.2.1 about fiscal justice because of tax justice programmes being scaled up in Kenya, Uganda, Ghana, and Colombia. Table 1 provides an overview of the progress achieved against the targets of the summary results framework. The quantitative results are further supported by change stories to illustrate outcomes and highlight Oxfam Denmark's added value.

A total of 15 results were reported in 2025 under the indicator for **democratic reform, human rights, and peace**. In Guatemala, for example, Justicia Ya and Incide Joven, together with indigenous, rural, and urban young people, coordinated a set of demands that successfully influenced the National Youth Policy and related plans incorporating action on gender-sensitive formal employment and an intercultural approach to youth employment. In Mali, the partner Youth Association for Active Citizenship and Democracy supported local citizen action clubs and initiatives by youth and women's organisations to promote governance, civic oversight, and peace consolidation. The groups successfully established constructive and peaceful dialogue between local authorities, public service officials, and young people, strengthening young people's participation in the implementation and monitoring of local development policies.

29 results were achieved on **resource mobilisation, fiscal policies, and responsible private sector conduct**. For example, in a network with other NGOs in Uganda, the Civil Society Budget Advocacy Group successfully advocated for increased funding for education in a number of areas. This resulted in a rise in budget for Special Needs Education, among others, under the Ministry of Education from the equivalent of DKK 1.4 billion to DKK 2.6 billion in the financial year 2025/26 and wage bills to recruit new teachers at local level in the districts of Madi Okollo and Yumbe (see also change story below). In Kenya, the Institute of Public Finance influenced changes to the Kenya Finance Bill 2025 that otherwise would have impacted low-income groups and small businesses negatively (see also change story below). At regional level in Africa, Oxfam Denmark has supported national and regional partners and Oxfam's regional platform in Africa to advance the inequality agenda. One of the outcomes is related to the G20 summit hosted by South Africa. During the summit, the G20 Sherpa publicly announced to engage the annual meeting of the International Monetary Fund and the World Bank on the findings and recommendations of the inequality report produced by partners in collaboration with Oxfam's regional platform in Africa.

In 2025, partner advocacy led to 12 government initiatives aimed at improving **transformative social spending and accountability for public services**. In Ghana, for example, after long-standing advocacy of the youth movement with support from the Foundation for Security and Development in Africa, the Ghanaian government decided to establish a dedicated Ghana Technical and Vocational

Education and Training Fund, financed through revenue from the existing communication service tax (a levy on telecoms and digital services).

Oxfam Denmark's partners developed 25 advocacy initiatives targeting educational authorities to promote **transformative education** across SP countries. As an example, the Latin American Campaign for the Right to Education supported the national education network in Guatemala to succeed in getting the Ministry of Education to endorse guidelines linking education to work, science and technology, citizenship, and gender equality. This is a step aiming to advance the right to quality, intercultural and gender-sensitive education.

NEXT STEPS

In 2026, Oxfam Denmark will strengthen the focus on how coalitions and alliances are best supported promoting inclusive and broad engagement with links to grassroots mobilisation, so civil society stands strong and united. Initial focus areas in this work will be organisational development of the coalitions such as definition of roles, internal communication, and inclusive leadership. Further, it is pivotal to ensure that coalitions and alliances do not become dependent on financial support from a few partners, but that they reach a level of maturity where they can seek support from various sources.

CHANGE STORY

UNITED EFFORTS DRIVE CHANGE IN FINANCE BILL – KENYA

In 2025, with support from the SP, the Institute of Public Finance (IPF) initiated a campaign relating to the Kenya Finance Bill 2025 that would increase taxes affecting low-income groups and small businesses. Through the engagement with journalists and the collaboration with the Kenya Women Parliamentary Association (KEWOPA), a cross-party caucus bringing together all women parliamentarians, IPF submitted recommendations about changing the Bill to Parliament. This was done alongside media articles and public appearances to amplify awareness and increase pressure on politicians. Oxfam played an advisory role on the advocacy strategies of IPF and other partners, with a strong focus on the collaboration with key stakeholders and the media.

As a result of the coordinated effort, 36% of IPF's recommendations were adopted by the Finance and Planning Committee. Key wins include the protection of citizens' data privacy, retention of VAT zero-rating on essential goods, preservation of taxpayer rights in dispute resolution, and flexibility in carrying forward business losses. These changes benefit less advantaged taxpayers by reducing compliance burdens, enhancing predictability, and ensuring that tax incentives are targeted and justifiable.

IPF's expertise is grounded in years of analytical work on tax equity, tax expenditure rationalisation, and revenue performance. In partnership with KEWOPA and journalists, IPF crafted

recommendations that resonated with both policymakers and the public. Collaboration with the Okoa Uchumi Coalition – a Kenyan network of CSOs advocating for fiscal justice with a broad reach – helped ensure that IPF's proposals received sufficient attention in the public.

In addition to this concrete result, IPF has initiated closer cooperation with Okoa Uchumi, and both organisations now play a key role in promoting tax justice at the regional and international level, particularly in advocating for the taxation of high-net-worth individuals and ensuring strong civil society participation and influence on the UN Tax Convention.

SDG targets 1.4, 1.a, and 10.4.

CHANGE STORY

IMPROVED SERVICE DELIVERY IN SCHOOLS – UGANDA

In 2025, the Civil Society Budget Advocacy Group (CSBAG), an SP supported network of civil society organisations engaging with the Ugandan government on public financial matters, presented alternative budget proposals to the Parliamentary Committees on Education, Health, and Finance. Two of these proposals resulted in approved budget allocations for wage bills in the District Councils of Yumbe and Madi Okollo, enabling the recruitment of new teachers in the financial year 2025–2026, and in Madi Okollo alone, more than 150 teachers are being recruited.

The Local Participatory Budget Groups (PBGs) in Yumbe and Madi Okollo contributed to this work as they drive community engagement in public financial management at district level. The PBGs regularly monitor schools and other public services, translating key concerns into advocacy directed at authorities at district and sub-county levels – and feeding into national budget processes through CSBAG.

At the local level, Oxfam provided technical support to CSBAG on public budget analysis and influencing. It also supported the capacity building of the PBGs, which over the years have built

experience and confidence and seen their efforts make a tangible difference. Their monitoring has uncovered issues across schools, including desk shortages, overcrowded classrooms, and teacher shortfalls, and contributed to concrete outcomes such as teacher recruitments, desk distribution, and improved water access in various schools. These changes are particularly important for reaching the most marginalised learners. Oxfam Denmark complements this work by supporting gender-transformative quality education in Uganda more broadly, including curriculum development and teacher training.

SDG targets 4.1, 4.a, and 4.c.

TABLE 1: JUST SOCIETIES

OUTCOME INDICATOR	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	RESULTS 2022-2025	TARGETS BY END 2026 (ACCUMULATIVE)
1.1.2 # and description of cases where government, private sector and/or other decision-makers have adopted key messages, policy positions and initiated reforms (according to qualitative scale) by civil society partners to address violations of rights and advancing democratic reforms, inclusive peace, and protect human rights.	8	13 ¹	14	15 ³	50	At least 50 cases
1.2.1 # and description of cases where governments, private sector and other decision-makers have adopted key messages, policy positions and initiated reforms (according to qualitative scale) by Oxfam and partners related to improved resource mobilisation, pro-poor fiscal policies, and responsible private sector conduct.	8	18	19 ²	29 ⁴	74	At least 100 cases
1.2.2 # of significant initiatives taken by Government actors to improve gender-transformative social spending and accountability for quality public services.	5	19	12	12	48	At least 56 initiatives
1.3.1. # significant initiatives, evidence and policy positions on transformative education by Oxfam and partners adopted by national public education actors or/and through international actors/donors.	10	12	15	25 ⁵	62	At least 94 initiatives

1 Four of this result achieved with funds from EU in Ghana (co-financed with SP funds).

2 Seven of this result achieved with funds from Norad in Ghana, Kenya and Uganda (co-financed with SP funds).

3 One of this result achieved with funds from Norad in Ghana, Kenya and Uganda (co-financed with SP funds).

4 Four of this result achieved with funds from Norad in Ghana, Kenya and Uganda (co-financed with SP funds).

5 One of this result achieved with funds from Asta Justesen Foundation (co-financed with SP funds).

LEAVING NO-ONE BEHIND

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

In 2025, programme activities continued to be affected by conflict, displacement and increased humanitarian needs in many of the countries where Oxfam Denmark works. This includes Yemen, Syria, South Sudan, Mali, Lebanon, Palestine, and Burkina Faso. Oxfam Denmark expanded its humanitarian work in 2025 with top-up grants or flexible funding for Lebanon, Mali, Niger, Palestine, Syria, Yemen, and the Democratic Republic of the Congo.

The Leaving No-One Behind approach has guided Oxfam Denmark's work with the most vulnerable and marginalised groups in some of the world's most severe humanitarian contexts. To promote inclusion of the most vulnerable communities and individuals, Oxfam Denmark has increased the support to women-led and refugee-led organisations, LGBTQIA+ groups and crisis-affected community groups. Furthermore, Oxfam Denmark continued to uphold its commitment to local leadership and to strengthen the participation of partners and other local actors in regional and global events for learning and influencing including the WPS agenda and refugees' meaningful participation in the Global Refugee Forum 2025 and related events.

In 2025, Oxfam Denmark launched a collective learning project related to the WPS agenda together with DanChurchAid, Danish Family Planning Association, and Women's Council Denmark - representing the wider Danish CSO WPS Network. The project facilitated knowledge and experience exchange between Danish and global CSOs, particularly those working in the Global South and in crises-affected contexts with a view to inform learning material and new strategies for implementing the WPS agenda. Also, a public debate was hosted with Danish members of parliament and women's rights advocates from the Global South.

In the period covered by this report, Oxfam Denmark and Oxfam's Global Humanitarian Team finalised a [Gender in Emergencies Action Guide and Toolkit](#). The toolkit provides step-by-step instructions, practical tips, and

key resources to help Oxfam staff and partners deliver accountable, gender-transformative humanitarian and nexus programming. In 2026, Oxfam Denmark will support a piloting process of the toolkit in selected countries for shared learning, as well as develop an e-learning course about the use of the new guide.

Furthermore, Oxfam Denmark advanced its support to conflict sensitivity across Oxfam, which involved the support to and launch of Oxfam's [Conflict Sensitivity Framework](#), Quality Standards, and practical resources, followed by targeted support to translate these resources into country-level practice. These efforts included capacity strengthening and knowledge exchange in Uganda, development of conflict-sensitive monitoring guidance in Niger, and programme development on community-level conflict prevention in South Sudan and Yemen. Oxfam Denmark also supported the coordination of Oxfam's engagement in the global Conflict Sensitivity Community Hub.

Finally, in 2025 Humanitarian Quality Assurance Initiative carried out an external audit resulting in the renewal of Oxfam's Core Humanitarian Standard (CHS) certification until December 2028. The audit concluded that Oxfam continues to demonstrate a strong commitment to quality and accountability in applying CHS across its humanitarian programming at operational and strategic levels.

RESULTS ACHIEVED

Overall progress towards the Leaving No-One Behind objective in 2025 was rated satisfactory, with promising results. Good level of results on all indicators was achieved, except on indicator 2.2.1 which was expected as projects that had delivered high figures in 2023-24 were completed. The 2025 results are summarised in table 2 and complemented by change stories to illustrate the changes achieved and Oxfam Denmark's added value.

In 2025, a total of 277,313 people (41,433 girls, 34,326 boys, 2,862 young women, 1,786 young men, 105,309 women, and 91,597 men) across Burkina Faso, Mali, Niger, South Sudan, Palestine, Syria, Lebanon, Yemen, and the Democratic Republic of the Congo received assistance and services including **WASH, protection, conditional and unconditional cash assistance, food assistance, and education**. Significant support was provided to rehabilitation and improvement of water infrastructure including sustainable and solar-powered solutions and technical support and engagement with local authorities, organisations and communities resulted in improved access to water for thousands of people in crisis-affected settings.

In Burkina Faso, Mali, South Sudan, Uganda, Palestine, Syria and Yemen, 9,889 people (1,130 girls, 1,118 boys, 117 young women, 411 young men, 3,281 women, and 3,832 men) were supported for improved **sustainable livelihoods and increased resilience**. This included linking small scale farmers and those engaged in agricultural and non-agricultural production to financial institutions in South Sudan. In Yemen, vulnerable households were supported to strengthen sustainable livelihoods and reduce their vulnerability to shocks through small business grants for income-generating activities such as bee-keeping and livestock production.

79 successful **locally led initiatives promoting peaceful coexistence, conflict prevention, dialogue, and inclusive decision-making** were implemented in 2025. In Uganda, for example, cultural and religious leaders engaged communities in sessions focusing on community values, conflict mediation, and social cohesion. These platforms drove transformative action, and 25 land-related conflicts were mediated by the cultural and religious leaders. In South Sudan and Kenya, local initiatives challenged harmful gender norms by engaging men as Gender Champions becoming active allies in preventing gender-based violence and promoting male accountability. In South Sudan, Gender Champions also formed alliances with women-led organisations and peace committees, creating dialogue with armed actors to support conflict prevention and peacebuilding.

Civil society actors achieved 50 results related to **building leadership and participating meaningfully in and influencing decision-making spaces** related to humanitarian, resilience, protection, and peacebuilding issues. In Lebanon, women’s role and leadership in water committees were strengthened in the municipalities of Saaide and Bouday and in Al Ain. Four out of six committees were

led by women, and women represented the majority of leadership roles within the protection-focused groups, where women made up 12 of the 21 core members. Their participation contributed to decision-making on both social and technical activities implemented by the groups. In Uganda, refugee-led organisations, led by both men and women, and women-led groups participated meaningfully in local and national governance processes on the WPS agenda. These actors actively participated in district planning meetings, coordination forums, and WPS and protection platforms, where they influenced decision making.

In 2025, 69 initiatives led by organisations and groups **claiming their rights, challenging harmful social and gender norms, and fighting gender-based violence** were achieved. In South Sudan, women’s rights organisations used community platforms to engage in dialogue with women, men, boys and girls on the rights of the excluded groups. The intention was to challenge the community leadership on the discriminatory gender norms that deny women and girls including people with disability equal opportunity to participate in educational activities, humanitarian response and peacebuilding. In this way, the dialogues provided a platform for stakeholders to discuss and share the major challenges as well as craft solutions to address them.

NEXT STEPS

In 2026, Oxfam Denmark will continue to support the use of the Conflict Sensitivity Framework at country level and to pilot and implement the new guidelines and toolkits on gender in emergencies. In the coming period, Oxfam Denmark will also continue to advance the WPS agenda, promoting and amplifying the voices of crisis-affected and marginalised people.

CHANGE STORY

VULNERABLE WOMEN WITH STRENGTHENED LIVELIHOODS – MALI

In Mali, Oxfam Denmark’s partner – the Association of Women Pastoralists of Barouéli (AFPB) – strengthened the livelihoods among 48 women’s groups and cooperatives in the Ségou Region, many of those being internally displaced persons.

As part of this initiative, AFPB supported the establishment of women-led dairy production systems, where women managed the full value chain using sustainably produced feed.

A concrete example is an internally displaced woman living in Barouéli, who was integrated into the local milk marketing chain set up by the AFPB. Thanks to the activity, in 2025 she generated a regular income of around DKK 170 per month from the resale of processed milk. This support has contributed significantly to improving her living conditions. She is able to meet her basic needs and has become more financially independent. Beyond the economic impact, her involvement in the project has had a positive effect on her social relationships: she is now

better accepted in the local community, both by other women and by the authorities in Barouéli.

The approach used to strengthen the women cooperatives demonstrates how locally led initiatives can combine sustainable economic empowerment, resilience, and agency of crises-affected women. Oxfam Denmark facilitated learning and sharing of best practices and approaches between countries and partner alliances organised around local production and resilience.

SDG targets 1.2, 1.4 and 5.5.

CHANGE STORY

IRRIGATION AND LIVELIHOOD SUPPORT TO FARMER ASSOCIATION - SYRIA

In 2025, the Syrian CSO, The Greek Orthodox Patriarchate of Antioch and All the East - Department of Ecumenical Relations and Development (GOPA-DERD), in partnership with Oxfam, supported a farmer association in Deir-Ez-Zor with a growing membership of recently returned internally displaced persons (IDPs), most of whom came back with no means to prepare for the planting season. Deir-Ez-Zor is an area in Syria marked by more than a decade of armed conflict, repeated displacement, and widespread destruction,

and the security condition continued to be unstable during 2025. The farmer association received support comprising: the installation of a solar-powered irrigation system, including pumps, pipelines, and a storage tank; training in climate-smart agricultural practices; and cash grant support for 85 farmers, corresponding to approximately 595 individuals, and the rehabilitation of 1.3 km² of agricultural land.

The cash modality gave farmers greater flexibility than in-kind sup-

port, particularly for female farmers, who could use the cash also to cover costs such as land preparation. By harvest time, 70 percent of participating families had achieved an acceptable Food Consumption Score, and 57 percent reported increased income. In total, the initiative improved the livelihoods of 121 smallholder farmers. Oxfam supported the farmers' associations as they adapt to their changing role in post-conflict Syria and helped to strengthen the cooperatives at a local level.

SDG targets 1.4., 6.1, and 13.1.

TABLE 2: LEAVING NO-ONE BEHIND

OUTCOME INDICATOR	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	RESULTS 2022-2025	TARGETS BY END 2026 (ACCUMULATIVE)
2.1.2 # of supported women, men, young people, girls, and boys affected by crisis that receive assistance and services such as WASH, protection, food security and education.	141,041	122,685 ¹	223,201 ⁴	277,313 ⁷	764,240	At least 612,500 people
2.2.1 # of crisis-affected people in particular women and young people with resilience, and/or improved skills and livelihoods opportunities.	3,547	23,392 ²	31,298 ⁵	9,889 ⁸	68,126	At least 75,000
2.2.2 # of local-led responses increasing peaceful coexistence, conflict prevention, dialogue in communities.	10	26	98 ⁶	79	213	At least 240 cases of evidence
2.3.1 # of cases where civil society actors, including women's and young people's organisations have built leadership, participated meaningfully and influenced decision-making spaces, including contributing to the UNSCR 1325 and UNSCR2250.	8	22	13	50	93	At least 170 cases
2.3.2 # of initiatives led by organisations and groups that have claimed their rights, in particular challenging harmful social and gender norms and practices, including fighting gender-based violence.	4	32 ³	98	69	203	At least 275 initiatives

1 9,394 of this result achieved with funds from Norad in South Sudan, Uganda, and Kenya (co-financed with SP funds) and 2,743 with funds from Sida in South Sudan (co-financed with SP funds).

2 19,910 of this result achieved with funds from Norad in Burkina Faso and South Sudan (co-financed with SP funds) and 2,050 with funds from Sida in South Sudan (co-financed with SP funds).

3 Two of this result achieved with funds from EU in Ghana (co-financed with SP funds) and one with funds from Sida (co-financed with SP funds).

4 25,107 of this result achieved with funds from Norad in Kenya and Mali (co-financed with SP funds).

5 24,027 of this result achieved with funds from Norad in Kenya and South Sudan (co-financed with SP funds).

6 Two of this result achieved with funds from PATRIP Foundation (co-financed with SP funds).

7 11,000 of this result achieved with funds from PATRIP Foundation (co-finance with SP funds).

8 950 of this result achieved with funds from PATRIP Foundation (co-financed with SP funds).

CLIMATE JUSTICE

The programme and policy work on Climate Justice is rooted in Oxfam Denmark's climate strategy for 2022–2025 which outlines three core thematic areas: i) Just Energy Transition, ii) Climate Adaptation, and iii) Climate Education and Youth Engagement. These are complemented by cross-cutting themes of climate finance and gender equality. The programme approach combines influencing efforts – aimed at promoting climate justice through research, advocacy, and strengthening the voice of civil society organisations and movements – with direct support to vulnerable communities to respond to climate change. Additionally, Oxfam Denmark aims to systematically integrate climate and environmental concerns in its programmes and operations, including mitigating the carbon footprint.

In 2025, a key priority has been to further develop its work and profile on Just Energy Transition. This included an increased focus on the topic of critical minerals, businesses and human rights, following a recommendation from the 2024 Climate Justice Learning Review. As part of the follow-up, Oxfam Denmark organised an international conference co-funded by Sida with the title "Towards a Green and Just Transition – can the private sector deliver?" in partnership with the Copenhagen Business School and the Stockholm Environmental Institute. The 300 participants at the conference were from NGOs, private sector, research institutions and partners from the Global South.

The conference established a consensus around protection of human rights and the enforcement of environmental and social due diligence in relation to mega renewable energy projects and extraction of critical minerals. As a spin-off of the conference, a Danish multi-stakeholder forum comprising private companies, NGOs, government entities and research institutions was set up and is hosted by Ethical Trade. Evidently, this is a complex area that contains many challenges such as tracing suppliers throughout the value chain and global multinational companies ignoring basic responsible business standards. Therefore, in 2025 Oxfam Denmark supported research and policy work in Ghana aiming to establish a regulatory framework for business and human rights combined with capacity building of local communities affected by mining and renewable energy operations to protect their rights to land, livelihood and proper consultation. Similar work was also initiated in Kenya and Colombia.

In parallel, Oxfam Denmark supported community-based groups and collectives to develop climate-friendly solutions to energy production and agriculture – which

is combined with influencing work directed at governments, private sector and development agencies to further promote and scale up such solutions. A concrete example is a biodigester project in Colombia, which has been recognised by the government and integrated into their national plan for renewable energy. This example is explored in greater detail in the case study in annex B.

Another recommendation from the Learning Review on Climate Justice was to strengthen the inclusion of local partners and movements in key climate decisions and events. Therefore, Oxfam Denmark joined forces with Oxfam affiliates and other INGOs and supported partners and movements led by youth, women and indigenous peoples from the Global South to engage directly in the activities during the 30th Conference of the Parties (COP30) in Brazil. Notably, Oxfam Denmark facilitated a partner's participation in a round table with the Danish Energy Agency during the COP to share experience about green solutions to energy production. Oxfam Denmark also joined civil society's advocacy work for global climate justice and green transition at the same COP, which concluded with the Belém-declaration on transitioning away from fossil fuels that was signed by Denmark.

Oxfam Denmark further developed its gender-transformative climate justice programming, identifying key entry points within the Oxfam Climate Initiative and facilitating a learning exchange on "Feminist and Locally Led Approaches to Climate Justice". The findings will inform future programme design, with a stronger focus on the gender dimensions of locally led adaptation and feminist, decolonial practices within the broader climate justice field

RESULTS ACHIEVED

Overall progress towards the Climate Justice change objective in 2025 was rated satisfactory, achieving significantly more results on three out of five indicators compared to 2024. The 2025 results are summarised in table 3 and further illustrated with change stories demonstrating impact and Oxfam Denmark's added value.

A total of 18 influencing outcomes on **climate change policies and processes** were reported in 2025. At local level in Kenya, for example, the partner Diocese of Lodwar engaged the Turkana County Government on climate-sensitive budgeting, leading to the formation of a social audit committee with the objective to track county budget allocations for climate initiatives in the financial year 2025/2026. In Guatemala, the local partner Association for Community Development pushed for the approval

and implementation of two Municipal Water Policies in the municipalities of San Juan Ostuncalco and Santa María Chiquimula, including the adoption of mechanisms for transparency and accountability. The policies were developed with broad community participation and in consultation with traditional authorities and communities, awareness was raised about the right to water and the importance of protecting the natural environment.

More than 29,000 individuals across local communities improved their **capacities and opportunities to adapt to and build resilience** to climate impacts in 2025. Support included training in climate-resilient agricultural techniques, protecting agricultural land from flooding, support to climate-smart livelihoods, and restoration of grassland and forest in countries such as Burkina Faso, Colombia, Ghana, Guatemala, Niger, Mali, and Yemen.

In 2025, almost 2,000 citizens, supported by the SP, **took action to influence decision-makers and address climate-related injustices and risks**. Most of these were young people taking part in the Climate Caravan mobilising for climate justice in Kenya, Colombia and Guatemala towards COP30 in Brazil. Beyond direct participation, the Caravan in the three countries reached a further 28,000 through online media engagement and other climate justice activities.

In 2025, 33 **sustainable and green solutions for combating climate change** were strengthened and promoted. In Colombia, four partners – the Platform for Political Advocacy of Colombian Rural Women, Wayuu Women’s Force, the Association of Indigenous Women, and the Association of Indigenous Councils of Northern Cauca – installed six community-managed pilot biogas plants using organic waste and renewable resources; two plants are already providing gas for cooking and communal lighting, offering an affordable alternative to conventional energy.

13 **models and best practices for climate education and green development** were documented in 2025. In Niger, for example, the partners the Nigerien Youth Network on Climate Change and the National Coalition of Associations, Trade Unions, and NGOs for the Education for All Campaign worked closely with the Ministry of Technical and Vocational Education on the development and validation of a solar energy module. The module was integrated into the training programme at vocational training centres and young people are generating income related to their skills and training in solar technology. The example from Niger is further described in a case study in annex B. In Burkina Faso, a new training module on environmental education was adopted by education ministries and the Ministry of Environment, Water and Sanitation. The civil society partner National Coalition for Education for All of Burkina Faso conducted evidence-based advocacy campaigns towards this result since 2022 (see also change story below).

NEXT STEPS

A key learning from 2025 is that the development and promotion of climate solutions must be closely linked with efforts to strengthen climate finance governance and accountability. In Ghana, for example, energy-saving polycarbonate roofing for schools has been successfully piloted and introduced to local governments, but due to the absence of decentralised Nationally Determined Contributions plans and budgets, local governments have very limited resources to implement them. Inspired by successful projects in Uganda and Kenya with monitoring of climate finance budgeting and planning – and advocating for further decentralisation – the climate finance work will be further strengthened in 2026. This will continue to be accompanied by research on the global funding commitments and monitoring whether climate finance is fair and reaches frontline communities.

CHANGE STORY

RENEWABLE ENERGY AND CLEAN COOKING – GHANA

In 2025, SP partner Youth Empowerment for Life (YEfL) distributed 200 energy-efficient clean cooking stoves to families in Wulugu and Buipe in Ghana's Northern Region – an area severely affected by deforestation. The aim was to promote climate-resilient and gender-sensitive solutions. The stoves, a mix of firewood- and charcoal-efficient models, reduce fuelwood use by 80% and cut harmful emissions that disproportionately affect women. YEfL also trained 40 young people as Youth Environmental Brigades to lead climate awareness, greening activities, and agro-pastoral coexistence efforts. The initiative was made possible through a partnership between YEfL and private sector climate partner Envirofit and has generated significant community interest and demand for cleaner cooking technology.

Complementing this work, SP partner Africa Centre for Energy Policy (ACEP)

has facilitated a Clean Cooking Dialogue process, which included a multi-stakeholder conference bringing together government, researchers, private sector, and development partners around clean cooking technology and Ghana's energy transition agenda. The event surfaced financing barriers, linkages between clean cooking and public health, and lack of policies supporting ethanol distribution and stove standardisation. The conference generated momentum for recognising ethanol as a viable clean cooking fuel – with potential for integration into national energy and climate strategies. ACEP will continue its engagement with the government on energy policies and priorities.

As part of this process, ACEP also engaged with Centre for Scientific and Industrial Research (CSIR) to support the development of a blueprint of ethanol-based stoves. The CSIR is a key

national institution in cookstove development and testing in Ghana. Currently, a draft of the blueprints has been designed and is undergoing review. ACEP will follow the progress towards a final product suitable for household use.

Together, these initiatives represent meaningful steps towards reducing deforestation, improving women's health and household savings, and building community resilience through inclusive, gender-sensitive green solutions.

Beyond supporting the work of the partners, Oxfam Denmark has promoted community-based solutions in the renewable energy sector, including clean cooking and has facilitated a dialogue with private sector and country teams in various countries to advance this agenda.

SDG targets 13.2 and 13.b.

CHANGE STORY

ENVIRONMENT EDUCATION IN NATIONAL CURRICULA – BURKINA FASO

In 2025, a new training module on environmental education was adopted by the Ministry of Environment, Water and Sanitation, the Ministry of Basic Education and other education ministries in Burkina Faso. The module will be integrated into the national school curricula for primary and secondary education, enabling teachers and educational supervisors to provide learners with knowledge about environmental and climate change issues and solutions tailored to the country's realities.

The SP partner the National Coalition for Education for All of Burkina Faso has campaigned for the approval of the environmental education module since 2022. The partner was trained by Oxfam in evidence-based advocacy and used various strategies, including testimonies from teachers, pupils and parents, aligning key messages with national sustainable development commitments, and mobilisation of Members of Parliament, which built political support for the campaign.

The Coalition for Education's solid experience of working with education at various levels in Burkina Faso contributed to the credibility of the campaign messages. For example, the partner has established school environmental clubs to strengthen climate change education in close collaboration with provincial education authorities, it has trained education stakeholders to understand the challenges of climate change and to develop eco-citizen initiatives such as reforestation in schools, and it has participated in learning networks across various countries in the region.

SDG targets 4.7.

TABLE 3: CLIMATE JUSTICE

OUTCOME INDICATOR	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	RESULTS 2022-2025	TARGETS BY END 2026 (ACCUMULATIVE)
3.1.1 # and description of cases where governments, private sector and/or international bodies have recognised or adopted key messages, policy positions and initiated reforms (according to qualitative scale) related to climate justice, including climate finance.	10 ¹	18 ⁴	24	18	70	At least 79 cases
3.2.1 # of people in local communities with support to increased adaptation and resilience to climate change (disaggregated by age and sex).	5,694 ²	38,618 ⁵	25,876 ⁷	29,300	99,488	At least 105,000 people
3.2.2 # of people affected by climate changes take action to address climate changes, injustice and risks (disaggregated by age and sex).	-	-	6,253	1,960	8,213	At least 35,000 people
3.3.1 # of sustainable and green solutions with applied good practices, combating climate change have been strengthened, promoted, and recognised.	3 ³	27 ⁶	18	33	81	At least 61 green solutions
3.3.2 # of cases of climate education and green skills development models and good practices (including employability and TVET) developed by partners and Oxfam.	4	10	7	13	34	At least 50 models/or good practices

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

2 1,211 people of the results achieved with funds from Sida in Guatemala (co-financed with SP funds).

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

4 Three of the results achieved with funds from Sida in Guatemala (co-financed with SP funds).

5 4,935 of the results achieved with funds from Sida in Guatemala (co-financed with SP funds) and Norad in Kenya, Uganda, South Sudan and Burkina Faso (co-financed with SP funds).

6 Five of the results achieved with funds from Sida in Guatemala (co-financed with SP funds).

7 12,334 of the results achieved with funds from Sida in Guatemala (co-financed with SP funds) and Norad in Kenya, Uganda, South Sudan and Burkina Faso (co-financed with SP funds).

GENDER JUSTICE AT LOCAL AND GLOBAL LEVELS

As a global movement committed to tackling inequality, Oxfam has a key role to play in advancing gender justice and realising feminist futures. Partnerships with women's rights, feminist and LGBTQIA+ organisations and movements support efforts to address the root causes of gender and power inequalities and to promote lasting systemic change. This work entails local and global initiatives including multi-level influencing of external systems as well as efforts to strengthen feminist practices internal to the organisation.

In 2025, Oxfam connected community voices and partner perspectives to global advocacy through the [#Personal-toPowerful](#) and [#HandsOffOurSpaces](#) campaigns. Together with partners, the campaigns amplified demands for bodily autonomy, civic space and gender justice, having a global reach of more than 23 million people across different social media platforms and generating over 30 million video views. These campaigns informed advocacy at global policy forums, including the 69th Session of the UN Commission on the Status of Women (CSW69), Beijing+30 and the 80th session of the UN General Assembly. Oxfam Denmark contributed to consultations and policy engagement that helped secure inclusion of Oxfam recommendations on Care Work and Women, Peace and Security in the CSW69 Political Declaration.

Oxfam Denmark also advocated for advancing the WPS agenda at local and global levels in 2025. During the international 16 Days of Activism against Gender-Based Violence campaign, Oxfam highlighted the systemic violence that Palestinian women, girls, and queer people face under the Israeli occupation and genocide. This campaign was linked to the launch of the Oxfam report [Arming Injustice with Impunity](#), documenting how support for Israel's illegal occupation undermines states' commitments to gender equality and the WPS agenda. To mark the 25th anniversary of the UN Security Council Resolution 1325 and the WPS agenda in October 2025, Oxfam and Researchers Without Borders launched the report [Beyond Rhetoric](#), to which Oxfam Denmark strongly contributed, documenting progress and recommendations in four countries (Palestine, Colombia, South Sudan, and Democratic Republic of the Congo), highlighting the resilience and innovation of feminist actors leading peacebuilding efforts. Moreover, Oxfam Denmark targeted specific global

and regional institutions to hold them accountable for WPS commitments, including through co-developing and facilitating CSO sign-on to a number of open letters (for example the [Open Letter to UN Security Council](#) reaching nearly 700 signatories). The key messages were referenced and highlighted in UN Member State speeches during the UN Security Council Open Debate on WPS.

In its role as convener and connector, Oxfam Denmark supported Sheba Youth Foundation, a women and youth-led partner from Yemen, to participate in a regional WPS convening organised by the Arab feminist CSO network together with Oxfam. It brought together women's rights organisations (WROs) and networks from Palestine, Yemen, Syria, Sudan, Lebanon and Iraq. This resulted in shared advocacy priorities to advance an Arab feminist vision for the WPS agenda, and three policy papers presented to donors and UN stakeholders. Oxfam Denmark also led several peer-learning initiatives, convening WRO partners from local, national and regional levels, that resulted in a WPS learning package and consolidated report on advancing the WPS agenda.

Across SP engagements, Oxfam Denmark contributed to the strengthening of women's participation and leadership, which enabled more women to engage in national, regional and international discussions and collaboration. Support to women-led groups at community level in for example Uganda, led in 2025 to stronger participation in peacebuilding activities and contribution to the national dialogue on the WPS agenda. In Colombia, Oxfam's support to women-led organisations' advocacy skills and leadership strengthened their interaction with the government on issues such as the green transition, climate education and care work.

At national level in Denmark, Oxfam Denmark contributed to the formulation of Denmark's National Action Plan on WPS 2025–2029 through the Danish CSO WPS Network and the government's WPS reference group. The new plan incorporated recommendations from Oxfam Denmark and includes stronger support for local WROs, a dedicated WPS fund, a new financial tracking marker, and increased commitment to all four WPS pillars and domestic implementation.



SECTION II CROSS-CUTTING APPROACHES

LOCAL LEADERSHIP STRATEGY

In 2025, Oxfam Denmark continued the implementation of the Local Leadership Strategy 2022-2025, reflecting Oxfam Denmark's partnership principles and commitments to local leadership. The implementation of the strategy was also assessed by partners through a Partner Survey conducted at the end of 2025. The results were compared to the previous Partner Survey in 2023, and modest progress was noted in most areas. The main findings are summarised below.

MAIN FINDINGS IN THE PARTNER SURVEY 2025

The Partner Survey was launched in November 2025 and shared with 103 partners financed or co-financed by the SP, with a high response rate of 74%. The design of the survey was largely similar to the 2023 Partner Survey to allow for comparative analysis.

EQUITABLE PARTNERSHIPS

Oxfam continues to be recognised by its partners as a strong and trusted partner. In the 2025 Partner Survey, partners gave Oxfam high ratings for ensuring constructive dialogue, supporting locally led approaches,

and building partnerships based on mutual respect and shared accountability.

91% of partners agree or strongly agree that Oxfam actively involves them early in project design and planning and listens to their perspectives. Most partners also affirmed that Oxfam delivers on its commitments (96% agree or strongly agree), and respects partners' autonomy and the agreed roles and responsibilities (93% agree or strongly agree). Furthermore, 84% of partners also agree or strongly agree that Oxfam encourages them to lead their projects based on their own pathways, priorities, and influencing agenda.

These positive results closely mirror the strong performance reported in the 2023 survey, with modest improvements across most areas. The main improvements were noted in the areas of dialogue and timely information sharing with partners, and the extent to which Oxfam supports partners to engage with external actors.

FUNDING AND CAPACITY SUPPORT

The quality of financial support is an important aspect of Oxfam's partnerships and local leadership approach. Compared to the results in 2023, there are only minor changes noted in the 2025 Partner Survey.

In 2025, 66% of partners agree or strongly agree that funds are transferred in a timely manner. However, the rate has not increased since 2023, signalling that more work needs to be done. Improvements over the years are mainly visible in the flexibility and quantity of support; 86% agree or strongly agree that Oxfam allows partners to make changes in the budget, compared to 77% in 2023, and 71% agree or strongly agree that Oxfam provides adequate overhead funding (ICR), compared to only 59% in 2023. The ICR-sharing practice is managed differently by Oxfam affiliates and Oxfam country offices, but the improvement signals a shared intention to provide adequate overhead funding to partners across the board, where back donor policy allows. Furthermore, partners are generally satisfied with the flexible support provided by Oxfam in times of crisis (73% agree or strongly agree).

72% of the partners agree or strongly agree that Oxfam provides multi-year agreements, a slight improvement from 70% in 2023. Oxfam Denmark is continuously working towards more multi-year project agreements and contracts in the SP programme in line with commitments on equitable partnerships and local leadership, as well as value for money considerations.

Partners were also asked to what extent their capacities have improved thanks to Oxfam's support, and the strongest improvements were noted in the following areas: safeguarding, finance and procurement, gender equality and diversity, and monitoring and evaluation. Notably, finance and procurement capacity among partners saw a clear improvement in 2025, with 57% of partners reporting that their capacity enhanced "a lot", compared to only 38% in 2023. In the comments provided by partners, they expressed additional capacity needs particularly related to fundraising and proposal development, as well as risk management.

ADDED VALUE AND ADDITIONAL SUPPORT

The survey explored partners' perception of Oxfam's work in relation to where Oxfam adds the most value, in addition to financial support, as well as the specific areas in which partners would like further support. The results were similar to those in the 2023 Partner Survey, and partners reaffirmed that Oxfam added the most value to their work in the following areas:

- Providing support via peer-to-peer learning, mentoring, trainings, and technical assistance.
- Facilitating synergies and cross learning with agencies or networks.
- Linking partners' advocacy work to the work of others at local, national, and/or international levels.

Furthermore, partners were asked to rank the areas where additional support from Oxfam is desired, and the

top three areas in 2025 are: Fundraising and resource mobilisation; Facilitating synergies or cross learning with other agencies or networks, and; Strengthening partners' presence at national or international events. These and other relevant areas have been considered in the follow-up actions identified by Oxfam Denmark together with Oxfam country offices, based on the survey results.

FOLLOW-UP ON PARTNER SURVEY RESULTS

As a result of the 2025 Partner Survey, Oxfam Denmark identified the following actions to be implemented in 2026:

- Improve timely transfers of funds and increase ICR.
- Support partners' fundraising and facilitate synergies between partners and external actors.
- Strengthen support, planning and communication around sustainability and exit strategy.
- Strengthen partners' presence at national and international events.
- Increase involvement of partners in decision-making.

MONITORING AND ADVANCING THE LOCAL LEADERSHIP APPROACH

Monitoring of the implementation of the Local Leadership Strategy occurs regularly through continuous follow-up with partners, annual partnership forums and visits to the countries, in addition to partner surveys. The annual project reporting includes a status update from each of the twelve Oxfam country offices in the SP on the implementation of local leadership and the dialogue with partners. The current Local Leadership Strategy will remain in force until 2026, after which Oxfam Denmark's new Local Leadership Strategy 2027-2031 will apply, which is grounded in the lessons learned from the present strategy.

In the current Local Leadership Strategy, Oxfam Denmark has set ambitious targets to increase the proportion of funds transferred to local partners. During this reporting period, Oxfam Denmark exceeded its target for transfers to local partners in humanitarian interventions. The transfers accounted for 48% of total spent in countries, surpassing the target of 40%, as shown in table 4 below. This result also represents an impressive increase of 9 percentage point compared to 2024. However, there is still room for improvement on increasing the transfer of funds to partners in development interventions, even if the results in 2025 improved slightly compared to previous years.

LOCAL PARTNERS' VOICE AT INTERNATIONAL LEVEL

As a follow-up to the 2023 Partner Survey, Oxfam Denmark has prioritised amplifying the voices of local partners – particularly women, young people, indigenous peoples, and other marginalised groups – in international forums.

In 2025, Oxfam Denmark supported 22 partner representatives to participate in global events.

Two examples stand out. Sheba Youth Foundation from Yemen participated in a high-profile event in Amman marking the 25th anniversary of UN Security Council Resolution 1325, alongside women’s rights organisations, INGOs, UN agencies, and donor institutions. Meanwhile, the regional network Forum for African Women Education-ists attended the Triennale of the Association for the Development of Education in Africa in Ghana, where the partner co-organised a side event with Oxfam on gender,

climate, and inclusion – sharing recommendations drawn from both stable and fragile contexts.

LOCAL PARTNERS PORTFOLIO IN 2025

105 local partners made up the 2025 SP portfolio across 12 countries. Projects with SP co-financing supported 28 of these partnerships. The vast majority are partnerships with civil society organisations, whereas two are indigenous municipalities or local authorities in Guatemala, and four are research institutes or media. According to the 2025 Partner Survey, 28% of partners identified themselves as women-led organisations.

TABLE 4: TRANSFERS TO LOCAL PARTNERS – RELATED TO TOTAL SPENT IN COUNTRIES

TYPE OF INTERVENTION	2022		2023		2024		2025	
	RESULTS	TARGETS	RESULTS	TARGETS	RESULTS	TARGETS	RESULTS	TARGETS
Development purposes	57%	60%	59%	65%	61%	70%	63%	70%
Humanitarian purposes	41%	30%	47%	35%	39%	40%	48%	40%

2023 results have been adjusted since Results Report 2023 after final accounts.

The Danish MFA has requested two additional tables presenting transfers to partners reflecting the MFA Information Note for the Strategic Partnership calculated in different ways. Table 4a presents the transfers to local partners related to the total SP expenditures, and table 4b presents the transfers to partners related to the total

programme and project activities. In both cases there is an improvement. Related to the total SP expenditure, the level of transfers to local partners has increased by 6 percentage points and related to the PPA the increase was by 7 percentage points.

TABLE 4A: TRANSFERS TO LOCAL PARTNERS – RELATED TO THE TOTAL SP EXPENDITURES

OXFAM DENMARK	TOTAL SP EXPENDITURE (ACTUALS)	LEVEL OF TRANSFERS TO LOCAL PARTNERS (ACTUALS)	LEVEL OF TRANSFERS TO LOCAL PARTNERS (PERCENTAGE)
2023	120,398 k DKK	46,047 k DKK	38%
2024	138,025 k DKK	50,035 k DKK	36%
2025	161,422 k DKK	68,031 k DKK	42%

TABLE 4B: TRANSFERS TO LOCAL PARTNERS – RELATED TO TOTAL PROGRAMME AND PROJECT ACTIVITIES (PPA)

OXFAM DENMARK	TOTAL PPA EXPENDITURE	LEVEL OF TRANSFERS TO LOCAL PARTNERS (ACTUALS)	LEVEL OF TRANSFERS TO LOCAL PARTNERS (PERCENTAGE)
2023	110,381 k DKK	46,047 k DKK	42%
2024	126,867 k DKK	50,035 k DKK	39%
2025	148,687 k DKK	68,031 k DKK	46%

GLOBAL AND LOCAL CONNECTEDNESS AND COORDINATION

Oxfam Denmark's programme relates strongly to international policy levels and Danish strategic development priorities within Just Societies, Leaving No-One Behind and Climate Justice. Civil society organisations at country, regional, and global levels are considered important partners in influencing policy agendas, and in 2025, Oxfam Denmark added value in various cases linking local action with global advocacy to creating impact.

The intervention in Colombia, where four local partners implementing locally led climate adaptation is an example of how local efforts can connect to national and global levels. The partners established biogas plants producing renewable energy in various communities and with Oxfam's support, they were able to influence national plans for renewable energy, drawing on their practical experience. The case was presented at the global COP30 in 2025 to inform discussions about climate adaptation.

Furthermore, Oxfam Denmark coordinated efforts with partners and the broader Oxfam in 2025 to influence international agendas on inequality and tax justice during the G20 in South Africa, and on WPS and gender equality during the 69th Session of the UN Commission on the Status of Women. Oxfam's recognised reports on inequality and climate justice, grounded in strong data and evidence, were central to this work.

In 2025, Oxfam Denmark collaborated with a range of Danish and international coordination and influencing networks. In Denmark, these included Globalt Fokus, the Danish Education Network, and ad hoc

coalitions of NGOs formed around specific issues. At the international level, Oxfam Denmark engaged with networks including the Global Alliance for Tax Justice, the Civil Society Finance for Development mechanism, and EU-LAT, an advocacy network focused EU policies concerning Latin America.

Coordination with the Danish MFA took several forms in 2025. Through the Danish CSO WPS Network and the Inter-Ministerial Working Group, Oxfam Denmark contributed to the formulation of Denmark's new WPS National Action Plan 2025–2029. Regular dialogue with the MFA also covered education, gender equality, the UN Security Council, WPS, conflict prevention, and the humanitarian situation in countries including Palestine and Yemen. In addition, Oxfam Denmark engaged the MFA and donors such as Norad on tax justice, fair economy, and domestic resource mobilisation in the Global South. In several countries including Uganda and Kenya and through the Danish UN Mission in New York, Oxfam and partners maintained the contact with Danish representations on political developments and programme updates.

At country level and as part of Oxfam, Oxfam Denmark participated in coordination clusters for WASH, education, protection, food security, livelihoods/ agriculture, and gender-based violence. Oxfam and its partners also coordinate with local and national government authorities, particularly to support the implementation or strengthening of existing policies and agreed priorities. Section I in this report contains many examples of this.

GREENING OF ENGAGEMENT

This sub-section covers Oxfam Denmark’s approach to greening its engagement across the SP programme. Annual reporting in this area encompasses: 1) Oxfam Denmark’s own carbon footprint, 2) Do No Harm assessments in projects, and 3) climate and environmental flows of SP projects. Results and lessons learned from climate-related work under the SP’s Climate Justice change objective are covered separately in the Climate Justice sub-section.

The report on climate and environmental flows (point 3 above) was submitted to the MFA in April 2026, in line with SP guidelines on the Rio marker method and using the re-

quired templates. From 2022 to 2024, Oxfam Denmark also reported on carbon footprints in SP countries as part of a confederation-wide initiative. Regrettably, this initiative was discontinued in 2025 following budget cuts at Oxfam International and will no longer form part of this report.

OXFAM DENMARK’S CARBON FOOTPRINT

In 2025, Oxfam Denmark continued the measurement of its own carbon footprint across the administration and operation of the head office and staff. Table 5 below displays the results of the measurement of selected parameters.

TABLE 5: OXFAM DENMARK’S CARBON FOOTPRINT

	2019	2022	2023	2024	2025
Electricity (kWh)	54,000 kWh	18,996 kWh	44,634 kWh	29,480 kWh	25,050 kWh*
Heating (MWh)	(not measured)	522 MWh	473,16 MWh	540 MWh	Data not available yet.
CO2 emission (flights) (t)	334 t	171 t	138 t	205 t	256 t

*The 2025 data covers both the old and new offices, with two months overlapping due to the relocation. From September to December the electricity came from renewable sources and thus was CO² neutral (6,420 kWh).

In 2025, Oxfam Denmark moved to a shared office space in Copenhagen. The new premises offer a smaller floor area and more energy-efficient fittings and equipment – including lighting and screens – which is expected to reduce both heat and electricity consumption. Electricity at the new address is sourced from renewable energy and is therefore CO²-neutral. Heat consumption data covering both addresses for 2025 will not be available until July 2026, after the publication of this report.

Flight-related carbon emissions increased by 25% in 2025 compared to 2024. As Oxfam Denmark has set a short-term target of maintaining emissions at 2024 levels throughout 2025 and 2026, this result falls short of expectations. Further analysis indicates that flight emissions linked to the Strategic Partnership with the MFA and Oxfam Denmark’s own flights remained relatively stable, with an 8% increase.

The overall rise is therefore mainly attributable to the large Global Partnership for Education fund “Education Out Loud”, managed by Oxfam Denmark. With this pro-

gramme due to close in mid-2027, implementation was at full speed in 2025, including a number of regional learning events that generated additional flights. It should be noted that flight emissions also include travel by regional staff and grantees. To partially offset the climate impact of flights, Oxfam Denmark has established a Carbon Reduction Fund, funded by a fixed levy on flight emissions. In 2025, the fund financed solar panels for the Oxfam country office in Ghana.

As part of the office relocation, individual waste bins have been replaced by shared waste-sorting stations distributed throughout the office. A reminder campaign has been launched to reinforce waste-sorting practices among staff. Through the shared office facilities, Oxfam Denmark staff have access to a communal canteen serving predominantly vegetarian and vegan food, approximately 60% of which is organic. While food waste quantities are not currently measured, the kitchen actively works to minimise waste – repurposing surplus buffet food, sourcing short-dated vegetables from Aarstiderne, and converting any remaining leftovers into biogas. As

meals are now prepared on-site rather than delivered, transport emissions associated with lunch have also been reduced.

DO NO HARM IN PROJECTS

As part of the 2025 annual reporting cycle, country offices assessed their SP projects against the Do No Harm principle, which requires that project activities avoid significant, foreseeable, or negative impacts on the climate or environment. Each project was evaluated across six dimensions drawn from the European Commission's definition. Across the portfolio, no significant negative impacts were identified — with one exception: a regional initiative advancing climate justice advocacy in Latin America and at the global level reported that air travel associated with the initiative had resulted in significant CO²

emissions. In response, colleagues and partners located closest to regional or international events were prioritised to lead in-person advocacy engagements.

In 2025, country teams were also asked to report on additional measures taken to reduce the environmental and climate impact of their projects. Several countries reported a range of practical actions, including paper recycling, minimal document printing, restricted use of air conditioning, and carpooling during monitoring visits. One project highlighted the installation of solar panels in the country office, reducing dependence on the national electricity grid — which relies on a mix of hydro and fossil fuels. This measure supports long-term operational cost efficiency, linking environmental responsibility with financial sustainability.

INFORMATION AND PUBLIC ENGAGEMENT

Oxfam Denmark works to engage more Danes in the fight for a just and equal world, building their understanding of globalisation, global citizenship, and Denmark's role in international development. Through information and public engagement (IPE) work in 2025, Oxfam Denmark has progressed satisfactorily towards targets set for the area. An overview of the 2025 results is presented in table 6.

INTEGRATED CAMPAIGNS AND PUBLIC ENGAGEMENT

Oxfam Denmark's integrated campaign approach combines influencing, media, outreach, and mobilisation, drawing on evidence, experience, and stories from projects and partners in the Global South. In 2025, Oxfam Denmark deepened this work by engaging celebrities, supporters, and the broader Danes public in co-creating campaigns and activities across digital platforms. In 2025, more than 36,000 participated in campaign petitions on issues including taxation of the rich, climate justice, a ceasefire in Gaza, and illegal settlements in Palestine. This area will be expanded in the coming years, increasing the number of Danes engaged in issues related to globalisation and development cooperation.

THE WORLD IN SCHOOL CAMPAIGN

The World in School Campaign and the Reading Rocket mobilised 126,228 Danish school children and 3,500 teachers in 1,060 schools in all Danish municipalities, as well as schools in Greenland and Southern Schleswig. This year's focus was on gender equality, access to quality education, and clean water in Guatemala. The school children participated in campaign activities in the Global Action Week for Education. Working with

partners Autens and Danske Skoleelever, Oxfam Denmark engaged 93 teachers, 200 school children, and 15 student councils in co-created workshops to strengthen the campaign's teaching materials. Ten teacher students on the Reading Caravan reached a further 6,544 children through workshops in 74 schools across Denmark.

FOLKEMØDET

At the 2025 Folkemødet (Festival of Democracy) on Bornholm, Oxfam Denmark engaged its target audience on global issues – including climate change and tax justice – through debates and presentations involving politicians, experts, civil society actors, and event participants. The aim of Oxfam Denmark was to increase awareness of the world's complex challenges, strengthen global solidarity, and boost support for development aid. Around 3,000 people attended the Folkemødet, and the target of reaching 10,000 people through events was not met. This was because Oxfam Denmark redefined its outreach activities during 2025 and was therefore not present at as many festivals and events as in previous years. The year was therefore a year of adjustment, and the new plans apply to 2026 and have earlier been shared with the MFA.

NEXT STEPS

In 2025, Oxfam Denmark conducted a study to gain a better understanding of its audience and core target groups in Denmark. Insights from the study will help optimising activities, strengthening engagement, and identifying strategic opportunities to attract new target groups. Based on the study, Oxfam Denmark developed new engagement activities and goals for 2026.

TABLE 6: INFORMATOIN AND PUBLIC ENGAGEMENT RESULTS AND TARGETS

OUTREACH INDICATORS	RESULTS 2025	ANNUAL TARGET
Number of children age of 5-13 years taking part in 'The Reading Rocket'. The target in 2024 was 100,000 children.	126,228	150,000
Number of teachers engaged in 'The Reading Rocket'.	3,500	3,000
Number of dedicated volunteers in different volunteer groups in Copenhagen, Aarhus, and Aalborg.	20	50
Number of reached people through festivals and 'folkemøder'.	50,000	80,000
Number of media appearances.	1,115	At least 1,000

SOCIAL MEDIA ENGAGEMENT INDICATORS	RESULTS 2025 IN NUMBERS	RESULTS 2025	ANNUAL TARGET (% INCREASE)
% of increase in engagement on Facebook compared to previous year. (Results 2024: Followers: 41,850, Unique individuals reached: 540,754, Actions ¹ : 87,482)	Followers: 42,311 ² . Unique individuals reached Oct-Dec: 291,035 ³ . Actions: 121,730.	Followers: 1% (see note 2). Unique individuals reached: (N/A – see note 3) Actions: 39%.	20%
% of increase in engagement on Instagram compared to previous year. (Results 2024: Followers 10,910, Unique individuals reached: 636,291).	Followers: 13,408. Unique individuals reached: 659,738.	Followers: 23%. Unique individuals reached: 4%.	20%
% of increase in engagement on LinkedIn compared to previous year. (Results 2024: Followers: 9,112)	Followers: 10,178.	Followers: 12%	20%

OTHER ENGAGEMENT INDICATORS	RESULTS 2025	ANNUAL TARGET
Number of people engaged at festivals and 'folkemøder'.	3,000	10,000
Number of new volunteer networks on climate and education.	0	2
Number of engagement campaigns (incl. The World in School Campaign)	6	3
The six engagement campaigns are: 1) The World in School Campaign, 2) I don't want to be complicit (21,195 signed up), 3) Tax the Rich – national petition (2,602 signed the petition), 4) Make Rich Polluters Pay/ climate campaign (1,625 people signed the petition), 5) Cease Fire Now (2,137 people signed the petition), 6) Stop Israel's illegal settlements (8,533 people signed the petition).		
Number of campaign participants (campaigns 2-6 reported above)	36,092	20,000

1 Action is any reaction on Facebook posts such as comment, post sharing, and click on a link.

2 Facebook has changed since the target of a 20% annual increase in the number of followers was set. Today, users are less likely to follow new pages, which means that the number of followers on Oxfam Denmark's Facebook page will remain at around 42,000 throughout the period 2025-2026.

3 This number is only for October-December 2025, as it has not been possible to extract the figures for the whole of 2025 from META's performance displays. We have chosen not to multiply by four to obtain an estimate for the whole year, which would give 1,164,140, twice as many as last year, as this would involve considerable uncertainty.



SECTION III

SP 2022-2026 PROCESS

EXIT STRATEGY AND SUSTAINABILITY

In this sub-section, Oxfam Denmark responds to the specific questions of the Danish MFA on a) how exit or transition considerations are managed with partners, b) what are the key sustainability, risk and accountability considerations related to exit, and c) what learnings have emerged from past exit or transition processes.

MANAGING EXIT AND SUSTAINABILITY WITH PARTNERS

Strong partnerships are grounded in a shared understanding of roles, expectations, and ways of working, formalised through clear and mutually agreed partnership agreements. When a partnership comes to an end, Oxfam Denmark is committed to ensuring that the exit is managed fairly and respectfully, through careful planning and constructive dialogue with partners.

In all partnerships, exit strategy and sustainability considerations form part of discussions with partners from the outset of a new project and are included in the partner and project documentation. Such a dialogue includes roles and responsibilities, the rationale for ending the partnership, and what Oxfam and the partner organisation can do to avoid or mitigate negative ramifications. The

documentation can be updated annually if adaptations to the roles and responsibilities in the partnership are necessary. As an example, in 2025, Oxfam in Palestine and its partners updated their exit strategies to reflect changes over the previous three years. During this period, several partners saw significant institutional growth and operational maturity, with expanded geographical and social outreach that warranted new considerations in the exit strategy on roles and responsibilities.

Some larger SP country engagements with multiple partnerships, such as in Burkina Faso and Uganda, have elaborated their own exit strategies at programme level, in addition to partner-specific descriptions and project documentation. These exit strategies include success indicators with targets for the end of the exit period, covering areas such as community ownership, institutional embedding, technical capacity and financial self-reliance.

Specific initiatives to manage a responsible exit are jointly identified between Oxfam and the partner to ensure local ownership. As an example, these initiatives could

include connecting the partner organisation with new potential partners or strengthening institutional capacities. In the 2025 Partner Survey, a majority of SP partners (65%) confirmed that “there is a well-planned exit strategy for the partnership around the project”, although dialogue and joint planning could be further improved in some countries.

KEY CONSIDERATIONS FOR A RESPONSIBLE EXIT OR TRANSITION

Partner discussions involve both the preparedness of the partner for transition or exit, and the sustainability of project results over time. Key considerations on **sustainability** include financial viability, institutional aspects, environmental factors, social/cultural and policy advocacy aspects, and ensuring local ownership and strengthened local leadership. In this vein, a key consideration is to ensure – at the design stage – that any project is strongly aligned with the partners’ ongoing projects and programmes or strategy, to help sustain project outcomes. Oxfam also prioritises supporting partners’ ability to influence authorities and other decision-makers and strengthen social accountability mechanisms. This includes considering sustainability through transfer of ownership over continuation or scaling up of programme results (for example climate solutions or education models) to authorities. These capacities make the partners’ work more sustainable, help build relationships and legitimacy, and enable the partner to continue driving systemic change even after Oxfam is no longer involved.

An updated risk mitigation matrix is a key tool to map and address considerations related to **risks** in the exit process, such as capacity not being adequately retained, assets not being transferred to the right groups, gender equality outcomes not being sustained, and exclusion of marginalised groups or increased inter-communal tensions in the process. Throughout any partnership, Oxfam Denmark supports the organisational development of each partner according to joint capacity assessment plans, which in turn supports a responsible exit or transition. Partners’ organisational capacity is continuously assessed, including through self-assessments in the Partner Survey. As an example, the 2025 Partner Survey showed that partners had increased their capacity the most in safeguarding, which is a key exit consideration for mitigating an increased risk to participants and/or communities. This includes clear communication to affected communities and access to safe and responsive complaint mechanisms.

A solid monitoring, evaluation and learning (MEL) plan is pivotal for a responsible exit that considers **accountability** to all stakeholders, providing continuous information about the achievements, including capacities developed, evolution of key assumptions, and sustainability options. Holding Oxfam and partners accountable for the results they set out to achieve is a key objective in any partnership as well as exit process. Furthermore, Oxfam Denmark has detailed instructions and checklists for financial management at the end of a project, and a close-out always includes a final financial report and audit, to mitigate financial risks and ensure accountability to both donors and local communities.

LEARNINGS FROM PAST EXIT PROCESSES

In 2022, during the current SP, Oxfam Denmark closed two country engagements funded by the SP in Bolivia and Mozambique, and exited long-standing partnerships in both countries. This process documented learnings in the form of case studies and Most Significant Change stories from both Oxfam and partners, including lessons on the partnerships and collaboration that informed future ways of working. The documents were shared widely to ensure lessons were integrated into both partners’ and Oxfam’s future work and were also created with the aim to support future fundraising.

Cross-cutting lessons from both country engagements showed that supporting capacity sharing in combination with youth leadership and multi-stakeholder engagement drive sustained change. The exit processes also highlighted the importance of power analysis and inclusion of groups that are otherwise often marginalised, and that more work needs to be done to strengthen partners’ own fundraising capacities. In both countries, the phase-out of support from Oxfam Denmark did not affect Oxfam’s presence (which is funded by other Oxfam Affiliates and donors), and various sustainability actions were carried out to ensure continuation of specific actions and partner interventions. As an example, Oxfam Denmark supported Oxfam in Bolivia to secure new funding for the planned activities – and did so successfully, as the Spanish Agency for International Development Cooperation decided to continue some of the activities under a four-year agreement. This underlines the strength of the wider Oxfam and the importance of ensuring synergies for greater sustainability.

MAJOR DEVIATIONS IN SP BUDGET

DEVIATIONS RELATED TO THE OVERALL BUDGET

Overall, expenditure in 2025 is aligned with the revised budget. Total programme and project activities (PPA) reached DKK 149.1M compared to a revised budget of DKK 150.6M, corresponding to an implementation rate of approximately 99%. Total expenses amounted to DKK 161.8M against a revised budget of DKK 163.5M, reflecting marginal underspend at overall level.

Income exceeded the initial budget due to additional MFA top-up grants of DKK 19.8M received during the year, bringing total income close to the revised level. The closing balance shows DKK 12.6M carried forward, which is slightly higher than planned and reflects minor timing differences in implementation, particularly in fragile contexts where activities were delayed or rescheduled and a Gaza top-up of DKK 3.9M granted in December 2025. Overall, the implementation rate confirms continued improvement in budget execution, with only limited deviations mainly driven by operational constraints and timing of expenditures rather than structural budget issues.

DEVIATIONS RELATED TO CHANGE OBJECTIVES

Expenditure across the three change objectives remains largely consistent with the revised budget distribution. The change objective of Just Societies (outcome 1) represents 35.4% of total expenditure compared to a revised share of 34.9%, indicating a slight relative increase reflecting a granted top-up for domestic resource mobilisation and strong implementation momentum. The

change objective of Leaving No-One Behind (outcome 2) accounts for 47.2% compared to 47.7% budgeted, showing a marginal underspend primarily linked to timing of humanitarian responses, such as the Gaza top-up grant received late in the year, and implementation constraints in fragile contexts. The change objective of Climate Justice (outcome 3) is fully aligned at 17.4% compared to 17.4% budgeted.

OTHER RELEVANT MEASURES

There is a shift in cost composition, with increased expenditure on implementation by local partners and relatively lower direct activity costs, indicating strengthened localisation efforts and some efficiency gains. The geographical allocation remains strongly aligned with 'Africa and specific geographies' at approximately 76% of PPA, slightly above planned levels. Allocation to fragile contexts remains high and closely aligned with the revised budget, confirming continued prioritisation of high-need environments.

Measures taken in 2024 and 2025 such as multi-year budgets and regular rigorous follow-up on progress country-by-country have been instrumental in ensuring full spending. In summary, budget deviations in 2025 are minor and largely attributable to timing differences and contextual implementation challenges, especially in fragile settings. The overall high execution rate demonstrates strong financial management and absorption capacity.

USE OF DANISH MFA FUNDS FOR CO-FINANCING

In 2025, Oxfam Denmark allocated Danish MFA funds from the Strategic Partnership to co-finance several projects funded by other donors. A short description of the projects is found in table 7. Co-financing is an important enabler to increase outreach and impact of Oxfam Denmark's objectives and targets within the Strategic Partnership's summary results framework. Oxfam Denmark adds value to the co-funded projects and pro-

grammes through its programme approaches, specific technical expertise, connecting to national and international stakeholders as well as profound knowledge of the operational context and local actors. Co-financing is deliberately used to strengthen partners' sustainability, reflecting the shared ambition of Oxfam Denmark and the Danish MFA of supporting locally led development.

TABLE 7: MFA CO-FINANCING

COUNTRIES	PROJECT	DONOR	CO-FINANCING	DESCRIPTION
Ghana, Kenya, Uganda	Fair Recovery	Norad	Danish MFA co-financing contributed DKK 2.5M, 11.7% of the total budget of DKK 21.4M.	The project is closely aligned with the SP top-up on Domestic Resource Mobilisation granted to Oxfam Denmark. Synergies between the two projects have been sought both at country, regional and global levels. Oxfam Denmark adds value through technical advice to analytical reports and facilitation of partnerships with media support organisations.
South Sudan	Teachers in Crisis Context in South Sudan	European Union's Regional Facility for Teachers in Africa	The Danish MFA co-financing contributed DKK 658,000, 10% of the total budget of DKK 6.6M.	The focus is to improve professional development and wellbeing of especially female teachers coordinating with education authorities in the country. The project builds on and adds value from knowledge and successful experience from Oxfam Denmark and Oxfam in Uganda with developing models for teacher training and quality education for conflict-affected children and youth.
Guatemala	Support Mechanism to Indigenous Peoples "Oxlajuj Tz'ikin"	Sida	Danish MFA co-financing contributed DKK 7M, which was 10.5% of the total budget of DKK 66M.	The project draws on Oxfam Denmark's deep knowledge of the context, the local actors and its fund management expertise to support local actors in their work of protecting the rights of indigenous people.
Guatemala	Schooling for a Better Future for Indigenous Children and Youth	Asta Justesen Foundation	Danish MFA co-financing contributed DKK 205,000, which was 10% of the total budget of DKK 2M.	Oxfam Denmark provides technical support especially to the efforts of documenting experience and influencing education authorities to replicate successful teaching methodologies, materials and teacher training modules. This work has been very successful with four educational programmes developed and tested as part of the project being replicated by the Ministry of Education.
Mali and Burkina Faso	Strengthening the resilience of communities on the Mali-Burkina border for conflict prevention and better management of natural resources.	PATRIIP Foundation	Danish MFA co-financing contributed DKK 765,000, equaling 7% of the total DKK 11.1M budget.	Oxfam alongside local partners improved local infrastructure and natural resource management in the cross-border between Mali and Burkina Faso. Oxfam Denmark provided technical support on conflict analysis and conflict-sensitive programming, in line with the Do No Harm principle.

ANNEXES

Annex A. Oxfam Denmark: Global Summary Results Framework for the Strategic Partnership – June 2026 with progress 2025

The summary results framework is developed so it presents the work of the Strategic Partnership engagement. The country Theories of Change (ToCs) have been developed with point of departure at country level and have their own results frameworks. All country ToCs contribute to the outcomes and outputs in the summary results framework and deliver results to the, where results are aggregated at the portfolio level. This enables Oxfam Denmark assess progress both within each country ToC as well as in the Strategic Partnership portfolio as a whole. Country results frameworks are available upon request.

Impact Objective	Impact Indicators: OECD Fragility Framework	
<p>A more equal, just, peaceful, and sustainable world: People live in resilient, and inclusive societies that leave no one behind and provide a sustainable future through just economies, gender- and climate justice.</p>	<p>1.1 Rate level of fragility based on indicators from the OECD Fragility Framework related to just societies (spanning indicators selected from the political, economic and societal dimensions).</p>	<p>Report included in 2022+2024+2026 Results Reports</p>
	<p>1.2 Rate level of fragility based on indicators from the OECD Fragility Framework related to leaving no one behind (spanning indicators selected from the security, societal and environmental dimensions).</p>	<p>Report included in 2022+2024+2026 Results Reports</p>
	<p>1.3 Rate level of fragility based on indicators from the OECD Fragility Framework related to climate justice (spanning indicators selected from the environmental dimension).</p>	<p>Report included in 2022+2024+2026 Results Reports</p>
	<p>Impact Indicators: Sustainable Development Goals</p>	
	<p>Aiming to establish Oxfam Denmark SP 2.0 programmatic contribution to the SDGs, Oxfam Denmark will measure achievements up against country level SDG performance score annually. This will be conducted for the following SP 2.0 countries: Bolivia, Colombia, Guatemala, Burkina Faso, Ghana, Kenya, Mali, Mozambique, Niger, South Sudan, Uganda, Syria/Lebanon, Yemen, and Palestine</p>	<p>Report included in 2022+2024+2026 Results Reports</p>

JUST SOCIETIES

Change Objective	Outcomes	Outcome Indicators	Results 2022	Results 2023	Results 2024	Results 2025	Results 2022-2025	Targets by end 2026 (cumulative)
1. Just Societies: People live in more equal, peaceful, and gender just societies, based on inclusive democracies, human rights, accountable institutions, and a just economy.	1.1 Local and national government actors, private sector and other key decision-makers are more gender just, accountable, compliant to human rights, and willing to allow space for participation of civil society, in response to advocacy by civil society.	1.1.2 # and description of cases where government, private sector and/or other decision-makers have adopted key messages, policy positions and initiated reforms (according to qualitative scale) by civil society partners to address violations of rights and advancing democratic reforms, inclusive peace, and protect human rights.	8	13 ¹	14	15 ³	50	At least 50 cases
	1.2 Local and national governments, private sector and other key decision makers increase pro-poor gender transformative and social spending and quality public services based on resource mobilization and fiscal justice in response to advocacy by civil society.	1.2.1 # and description of cases where governments, private sector and other decision-makers have adopted key messages, policy positions and initiated reforms related to improved resource mobilization, pro-poor fiscal policies, and responsible private sector conduct.	8	18	19 ²	29 ⁴	74	At least 100 cases
	1.3 Local and national governments provide for improved public education systems at all levels, specifically for girls, young people and women to increase active citizenship in response to advocacy by civil society.	1.2.2 # of significant initiatives taken by Government actors to improve pro-poor and gender transformative social spending, including monitoring of accountability at various levels for quality public services. 1.3.1. # of significant initiatives, evidence and policy positions on transformative education by Oxfam and partners adopted by national public education actors or/and through international actors/donors.	5	19	12	12	48	At least 56 initiatives
			10	12	15	25 ⁵	62	At least 94 initiatives
¹ Four of this result achieved with funds from EU in Ghana (co-financed with SP funds). ² Seven of this result achieved with funds from Norad in Ghana, Kenya and Uganda (co-financed with SP funds). ³ One of this result achieved with funds from Norad in Ghana, Kenya and Uganda (co-financed with SP funds). ⁴ Four of this result achieved with funds from Norad in Ghana, Kenya and Uganda (co-financed with SP funds). ⁵ One of this result achieved with funds from Asta Justesen Foundation (co-financed with SP funds).								

LEAVING NO-ONE BEHIND

Change Objective	Outcomes	Outcome Indicators	Results 2022	Results 2023	Results 2024	Results 2025	Results 2022-2025	Targets by end 2026 (cumulative)
2. Leaving No One Behind: More People enjoy their right to live in resilient and peaceful communities before, during and after crisis.	2.1 Crisis affected people enjoy improved protection, basic services, and fulfilment of needs.	2.1.2 # of supported women, men, young people, girls, and boys affected by crisis that receive assistance and services such as WASH, protection, food security and education.	141,041	122,685 ¹	223,201 ⁴	277,313 ⁷	764,240	At least 612,500 people
	2.2 Crisis affected people, in particular young people and women, experience increased resilience and inclusive peaceful coexistence.	2.2.1 # of crisis affected people in particular women and young people with resilience, and livelihoods opportunities. 2.2.2 # of local-led responses are increasing peaceful coexistence, conflict prevention, dialogue in communities.	3,547	23,392 ²	31,298 ⁵	9,889 ⁸	68,126	At least 75,000 people
	2.3 Civil society and local actors take lead and participate in decision-making in fragile situations, humanitarian action, and peacebuilding, challenging harmful social norms, and promoting gender justice.	2.3.1 # of cases where civil society actors, including women's and young people's organisations have built leadership, participated meaningfully and influenced decision-making spaces, including contributing to the UNSCR 1325 and UNSCR2250. 2.3.2 # of initiatives led by organisations and groups that have claimed their rights, in particular challenging harmful social and gender norms and practices, including fighting GBV.	10	26	98 ⁶	79	213	At least 240 cases of evidence
19,394 of this result achieved with funds from Norad in South Sudan, Uganda, and Kenya (co-financed with SP funds) and 2,743 with funds from Sida in South Sudan (co-financed with SP funds). 219,910 of this result achieved with funds from Norad in Burkina Faso and South Sudan (co-financed with SP funds) and 2,050 with funds from Sida in South Sudan (co-finance with SP funds). 31 two of this result achieved with funds from EU in Ghana (co-financed with SP funds) and one with funds from Sida (co-financed with SP funds). 425,107 of this result achieved with funds from Norad in Kenya and Mali (co-financed with SP funds). 524,027 of this result achieved with funds from Norad in Kenya and South Sudan (co-financed with SP funds). 61 two of this result achieved with funds from PATRIP Foundation (co-financed with SP funds). 711,000 of this result achieved with funds from PATRIP Foundation (co-finance with SP funds). 8950 of this result achieved with funds from PATRIP Foundation (co-financed with SP funds).			8	22	13	50	93	At least 170 cases
			4	32 ³	98	69	203	At least 275 initiatives

CLIMATE JUSTICE

Change Objective	Outcomes	Outcome Indicators	Results 2022	Results 2023	Results 2024	Results 2025	Results 2022-2025	Targets by end 2026 (cumulative)
3. Climate Justice: People hardest hit by climate change live in more climate change resistant and climate just societies.	3.1 Governments, private sector, and international actors/entities adopt policies and plans leading to climate justice, including climate finance, in response to advocacy by Oxfam and partners.	3.1.1 # and description of cases where governments, private sector and/or international bodies have recognised or adopted key messages, policy positions and initiated reforms (according to qualitative scale) related to climate justice, including climate finance.	10 ¹	18 ⁴	24	18	70	At least 79 cases
	3.2 People affected by climate change experience improved adaptation and resilience.	3.2.1 # of people in local communities with support to increased adaptation and resilience to climate change (disaggregated by age and sex).	5,694 ²	38,618 ⁵	25,876 ⁷	29,300	99,488	At least 105,000 people
		3.2.2 # of people affected by climate changes take action to address climate changes, injustice and risks (disaggregated by age and sex).	-	-	6,253	1,960	8,213	At least 35,000 people
	3.3 Local actors, organisations and institutions, apply a gender and age lens, and promote sustainable and green models and solutions, incl. green skills and climate education, tackling climate change.	3.3.1 # of sustainable and green solutions with applied good practices, combating climate change have been strengthened, promoted, and recognised.	3 ³	27 ⁶	18	33	81	At least 61 green solutions
		3.3.2 # of cases of climate education and green skills development models and/or good practices (including employability and TVET) developed by partners and Oxfam.	4	10	7	13	34	At least 50 models and/or good practices
<p>*1 One of the results achieved with funds from Sida in Guatemala (co-financed with SP funds). ² 1,211 people of the results achieved with funds from Sida in Guatemala (co-financed with SP funds). ³ One of the results achieved with funds from Sida in Guatemala (co-financed with SP funds). ⁴ Three of the results achieved with funds from Sida in Guatemala (co-financed with SP funds). ⁵ 4,935 of the results achieved with funds from Sida in Guatemala (co-financed with SP funds and Norad in Kenya, Uganda, South Sudan and Burkina Faso (co-financed with SP funds). ⁶ Five of the results achieved with funds from Sida in Guatemala (co-financed with SP funds). ⁷ 12,334 of the results achieved with funds from Sida in Guatemala (co-financed with SP funds) and Norad in Kenya, Uganda, South Sudan and Burkina Faso (co-financed with SP funds).</p>								

CROSS-CUTTING OUTPUTS

Across Change Objective 1-3	Outputs	Output indicators	Results 2022	Results 2023	Results 2024	Results 2025	Results 2022-2025	Targets by end 2026 (cumulative)
Across all change objectives	Op 1 People participating in Oxfam Denmark's programmes and/or receive a direct support or service (beneficiaries receiving direct humanitarian support are disaggregated, see MFA outcome indicator below).	Op 1.1 # of people worked with, who are engaged in the programmes and/or directly benefit from a product or service (including 2.1.2, 2.2.1, and 3.2.1).	215,300 ¹	228,900 ²	410,345 ⁴	395,864 ⁵	1,250,409	At least 1,137,500 people
	Op 2 Civil society partners organisations and groups strengthened.	Op 2.1 % of civil society partners organisations and groups with strengthened capacity according to capacity development plans and other measures.	Measured annually in 2023+2025	90.87%		93.33%		90 %
	Op 3 Mobilisation, alliance-, coalition-building and multi-stakeholder platforms supported.	Op 3.1 # of coalitions, alliances and networks engaging in concrete policy agenda setting benefitting from support and promotion by Oxfam and partners.	Measured annually in 2023+2025	656 ³		506 ⁶		120
<p>¹41,801 people of the result achieved with funds from Sida in Guatemala (co-financed with SP funds). ² 73,933 people of the result achieved with funds from Sida in Guatemala and South Sudan and Norad in Kenya, Uganda, South Sudan, and Burkina Faso (all co-financed with SP funds). ³From Partner Survey 2023: The total number of coalitions, alliances, or networks is 656, however it was not possible to check data for any overlap of coalitions, alliance, or networks, as partners were not asked to provide the names of the coalitions or networks. ⁴ 73,251 people of the result achieved with funds from Norad in Kenya, Uganda, Ghana, South Sudan, Burkina Faso, and Mali, Justesen Foundation in Guatemala, and PATRIP Foundation in Burkina Faso/Mali. ⁵18,576 people of the result achieved with funds from Justesen Foundation in Guatemala, PATRIP Foundation in Burkina and Mali, and from EU in South Sudan. ⁶From Partner Survey 2025: The total number of coalitions, alliances, or networks is 506, however it was not possible to check data for any overlap of coalitions, alliance, or networks, as partners were not asked to provide the names of the coalitions or networks.</p>								

RESULTS SUMMARY

Locally Led Models for Just Energy Transition

Author: Oxfam Denmark (2025)

[Find project on OpenAid](#) 

PROJECT	Title: Locally led models for a Just Energy Transition
	Partner: Plataforma de Incidencia Política de Mujeres Rurales de Col. (PIPMRC), Fuerza de Mujeres Wayuu (FMW), Asociación de Mujeres Indígenas (ASOMI), Tejido Mujer (ACIN)
	Country: Colombia
	Period: 01 January 2024 - 31 December 2025

CHANGE

Four biodigesters, producing gas and energy from biowaste, have been installed in the regions of Cauca, La Guajira, Putumayo and Boyacá, allowing rural agrarian communities access to autonomously sourced energy and boosting a just energy transition in the country. The solution was created in collaboration with the Ministry of Mines and Energy (MME), who set the aim of implementing 20,000 energy communities by 2026 in the National Development Plan for climate justice (2022-2026). The biodigesters constitute a model for replication.

CONTEXT

Rural communities in Colombia face limited energy access and frequent, prolonged power outages. To transition to renewable energy sources, the Colombian government established a regulatory framework supporting energy communities. More than 18,000 communities with energy challenges applied. The government aims to establish 3,000 systems by 2026, leaving many potential energy communities unrealised. The framework explicitly calls for multi-stakeholder projects, making it a direct ask for collaborative community-rooted solutions.

CONTRIBUTION

Project partners PIPMRC, FMW, ASOMI and ACIN developed and implemented, with support from Oxfam Denmark and Oxfam Colombia and along with the MME, locally led models for energy transition and created Just Energy Transition (JET) schools to enhance the capacity and participation of communities in the energy transition. This has contributed to sustainable and affordable energy for marginalised and rural communities, while the advocacy from the CSOs have contributed to the political recognition and expansion of the model nationwide.

IMAGES



Photo credit: Tejido Mujer ACIN



Photo credit: Plataforma Mujeres Rurales

[See next page for more details](#) →

ADDITIONAL INFORMATION

ACTIVITIES

Regional CSOs jointly implemented JET schools for 120 women in partnership with PIMRC and MME, deepening knowledge on JET. Biodigester suppliers and the communities collectively installed biodigesters, followed by training from the supplier, enhancing the skills within communities to manage the biodigesters. The biodigesters constitute practical models for JET complemented by local advocacy efforts contributing to the development of a national policy for JET. Local project partners participated in the Fair of Alternative Community Solutions for JET, sharing the experience of project implementation regarding gender-equality, environmental justice, economy and community autonomy with national institutions. The model was later shared at a global conference on transitioning away from fossil fuels. At the COP30, the regional partner PoLEN joined a roundtable meeting with the Danish Department of Energy on JET and economic diversification, speaking of the benefits of locally led JET solutions and insights from biodigester implementation to an international audience.

LESSONS

The installation of biodigesters near schools and community houses demonstrated several positive effects. The alternative energy sources provide less costly power for gas and electrical lights. The installations have been part of degree projects for students, while the teachings of the JET schools could be successfully integrated in the local educational institutions. Through local participation, they also strengthen the social fabric of local communities. However, continued advocacy work on regional levels is important, for different regions to work together nationally. Based on the implementation, it was confirmed that the management of biodigesters should remain a collective task. As voluntary waste management is usually considered a gendered task in this context, it is important to continuously monitor that the initiatives do not increase the burden of care work on women.

EVIDENCE

Reporting from local partners documents direct connections between implementation of biodigesters and community activities such as strengthening of community councils, strengthened economic initiatives for women and stable energy supply for educational institutions. Based on discussions between Oxfam Colombia and MME on the contribution of local communities to the national energy transition, the MME has expressed support to implementing JET schools in rural areas. This has been the backbone of the government's National Development Plan for climate justice. Oxfam Colombia is currently in the process of signing a memorandum of understanding with the MME to continue working with other communities and thus implement more alternative energy generation systems with partner organisations. Oxfam Denmark has conducted interviews with local partners and stakeholders, summing up the results in a briefing note.

DOMAINS

<i>Development strategy priorities:</i>	Climate, Nature and Environment
<i>Changes in the lives of people facing poverty, marginalisation or vulnerability</i>	-
<i>Changes in laws, policies and practices that affect people's rights</i>	X
<i>Changes in the capacity of organisations and communities to support rights</i>	-
<i>Changes in partnerships and collaborations that support people's rights</i>	-
<i>Changes in participation of groups facing poverty, marginalisation or vulnerability</i>	X
<i>Changes in local leadership of development and humanitarian work</i>	-

RESULTS SUMMARY

Alliances Fight Inequality

Author: Oxfam Denmark (2025)

[Find project on OpenAid](#)

PROJECT	Title: Alliances fight inequality
	Partner: The Institute for Social Accountability, Kenyan Human Rights Commission, Kenyan Fight Inequality Alliance
	Country: Kenya
	Period: 01 June 2024 – 31 December 2026

CHANGE



The CSO Alliance to Fight Inequality in Kenya has developed partnerships and strategic collaborations with a range of actors including grassroots and student movements and the broad based economic justice focused Okoa Uchumi Campaign that has helped to reach and mobilise broad segments of society. The work of the alliance has led to important partnerships between Oxfam Kenya and for example the Kenya Revenue Authority, Central Bank of Kenya, and the National Gender Equality Commission.

CONTEXT

While nearly half of Kenyans live in extreme poverty, the richest 125 Kenyans have more wealth than more than three-quarters of Kenyans, about 43 million people. Debt payments are high, tax systems and public services are inadequate. In 2024, proposed tax reforms caused civil unrest. In this context, there has been a clear imperative to build strong civil society partnerships, media partnerships and partnerships with key government actors to facilitate an informed and impactful democratic dialogue to address inequality and poverty.

CONTRIBUTION

Oxfam supported the CSO Alliance and other CSOs in Kenya to analyse barriers for outreach and impact, and identified a need to build partnerships with a broader range of actors and to build a strong evidence-based case for policy changes. Oxfam facilitated collaboration between the CSO Alliance and media which enabled a change in narrative around inequality and reaching a wider audience. Advisory support from Oxfam contributed to a constructive dialogue with government representatives as a way to strengthen the social contract.

IMAGES	 <p>Photo credit: Oxfam Kenya</p>	 <p>Photo credit: Oxfam Kenya</p>
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See next page for more details →

ADDITIONAL INFORMATION

ACTIVITIES

In November 2025, the CSO Alliance launched its inaugural flagship Inequality Report highlighting progressive domestic resource mobilisation reforms needed in Kenya as well as key public investments in particular education and health sectors. The report was covered by over 100 print and media broadcast and over 16 million people were reached through traditional media. Following the launch, the Kenyan President convened an inter-departmental meeting, where legislators from both the National Assembly and the Senate publicly committed to championing the report's findings. CSO Alliance partner The Institute for Social Accountability (TISA) submitted eight recommendations to the National Finance Committee on the proposed Financial Bill 2025, and four of them were successfully fully or partially adopted. Partners' capacity was strengthened through development of advocacy campaigns and program plans, annual project reflection meetings as well as peer learning between partners, facilitated by Oxfam Kenya.

LESSONS

Oxfam and partners adapted focus and messaging according to the context. In Kenya, international data is received with skepticism, so the Inequality Report included national data including data produced by the government to gain credibility and recognition. It was found to be important to connect the policy asks with citizens' realities. E.g. use the example of limited access to public services in Kenya and how a more progressive taxation policy would mobilise resources to build a school. Oxfam Kenya learned that an unbranded and more supportive role in campaigns and public mobilisation can yield better results with alliance partners such as social movements leading, as they have stronger legitimacy and more power to be heard. The CSO Alliance views Oxfam's co-creation approach as a clear added value. This allows them to include the voices of the various partners when profiling the project, which can later allow them to feel more comfortable when they start implementing it.

EVIDENCE

The fact that four out of eight recommendations to the Finance Bill 2025 were fully or partially adapted by the National Assembly's Finance and Planning Committee speaks to the recognition of civil society expertise on fiscal justice. The Finance and Planning Committee described on X the submissions as insightful, while the World Bank tagged TISA and Okoa Uchumi Campaign on their platform following their participation in the validation workshop and launch of the Public Finance Review report which demonstrates a shift in how civil society contributions are received. The Inequality Report 2025 received wide media coverage and was referenced by BBC World, the national TV channel KBC Channel 1, and the London School of Economics. The results and evidence of change are filed and documented in partners' and Oxfam's reporting.

DOMAINS

<i>Development strategy priorities:</i>	Democracy and human rights
<i>Changes in the lives of people facing poverty, marginalisation or vulnerability</i>	-
<i>Changes in laws, policies and practices that affect people's rights</i>	-
<i>Changes in the capacity of organisations and communities to support rights</i>	-
<i>Changes in partnerships and collaborations that support people's rights</i>	X
<i>Changes in participation of groups facing poverty, marginalisation or vulnerability</i>	-
<i>Changes in local leadership of development and humanitarian work</i>	-

RESULTS SUMMARY

Green Economic Opportunities for Young People

Author: Oxfam Denmark (2025)

[Find project on OpenAid](#)

PROJECT	<i>Title:</i> Solar Technology TVET
	<i>Partner:</i> National Education Coalition of Niger (ASO-EPT Niger) and The Nigerien Youth Network on Climate Change (RJNCC)
	<i>Country:</i> Niger
	<i>Period:</i> 1 January 2022 – 31 December 2025

CHANGE

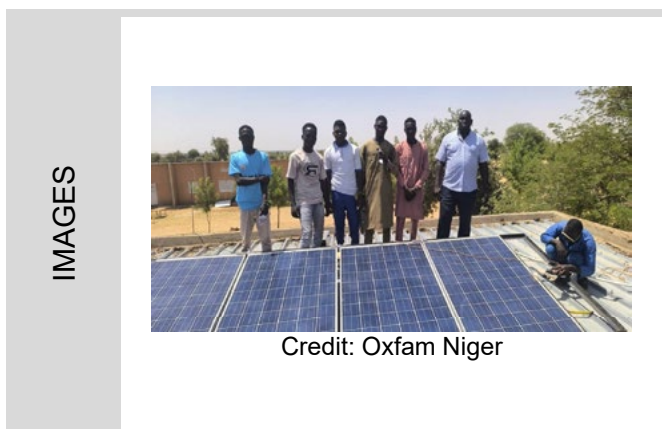
Trained young people in Niger now have greater economic integration in their communities, generating income by using their green skills to meet local needs for sustainable energy. A majority of the young people trained are engaged in the sale of solar equipment, solar installation, repair, and maintenance of public and private devices, and solar irrigation systems for community gardens. The change is institutionalised through the introduction of a solar technology module in all vocational and technical training centres (CFMs) in Niger.

CONTEXT

Access to sustainable energy in rural Niger is severely limited, impacting all areas of life including economic opportunities and food security. The lack of vocational training opportunities and skilled workforce in solar technology pose severe obstacles to a green transition, where rural communities in particular struggle to benefit from or maintain solar energy systems. By equipping young people with green skills, the project also enables rural communities to benefit from renewable energy and supports an inclusive green transition.

CONTRIBUTION

Oxfam Denmark supported partners to ensure technical skills strengthening of young people in solar systems, thereby promoting their employability in the communities. Oxfam also connected the young people to solar distribution companies to further their economic integration. Capacity strengthening of trainers improved teaching quality. Following advocacy efforts by ASO-EPT with support from Oxfam, a Professional Qualification Certificate module in Photovoltaic Solar Energy was validated and introduced in all CFMs in Niger.



See next page for more details →

ADDITIONAL INFORMATION

ACTIVITIES

The project has trained a total of 80 young people from vocational training centres in the four municipalities involved, namely Abalak, Malbaza, Guidan Roundji, and Kornaka. The young people received training in the installation, repair, and maintenance of solar systems and were provided with kits enabling them to start collective or individual businesses in the field of solar technology. The RJNCC organised awareness-raising in communities on the importance of green skills for a just transition. The ASO-EPT partner held several advocacy meetings with various key players in the technical and vocational education and training sector, including government ministries. These strategic discussions made it possible to draw up a clear agenda for the development of a training module on solar energy for young people in CFMs.

LESSONS

While most of the young people trained were able to engage in income-generating activities post training, more support is needed for solar micro-enterprises to become formalised and sustainable. As a complementary strategy, collaborating with another project to link trained graduates with solar energy companies has helped boost project outcomes and harmonise interventions in the same areas. More work needs to be done to continue challenging gender norms and increase the rate of young women's participation in technical and vocational training for the green energy sector. Another important lesson is on advocacy timing and being prepared to use political windows of opportunity. In this case, such a window opened when a political reshuffle resulted in the re-establishment of the Ministry of Technical and Vocational Education and Training, facilitating advocacy for the inclusion of a solar energy training module in CFMs.

EVIDENCE

Evidence of change is documented in Oxfam reporting and an external project evaluation. The external evaluation showed that 85% of participants are employed, in internships, or active in entrepreneurship after the project, out of which 33% are employed by solar equipment companies and 25% are entrepreneurs. This indicates that the training has met real market needs and promotes relatively rapid integration into the job market. According to the evaluation, 69% of young people report an increase in their income after the training. Both Oxfam in Niger and the partner organisation ASO-EPT worked to produce the new training module on photovoltaic solar energy technology, which was validated by the Secretary General of the Ministry of Technical and Vocational Education and Training at a workshop held in November 2025.

DOMAINS

<i>Development strategy priorities:</i>	Democracy and Human Rights
<i>Changes in the lives of people facing poverty, marginalisation or vulnerability</i>	X
<i>Changes in laws, policies and practices that affect people's rights</i>	-
<i>Changes in the capacity of organisations and communities to support rights</i>	-
<i>Changes in partnerships and collaborations that support people's rights</i>	-
<i>Changes in participation of groups facing poverty, marginalisation or vulnerability</i>	-
<i>Changes in local leadership of development and humanitarian work</i>	-

Annex C

Oxfam Denmark - MFA Cross-Cutting Output Indicator number of direct Southern partners supported in 2025			
Region/Country	Name of partner	Start date	End date
Burkina Faso	National Coalition for Education for All of Burkina Faso	2022	
Burkina Faso	Burkinabe Coalition for Women's Rights (CBDF)	2022	
Burkina Faso	Organization for Capacity Building and Development (ORCADE)	2022	
Burkina Faso	Consultation framework of NGOs and Associations active in Basic Education (CCEB-BF)	2022	
Burkina Faso	National Union of Rice Workers of Burkina Faso	2022	
Burkina Faso	National Union of Mini Dairies and Local Milk Producers of Burkina Faso	2022	
Burkina Faso	Community Alliances for Development (ACODEV)	2022	
Burkina Faso	Technical Alliance for Development Assistance (ATAD)	2022	
Burkina Faso	Network of Women of Faith for Peace in Burkina Faso (REFFOP)	2022	
Burkina Faso	Centre for Studies and Applied Research in Public Finance	2022	
Burkina Faso	Association of Women Lawyers of Burkina Faso	2022	
Burkina Faso	The Citizen Broom (Le Balai Citoyen)	2022	
Burkina Faso	Association Developpement Solidaire Durable (DEVSO)	2023	
Burkina Faso	Association Aidons l'Afrique Ensemble (AAAE)	2023	2024
Ghana	Friends of the Nation	2022	2023
Ghana	Africa Center for Energy Policy	2022	
Ghana	Women in Law and Development in Africa (WILDAF)	2022	
Ghana	West Africa Network for Peacebuilding (WANAP)	2022	
Ghana	Northern Sector on Action Awareness Centre (NORSAAC)	2022	
Ghana	Institute for Democratic Governance	2022	
Ghana	Youth Empowerment for Life - YEFIL Ghana	2022	
Ghana	The Foundation for Security and Development in Africa (FOSDA)	2022	
Ghana	Social Enterprise Development - SEND Ghana	2022	
Ghana	African Women Lawyers Association (AWLA)	2020	2023
Ghana	Global Action for Women Empowerment (GLOWA)	2020	2023
Ghana	ProNet	2019	2023
Ghana	Rural Initiatives for Self Empowerment Ghana (RISE-Ghana)	2020	2023
Ghana	Rural and Urban Women's Association (RUWA)	2020	2023
Ghana	Sustainable Mission Aid (SMAid)	2020	2023
Ghana	Viamo	2020	2023
Ghana	Widows and Orphans Movement (WOM)	2020	2023
Western Africa	Africa Education Watch	2022	
Western Africa	Media Foundation for West Africa	2022	
Kenya	National Taxpayers Association (NTA)	2022	
Kenya	Arid Lands Information Network (ALIN)	2022	
Kenya	Institute for Social Accountability (TISA)	2022	
Kenya	Samburu Women Trust	2022	2024
Kenya	Pastoralist Community Initiative and Development Assistance (PACIDA)	2022	2024
Kenya	Indigenous Resource Management Organization (IREMO)	2022	2024
Kenya	Marsabit Women's Advocacy Development Organization (MWADO)	2022	
Kenya	Strategies for Northern Development (SND)	2022	2024
Kenya	ASAL Humanitarian Network Secretariat (AHN)	2022	
Kenya	EACH Rights (East Arican Center for Human Rights)	2023	
Kenya	Kenya Human Rights Commission (KHRC)	2023	
Kenya	Pastoralist Girls Initiative	2023	
Kenya	Institute of Public Finance (IPF)	2023	
Kenya	The Diocese of Lodwar (DOL)	2023	
Kenya	Arid Lands Development Focus (ALEF) hosts ASAL Network	2023	
Western Africa	Tax Justice Network Africa (TJNA)	2023	
Liberia	Women Solidarity Inc. (WOSI)	2019	2023
Liberia	Her Voice Liberia (HVL)	2019	2023
Liberia	West Point Women for Health and Development (WPWHD)	2019	2023
Liberia	Girls for Change	2020	2023
Mali	Youth Association for Active Citizenship and Democracy (AJCAD)	2022	
Mali	Action Mopti	2022	
Mali	Niger Office Farmers' Union (SEXAGON)	2022	
Mali	Association of Women Pastoralists of Baraoueli (AFPB)	2022	
Mali	Sahel Eco	2022	
Mali	G-Force	2022	
Mali	Stop Sahel	2023	2024
Mali	Women in Law and Development in Africa - Mali (WILDAF)	2019	2022

Mozambique	Association for Development Support (NANA)	2022	2022
Mozambique	Movement for Education for All (MEPT)	2022	2022
Mozambique	Zambezia Young Girls Accocation (ARZ)	2022	2022
Mozambique	Public Integrity Center (CIP)	2020	2022
Mozambique	Association for the Environment (AMA)	2020	2022
Niger	Network of organizations for Transparency and Budget Analysis (ROTAB)	2022	
Niger	The National Coalition of Associations, Trade Unions, and NGOs for the Education for All Campaign in Niger	2022	
Niger	Nigerien Youth Network on Climate Change (RJNCC)	2022	
Niger	Nigerien Network for Non-Violent Conflict Management - GENOVICO	2022	
Niger	ONG AGIR PLUS	2022	2022
Niger	African Youth and Action for Development	2024	
South Sudan	National Education Coalition in South Sudan	2022	
South Sudan	Disabled Association for Rehabilitation and Development (DARD)	2022	
South Sudan	Serving and Learning Together (SALT)	2022	
South Sudan	Young Women Christian Association (YWCA)	2022	
South Sudan	Women Aid Vision (WAV)	2023	2023
South Sudan	Support for Peace and Education Development Program (SPEDP)	2023	2023
South Sudan	Community Initiative for Development Organization (CIDO)	2023	2024
South Sudan	Community Development Initiative	2018	2022
Uganda	Uganda Refugee and Disaster Management Council	2022	
Uganda	Civic Response on Environment and Development (CRED)	2022	
Uganda	Lugbara Kari	2022	
Uganda	Youth Social Advocacy Team (YSAT)	2022	
Uganda	Community Empowerment for Creative Innovation (CECI)	2022	
Uganda	Youth Empowerment to Act	2022	
Uganda	I CAN South Sudan	2022	
Uganda	Civil Society Budget Advocacy Group (CSBAG)	2022	
Uganda	Luigi Giussani Institute of Higher Education (LGIHE)	2022	
Uganda	The Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI)	2023	
Uganda	Center for Budget and Tax Policy (CBTP)	2023	2025
Uganda	Agency for Community Empowerment (AFCE)	2023	
Uganda	International Foundation for Recovery and Development (IFRAD)	2023	2024
Uganda	Uganda National Teachers' Union (UNATU)	2018	2022
Uganda	Forum for African Women Educationalists Uganda (FAWEU)	2018	2022
Palestine	Palestinian Vision Organization	2023	
Palestine	Palestinian Heritage Trial (PHT)	2023	
Palestine	MA'AN Development Center	2023	
Palestine	Economic and Social Development Center (ESDC)	2023	
Palestine	Haifa Co.	2023	2024
Palestine	Culture & Free Thought Association (CFTA)	2023	2024
Palestine	Palestinian Agricultural Relief Committee (PARC)	2024	
Palestine	Palestinian Development Women Studies Association (PDWSA)	2024	
Palestine	Beit Lahia Development Association (BLDA)	2025	
Syria/Lebanon	Syrian Society for Social Development	2022	
Syria/Lebanon	The Greek Orthodox Patriarchate of Antioch and All the East - Department of Ecumenical Relations and Development (GOPA-DERD)	2025	
Syria/Lebanon	The Syrian Mosaic Foundation	2025	
Syria/Lebanon	Al Rahma	2022	2024
Syria/Lebanon	Utopia	2022	2024
Syria/Lebanon	Nabad for Development		2025
Syria/Lebanon	Lebanese Center for Human Rights		2025
Yemen	Sheba Youth Foundation for Development	2022	
Yemen	Tamdeen Youth Foundation	2022	
Yemen	Social Solidarity Foundation for Development	2022	
Bolivia	Centre for Research and Promotion of Peasants (CIPCA)	2022	2022
Colombia	Wayuu Women's Force	2022	
Colombia	Association of Indigenous Councils of the North of Cauca (ACIN)	2022	
Colombia	Organization of Indigenous Peoples of the Colombian Amazon (OPIAC)	2022	2024
Colombia	Platform for Political Advocacy of Colombian Rural Women	2022	
Colombia	The Association of Indigenous Women (ASOMI)	2024	
Colombia	Dejusticia - Centro de Estudios de Derecho, Justicia y Sociedad	2024	
Guatemala	Santiago Development Project (PRODESSA)	2022	
Guatemala	25A Institute (I25A)	2022	
Guatemala	Diocesan Commission for the Defense of Nature (CODIDENA)	2022	2022

Guatemala	Association for Community Development (ASERJUS)	2022	
Guatemala	Indigenous Municipality of the Old Municipal Head of Santa Catarina Ixtahuacán	2022	
Guatemala	Education Network (REDUC). (Red Educativa de Santiago Atitlan, Panajachel y Nahualá)	2022	2025
Guatemala	Consortio Sololá (Consortio de Asociaciones del Municipio de Santiago Atitlan del Departamento de Sololá)	2019	2025
Guatemala	Sololá Indigenous Municipality (MUNISOL)	2019	2024
Guatemala	Santa Lucia Utatlán Municipality (MUNISLU)	2019	2023
Guatemala	Alianza Aj Pop	2019	2024
Guatemala	Alliance Copones/Acodet/Puente de Paz/Caapones	2019	2024
Guatemala	Association Bufete Jurídico Popular (ABJP)	2019	2023
Guatemala	Association de Asentamientos Unidos del Área Ixil (ASAUNIXIL)	2022	2023
Guatemala	Ixcán Development Association (ADESI)	2019	2025
Guatemala	Estoreña Association for the Integral Development (AEPDI)	2019	2024
Guatemala	Association for the Integral Development of the Victims of Violence in the Verapaces, Maya Achi (ADIVIMA)	2019	2023
Guatemala	Asociación Q'ana' Tzuul Taqa (AQT)	2019	2024
Guatemala	Consejo de Alcaldes Comunales de los 48 Cantones de Totonicapan	2020	2024
Guatemala	National Movement of Grandmothers Midwives Nim Alaxik/Asociación de Servicios Comunitarios de Salud (ASECA)	2019	2025
Guatemala	Parliament of the Xinka People of Guatemala (PAPXIGUA)	2019	
Guatemala	Coordinating Body of Associations and Communities for the Integral Development of the Ch'orti' People (COMUNDICH)	2021	2022
Guatemala	Autoridades Ancestrales Ajpop Rtun Tinamit Chwatutuy de la Comunidad indígena Chajoma' Kaqchikel de Chuarrancho	2022	2023
Guatemala	Asociación de Mujeres de Occidente Ixquic - AMOIXQUIC	2022	2023
Guatemala	Asociacion de Guías Espirituales Komon Ajq'ijab'	2022	2024
Guatemala	Oficina de Apoyo al Relator Especial sobre Derechos de los Pueblos Indígenas de Naciones las Unidas en Guatemala / Coordinadora Nacional de Viudas de Guatemala	2022	2023
Guatemala	Asociación Política de Mujeres Mayas Moloj Kino'jib'al Mayib' Ixoquib' / MOLOJ	2020	2022
Guatemala	Red de Organizaciones de Mujeres del Ixcán (ROMI)	2021	2022
Guatemala	Consejo de autoridades Comunitarias k'iche' y Kaqchikel de San Andrés Semetabaj/ Colectivo Poder Local (CPDL)	2022	2023
Guatemala	JusticiaYa	2024	
Guatemala	Incid Joven	2024	
Guatemala	Quorum S.A.	2024	
Guatemala	Asociación Diálogos	2025	
Guatemala	La Asociación de Forestería Comunitaria de Guatemala Utz Che'	2025	
África	All-Africa Students Union (AASU)	2023	
África	Forum for African Women Educationalists (FAWE)	2024	
Latin America	Centro Peruano de Estudios Sociales (CEPES) /International Land Coalition América Latina y el Caribe	2023	2024
Latin America	Latin American Council of Social Sciences (CLACSO)	2022	2024
Latin America	The Latin American Campaign for the Right to Education (CLADE)	2023	
Latin America	Asociación Centroamericana Centro Humboldt (ACCH)	2023	
Latin America	Climate Action Network Latin America (CANLA)	2023	2023
Latin America	Fundación Para la Información y Difusión del Cambio Climático. Climate Tracker Latin America	2023	2024
Latin America	Fundación Plurales	2025	
Latin America	Centro Internacional para le Interinvestigación del Fenómeno de El Niño (CIIFEN)	2024	
Latin America	Organización no Gubernamental de Desarrollo CEUS Chile U ONG CEUS Chile	2025	
Latin America	Asociación La Ruta del Clima	2022	2023
Global	Global Student Forum (GSF)	2022	

Annex D Oxfam Denmark - MFA Cross-Cutting Output Indicator: Number of people receiving direct assistance via humanitarian programmes 2025

Description of methodology to calculate direct reach:

People counted are people with whom a project is being undertaken, who are usually regularly engaged in the project activities and/or directly benefit from a product or service. The report from projects disaggregates reached people by development and humanitarian SP funds. Only reached people with humanitarian funds are included in this report. The information from projects is disaggregated by gender and age (children, young people (15-24 years) and adults). As Oxfam Denmark reaches few people at the age of 15-17 years, this group has been included in the group of adults in this report.

Region/ Country	Name of agency (SPA partner or Sourthern partner)	Total people reached	Women (18+)	Men (18+)	Girls (<18yo)	Boys (<18yo)	Notes
Burkina Faso	Local partners: - Technical Alliance for Development Assistance - Community Alliance for Development.	8516	4381	2584	877	674	Support to vulnerable communities: WASH assistance including hygiene kits and hygiene and health promotion. Awareness raising on community self-protection related to gender-based violence and sexual exploitation and abuse. Support to vulnerable communities and internally displaced persons: Distribution of food.
Democratic Republic of the Congo	Local partner: - Centre for the Holistic Development of Rural Children.	2684	1247	544	484	409	Support to vulnerable crises-affected people: Distribution of emergency food assistance, agricultural kits, and unconditional cash assistance. Establishment of protection committees and violence prevention activities such as local measures to reduce crises-related risks related to gender-based violence and exposure to armed groups.
Mali	Local partners: - Action Mopti - G-Force.	49583	19575	20248	4452	5308	Support to vulnerable and floods-affected communities: WASH assistance including WASH kits and dignity hygiene kits, protection, and peaceful coexistence. Food security including emergency food assistance and awareness raising on good dietary and nutritional practices.
Niger	Oxfam in Niger.	11165	4132	3583	1760	1690	Support to internally displaced persons and conflict-affected people: Cash transfers and awareness raising on social cohesion and peaceful coexistence. Emergency food assistance and distribution of dignity hygiene kits.

South Sudan	Local partners: - Serving and Learning Together - Disabled Association for Rehabilitation and Development. + Oxfam in South Sudan	1864	1076	788	0	0	Support to vulnerable communities: Conditional cash for vulnerable girls to access basic educational needs and distribution of dignity hygiene kits. Awareness raising of men and boys on practices that address harmful gender norms. Engagement of communities and government officials on protection measures and conflict management including of gender-based violence. Disaster risk reduction initiatives and establishment of tree nurseries. Support to vulnerable community, particularly young people and women: Livelihood options and skills development in computer science and hairdressing. Support to internally displaced people: WASH assistance including water treatment tablets and non-food items.
Uganda	Local partners: - Uganda Refugee and Disaster Management Council - Youth Social Advocacy Team - Agency for Community Empowerment.	1010	505	505	0	0	Support to farmer groups: Establishment of nursery beds and training in climate smart practices. Training in and support to agricultural and non-agricultural practices and linked to financial institutions. Support to milling machine for off farm business.
Palestine	Local partners: - Palestinian Agricultural Relief Committee - Palestinian Working Women Society for Development.	2473	1356	1117	0	0	Support to crisis-affected and internally displaced people: Emergency multi-purpose cash assistance, awareness raising on safe cash use and accountability mechanisms, protection, counselling and psychosocial support. Support to local partners: Duty of care funding to two partners to help re-establish safe, functional workspaces, support essential repairs, restore operations, and ensure staff safety and well-being.

Syria/Lebanon	Local partners: - Syrian Society for Social Development - The Greek Orthodox Patriarchate of Antioch and All the East - Department of Ecumenical Relations and Development. - The Syrian Mosaic Foundation. + Oxfam in Syria.	50071	14824	11955	14657	8635	Support to crisis-affected and internally displaced persons: Hygiene assistance, awareness raising in menstrual hygiene management, distribution of family hygiene kits, and cash assistance. Support to vulnerable communities: WASH assistance including rehabilitation of pumps and an irrigation pumping station and solarisation of newly installed pumps. Training for small business management and grant to support small businesses.
Syria/Lebanon	Local partner: - NABAD for Development. + Oxfam in Lebanon.	125467	47076	44191	17508	16692	Support to Syrian refugees, internally displaced people and host communities: WASH including water supply infrastructure and waste management. Legal assistance, multi-purpose cash assistance, protection, winterisation kits, and electricity.
Yemen	Local partners: - Tamdeen Youth Foundation - Sheba Youth Foundation for Development. + Oxfam in Yemen.	51443	14315	13456	11810	11859	Support to vulnerable households and individuals: Emergency cash assistance, livelihood grants, income generating activities, green houses, climate smart livelihood activities, and mitigation of risks from climate change including rainwater harvesting tanks and construction of a water barrier. WASH assistance including rehabilitation of a water pump, hygiene promotion, and cash for work.
Total		304276	108487	98971	51548	45267	

Annex E: Top-ups – Status and results

In 2024-25, Oxfam Denmark received seven additional top-up grants from the Danish MFA supporting the existing country engagements in the Strategic Partnership. The table below presents information about each top-up: purpose, implementation status, partners, and results. The results presented are also included in the overall results reflected in the updated summary results framework presented in annex A.

Syria	Period: 08/24-12/25 Total: DKK 5M
Purpose: To increase access to sufficient and safe water as well as enhance food security and self-reliance of conflict-affected populations.	
Status: The project was implemented as planned. Security remained unstable and access conditions shifted in parts of the Deir-ez-Zor governorate including the targeted geographical area during 2025. Also, complementary funding was secured by Sida. As a result, Oxfam reassessed priorities based on accessibility, operational feasibility, and severity of needs, including increasing the support to the Al Trif water pumping station, which offered both greater access and higher potential impact.	
Partners: The Greek Orthodox Patriarchate of Antioch and All the East - Department of Ecumenical Relations and Development (GOPA-DERD).	
Reason for under expenditure (if this is relevant): Not relevant.	
<p>Results: The contribution to the Al Trif Water Pumping Station formed part of a multi-stage rehabilitation programme. The project supported the mechanical and electrical rehabilitation of the station, along with basin maintenance and crack repairs, addressing the urgent water needs of approximately 40,000 people across eight villages in rural Deir-ez-Zor. Collaboration with the Local Water Establishment and coordination with international stakeholders were central.</p> <p>In addition, the project improved the livelihoods of smallholder farmers by supporting a farmer association with a growing membership of internally displaced persons that have returned recently. The association received support comprising: the installation of a solar-powered irrigation system, including pumps, pipelines, and a storage tank; training in climate-smart agricultural practices; and cash grant support for 85 farmers, corresponding to approximately 595 individuals and the rehabilitation of 1.3 km² of agricultural land.</p> <p>Finally, 80 highly vulnerable individuals received small livelihood grants to improve urban livelihoods, complemented by targeted training sessions covering protection and business development.</p>	
Kenya, Uganda, Ghana, Regional Africa and Global	Period: 08/24-12/25 Total: DKK 17.5 M
Purpose: Strengthening progressive domestic resource mobilisation and accountability stakeholders to improve the Social Contract in Africa.	
Status: Activities were largely completed in 2025. A small amount of unspent funds has been carried over to 2026 and will be used to enhance the impact of the advocacy work.	
Partners: Uganda: The Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI), Centre for Budget and Tax Policy (CBTP). Kenya: National Taxpayers' Association (NTA), Institute of Public Finance (IPF), The Institute for Social Accountability (TISA). Ghana: Africa Centre for Energy Policy (ACEP), Media Foundation for West Africa, and Northern Sector on Action Awareness Centre (NORSAAC). Regional: Tax Justice Network Africa.	
Reason for under expenditure (if this is relevant): The lead up to elections in Uganda affected implementation among partners.	
<p>Results: Across Uganda, Kenya, and Ghana, partners made significant strides in advancing tax justice through policy advocacy, civic engagement, and regional collaboration. Selected results:</p> <p>In Uganda, SEATINI together with Oxfam developed a position paper to influence the Ministry of Finance and the Parliamentary Committee on Finance during public budget hearings. CBTP and SEATINI supported local governments in strengthening domestic revenue mobilisation, while empowering citizens to hold duty bearers accountable and a multistakeholder business dialogue explored how the tax system can better serve all segments of society.</p> <p>In Kenya, TISA influenced changes to the Finance Bill 2025 related to for example Stamp Duty Exemptions to prevent tax evasion and removal of reduced tax rates for qualifying investments for Special Economic Zones. At the 2025 African Parliamentary Network on Illicit Financial Flows and Taxation conference, IPF and Oxfam Kenya connected Kenya's national advocacy to continental tax justice dialogues.</p> <p>In Ghana, ACEP convened a multi-stakeholder roundtable with the Ministry of Finance, the Minerals Commission, the Ghana Revenue Authority, and other sector actors to advance the use of remote systems for monitoring quarry operations.</p>	

Mali	Period: 01/25-12/25. Total: DKK 5.37M
<p>Purpose: Provide multi-sectoral emergency response to the communities most affected by climate shocks in the Mopti region, to promote that vulnerable and crisis-affected communities and individuals, particularly women, young people and girls, increase their autonomy and resilience, prevent conflicts and enjoy their fundamental rights and protection through a rapid, safe and increasingly local humanitarian response.</p>	
<p>Status: The project was implemented as planned.</p> <p>Only one programme adjustment was made: change of modality from unconditional cash assistance to food distributions under outcome 1. This adjustment was made due to difficulties encountered in implementing unconditional cash transfers, notably the lack of available cash operators and logistical constraints. Transparency and community buy-in for this new support mechanism were ensured. The adaptation enabled the project to continue without interruption and guaranteed food security for vulnerable households.</p>	
<p>Partners: Action Mopti.</p>	
<p>Reason for under expenditure: Not relevant.</p>	
<p>Results:</p> <p>Food security, resilience and climate adaptation for people affected by the impacts of climate change were improved. End-line survey indicates that 70% of households have an acceptable food consumption score. Concrete outputs:</p> <ul style="list-style-type: none"> • Food kits reached 1,080 beneficiaries (634 men, 446 women). • Cash for Work projects engaged 300 beneficiaries (236 men, 64 women). • Eight cooperatives with 16 income generating activities (IGA) groups were established and formalised across sectors including livestock, cereal trade, fishing and agricultural processing. These groups received training on IGA and cooperative management. • Climate-adapted certified seeds were distributed to 2,000 beneficiaries (1,694 men, 306 women). • Community social safety nets benefitted 700 people (511 women, 189 men). <p>Inclusive, rapid and climate-resilient access to water, hygiene and sanitation services for people affected by climate-related risks were improved. Concrete outputs:</p> <ul style="list-style-type: none"> • Ten water points were constructed or rehabilitated, reaching 28,678 people (14,551 men, 14,127 women). • Management committees were established at all water point sites. • 14 climate-resilient latrines were built or rehabilitated. • Hygiene and sanitation promotion sessions reached 1,393 people (890 men, 503 women). • A total of 1,600 women and girls of reproductive age received hygiene and dignity kits. <p>The intervention combined direct assistance with community-based structures, and gender-responsive targeting with dedicated support to women and girls was evident throughout the project.</p>	
Niger	Period: 01/25-12/25. Total: DKK 2.15M
<p>Purpose: Develop the technical skills of young men and women to support the green transition in rural areas of Niger.</p>	
<p>Status: Completed.</p>	
<p>Partners: National Education Coalition of Niger and The Nigerien Youth Network on Climate Change.</p>	
<p>Reason for under expenditure: Not relevant.</p>	
<p>Results:</p> <p>The TVET top-up has been implemented as planned during the reporting period. More specifically, 80 young graduates (14 women, 66 men) from vocational training centres in the four municipalities involved, Abalak, Malbaza, Guidan Roundji, and Kornaka, were trained in the installation, repair, and maintenance of solar systems and provided with kits enabling them to start collective or individual businesses in the field of solar technology. A majority of the young people trained are engaged in the sale of solar equipment, solar installation, repair, and maintenance of public and private devices, and solar irrigation systems for community gardens.</p> <p>Additionally, the Ministry of Education and Technical and Vocational Training (TVET) of Niger officially integrated the Photovoltaic Solar Energy Training Programme designed by Oxfam and partners into the national TVET curriculum.</p>	

Syria	Period: 04/25-12/26. Total: DKK 9.2M
Purpose: Increased access to basic needs, livelihoods and rights of crisis-affected people in particular women through locally led responses and local leadership in Syria.	
Status: Under implementation. Mainly inception work with government officials getting project approvals, ensuring community and other stakeholder engagement and support. One partner, The Syrian Mosaic Foundation faced challenges in commencing its implementation efforts, as it was unable to secure the necessary approval from the Ministry of Social Affairs and Labor. Oxfam supports the efforts of getting the necessary approvals.	
Partners: Syrian Society for Social Development and The Syrian Mosaic Foundation.	
Reason for under expenditure (if this is relevant): Not relevant.	
Results: Some activities were started like the identification, selection and distribution of Individual Protection Assistance and learning and capacity strengthening on sexual and reproductive health and gender-based violence to various women's groups and individuals including at different community centres where also other services are supported.	
Lebanon	Period:01/25-12/26. Total: DKK 7M
Purpose: Creating pathways to enhance protection and economic security of Syrian refugees and vulnerable host communities in Lebanon.	
Status: Under implementation.	
Partners: Nabad for Development and Lebanese Center for Human Rights	
Reason for under expenditure (if this is relevant): Not relevant.	
Results: Despite the very volatile and complex context, planned activities were implemented. Syrian and Lebanese people received Community-Based Psychosocial Support, were able to access a functioning referral system and received legal assistance and other support. On livelihoods, market validation confirmed agriculture and renewable energy as priority sectors, and the engagement with 33 private sector actors, two educational institutes, two civil society organisations, and 66 municipal representatives laid the foundation for future collaborations. Life skills training was delivered to 115 participants, with groundwork laid for vocational training and business support starting in early 2026. Protection monitoring and protection coordination continued to be strong tools for programming and influencing at local and national level.	
Palestine	Period: 01/26-12/26. Total: DKK 3.9 M
Purpose: The project will provide urgent humanitarian assistance and protection support to 3,710 conflict-affected women, men, girls, and boys in Deir al-Balah and Gaza City.	
Status: The funds were received mid-December 2025, and project implementation will start early 2026 as planned.	
Partners: Palestinian Development Women Studies Association.	
Reason for under expenditure: Not relevant.	
Results: As project implementation will start early 2026 as planned, there are not yet any results to be reported.	

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