

ANNUAL REPORT YEAR 4
APRIL 2024 – MARCH 2025

FAIR for ALL

IMPROVING VALUE
CHAINS AT SCALE

CONTENTS

<u>1.</u>	Introduction	8
	FAIR for ALL year 4 in numbers	9
	What will you find in this report?	10
	Relevant developments in 2024-25	10
	Year 4 – a year of adaptation	13
	Reflections on FAIR for ALL	13
<u>2.</u>	Moving towards a new economy: just transitions	18
	Our theory of change	19
	Just Agricultural Transition	22
	Just Energy Transition	34
	Accelerating the transitions	51
<u>3.</u>	Results and Reflections per Pathway	57
	Pathway 1 Results in numbers	58
	Pathway 2 Results in numbers	59
	Pathway 3 Results in numbers	60
	Pathway 4 Results in numbers	61
<u>4.</u>	How we work	62
	Learning in FAIR for ALL	63
	Gender	66
	Feminist MEAL	67
	The Alliance and Movement funds	67
	Conflict sensitivity	68
	Safeguarding	68
<u>5.</u>	Conclusions and lessons learned	69
<u>6.</u>	Annex	73

CASES

1. A Critical Friend: Private Sector Engagement in a Changing World	5
2. Small-Scale Palm Oil Production in Tambakua	24
3. Rooted in Solidarity: Women Farmers in Myanmar and Uganda	27
4. Working for a Fairer Cocoa Value Chain	30
5. Stripped for Profit	36
6. We Know Our Rights woman activists in the Niger Delta	40
7. How Youth Hubs Improve the Inclusion of Women and Youth	44
8. Myth busting Carbon Offsetting	48
9. Strengthening the Spine: Building Internal Systems for Lasting Impact	64



LIST OF ABBREVIATIONS

ACEP	Africa Centre for Energy Policy
ACODE	Advocates Coalition for Development and Environment
AIDC	Alternative Information and Development Centre
ALC	Area Land Committee
ASSPUK	Asosiasi Pendamping Perempuan Usaha Kecil
AU	African Union
CEPIL	Centre for Public Interest Law
CEISIS	Centre for Social Impact Studies
CDD	Center for Democracy and Development
COCOBOD	Ghana Cocoa Board
CODE	Connected Development
CoP	Community of Practice
COP29	2024 United Nations Climate Change Conference or Conference of the Parties in Baku
CSAID	Center for Sustainable Agri-Food Initiatives
CSDDD	Corporate Sustainability Due Diligence Directive
CSRC	Community Self-Reliance Centre
CSRD	Corporate Sustainability Reporting Directive
CSOs	Civil Society Organizations
DISCO	Dutch Initiative on Sustainable Cocoa
EU	European Union
EUDR EU	Regulation on Deforestation-free Products
ESAFF	Eastern and Southern Africa Small Scale Farmers Forum
DFFG	Dutch Fair Finance Guide
FPIC	Free Prior and Informed Consent
FSC	Forest Stewardship Council
IATI	International Aid Transparency Initiative
IPP	Indigenous Peoples' Plan
IDEC	Brazilian Institute for Consumer Protection
KHRC	Kenya Human Rights Commission
KMA	Kwale Mining Alliance
KPA	Konsorsium Pembaruan Agraria
LEG	Livelihood Environment Ghana
LGBTQI	Lesbian, Gay, Bisexual, Transsexual, Queer and Intersex
MCS	Mutual Capacity Strengthening
MEAL	Monitoring Evaluation, Accountability and Learning
MIFTAH	Promotion of Global Dialogue and Democracy
MTR	Mid-term review
MP	Member of Parliament
NATO	North Atlantic Treaty Organization
NDC	Nationally Determined Contributions
NGO	Non-governmental Organization
OECD	Organization for Economic Cooperation and Development
OPT	Occupied Palestinian Territory
REDD+	Reducing emissions from deforestation and forest degradation in developing countries
RSP0	Roundtable on Sustainable Palm Oil
SAAPE	South Asia Alliance for Poverty Eradication



SARW	Southern African Resource Watch
SEATINI	Southern and Eastern Africa Trade Information and Negotiations
SEND	Ghana Social Enterprise Development of Ghana
SLAPP	Strategic Lawsuits Against Public Participation
SMEs	Small and Medium-Sized Enterprises
SOMO	Stichting Onderzoek Multinationale Ondernemingen
SPKF	Palm Oil Smallholders Union (Indonesia)
SP	Strategic Partnership
SSP	Swayam Shikshan Prayog
SWID	Slum Women's Initiative for Development
TJNA	Tax Justice Network Africa
TWN-A	Third World Network Africa
UCOBAC	Uganda Community Based Association for Women and Children's Welfare
VRG	Vietnam Rubber Group
VCS	Verified Carbon Standard
WACAM	West African Centre for Mining Advocacy and Community Empowerment
WiLDAF	Women in Law and Development in Africa



Mea Lanh, 19, is a community forest volunteer protecting Phnom Tuntong in Ratanakiri Province, Cambodia. She prepares a fire for cooking during a forest patrol.



**CASE:
A CRITICAL FRIEND:
PRIVATE SECTOR
ENGAGEMENT IN A
CHANGING WORLD**



CASE

A CRITICAL FRIEND: PRIVATE SECTOR ENGAGEMENT IN A CHANGING WORLD

Under the FAIR for ALL program, civil society organizations (CSOs) play a crucial long-term role in improving corporate practices related to labor, land, and community rights. They hold companies accountable by advocating for fair labor standards and empowering workers and communities.

Through sustained pressure, public campaigns, and collaboration with both local communities and international bodies, CSOs help expose rights violations, influence policy reform, and encourage companies to adopt ethical practices. Ongoing monitoring and engagement ensure that improvements are not merely reactive responses to scrutiny but become embedded in corporate culture and supply chain management. Over time, CSOs contribute to building a more transparent, fair and sustainable global value chains.



Rubber plantations workers- Cambodia

However, playing the role of a "critical friend" requires careful balancing, where strategy shifts, resilience, and adaptability are essential. This work demands long-term investment in resources and relationships, as well as a deep understanding of power dynamics, political incentives, and the genuine interests of different stakeholders, namely, power holders such as companies and government agencies, and rights holders like local communities. This dynamic was evident in the collaboration between the Vietnam Chamber of Commerce and Industry (VCCI) and Oxfam Vietnam, who worked together to address the practices of the Vietnam Rubber Group (VRG). Oxfam leveraged its unique position, being grounded in reputation, experience, and long-term relationship building, and supported by regional and international networks, while VCCI contributed local legitimacy and the trust needed to enable genuine community-level engagement.

BECOMING A CRITICAL FRIEND OF VRG

Vietnam is a major global player in natural rubber production, ranking third in 2024 with approximately 1.19 million tons; largely driven by the Vietnam Rubber Group, which exports to over 70 countries¹. Despite its scale, VRG has limited influence over pricing and value capture, which are controlled by firms in the Global North and East Asia. The port of Rotterdam remains a key gateway to Europe, where compliance with the new EU Deforestation Regulation (EUDR) is closely monitored. Vietnam also imports substantial volumes of rubber, particularly from Cambodia, where VRG operates large plantations and processing facilities.

VRG's expansion into Cambodia and Laos drew international criticism, most notably from Global Witness in 2013, leading to the company's suspension from the Forest Stewardship Council (FSC). This scrutiny prompted a shift in VRG's approach to social and environmental responsibility, catalyzed by collaborations with Oxfam and other NGOs to develop responsible investment guidelines and community engagement practices. This partnership is widely referred to within Oxfam as a "critical friendship", a relationship that carefully balances constructive engagement with the critical distance necessary to remain independent and effective.

1. (B&Company, 9 June 2025) Rubber Industry in Vietnam (B&Company, 9 June 2025) Rubber Industry in Vietnam



CASE

A CRITICAL FRIEND: PRIVATE SECTOR ENGAGEMENT IN A CHANGING WORLD



A community forest volunteer protecting Phnom Tuntong in Ratanakiri Province, Cambodia.

A UNIQUE POSITION

When the Vietnam Chamber of Commerce and Industry approached Oxfam Vietnam for support, the request was met with initial concern about whitewashing and the risk of losing community trust. However, as one Oxfam staff member noted, “at the end of the day, we wanted them to change their behavior,” and no other organization was positioned to lead that change. With offices in both Vietnam and rubber-producing countries like Cambodia and Laos—and a history of collaboration with the Vietnamese state on corporate responsibility—Oxfam, was uniquely placed to engage.

Other NGOs acknowledged Oxfam’s ability to “get into rooms that other organizations cannot... or it would just be unsafe for them to do so” (pers. comm., 4.6.2022)². As a result, VRG granted Oxfam rare access to company records related to land acquisition processes, environmental impact assessments, community engagement, and labor practices in Cambodia and Laos. Alongside a local partner, Oxfam conducted plantation field visits, company staff interviews, and community focus groups.

STRATEGIC PIVOTING

Between 2017 and 2018, initial dialogues between Oxfam and VRG focused on land acquisition practices. When these discussions hit political barriers, Oxfam shifted its focus to incremental reforms in corporate governance. From 2019 to 2021, Oxfam, VRG, other Vietnamese companies, and civil society organizations co-developed two key documents: *the Guidelines for Responsible Investment and the Handbook for Community Engagement in Sustainable Rubber Forest Management*. These documents formed the foundation for Oxfam-led dialogues and trainings on community engagement and gender.

Oxfam’s evolving strategy was shaped by its unique positioning within the civil society landscape, broader political dynamics, and the maturing relationship with VRG. The shift from land conflicts to gender and community engagement reflected both an acknowledgment of political limitations and a recognition of Oxfam’s capabilities. Early outcomes are promising: female workers have received rubber tapping plots closer to their villages, improving work-life balance, and several have been promoted to leadership positions, roles previously inaccessible to women. Land allocation dialogues now also include female workers, signalling progress in both participation and benefits.

LONG-TERM INVESTMENT AND SUPPORT PAY OFF

Oxfam’s experience with VRG demonstrates how civil society can influence private sector behavior through sustained, strategic engagement. Thanks to consistent funding, Oxfam was able to maintain its long-term engagement and significantly raise VRG’s social and environmental standards. VRG is currently undergoing independent assessment to regain FSC certification, and several subsidiaries are approved to supply products compliant with the EU Deforestation Regulation. This case demonstrates that private sector engagement can drive real, measurable change in global value chains. However, such progress depends on sustained financial support from governments and the public. Without it, civil society’s critical role and ability to influence systemic, long-lasting change is and will be significantly constrained.

2. Personal communication on June 4, 2022

Cover story:

Chenda PAO, 31, has worked at Krong Buk Ratanakiri Rubber Development for six years and is now a team leader. She supervises about 40 workers.



In addition to working at the banana farm, Sreykov helps her family collect cashew nuts during the harvest season.

1. INTRODUCTION



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



757

Civil Society Organizations supported directly or indirectly

112

Civil society partners

216

CSOs and grassroots organizations capacity increased

48,089

Women and men mobilized both online and offline around protecting communities' rights in trade and/or value chains

The case of rubber plantation workers in Cambodia once again demonstrates the value of bringing together voices to shift power. It also lays bare the inherent power imbalances within such value chains, and shows how the FAIR for ALL program can support power shifts. Without civil society organizing and citizens speaking out, the current economic system will not change.

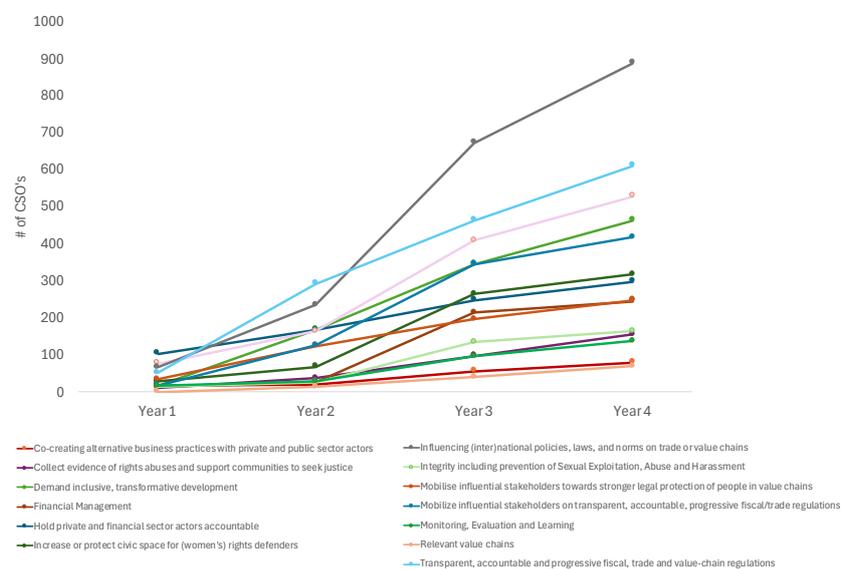
Challenging and shifting power requires a combination of tactics, ranging from antagonistic to engaging and collaborative. The Vietnamese Rubber Group (VRG), for example, had become receptive to the idea of adjusting its business model after decades of awareness raising by civil society organizations (CSOs) and changing consumer demands in the EU. Rereading the case study 'Enduring the Uninvited' in our year 3 annual report, it is possible to detect a slow but sure change in VRG's business model, which directly and positively impacts its workers and the communities it operates in. Yet it's also clear that private sector parties like VRG do not move until civil society challenges them and proposes alternatives. The power of these civil society voices can be found in this report, and in our booklet [Sparks of a New Economy](#).

As consortium members – Huairou Commission, Third World Network-Africa, SOMO and Oxfam Novib – we are encouraged by what these strong voices have achieved, as summarized in this fourth annual report for activity no. 4000004319 to the Dutch Ministry of Foreign Affairs. But however proud we are to be part of this journey, the disheartening decrease in civic space and backtracking on private sector regulations remind us that we have to stay alert. We cannot take progress for granted.

FAIR for ALL year 4 in numbers

In year 4, FAIR for ALL supported over 757 CSOs directly or indirectly to keep pushing for systems change and defend civic space. We worked with 112 (SCS06) CSOs in 14 countries and at the South-East Asia and African regional levels, as well as at the international level. Capacity sharing and exchanges during the year have increased the capacities of 216 (SCS05) CSOs and grassroots organizations. Our mutual efforts enabled them to more effectively influence companies and governments, co-create alternatives, and mobilize citizens to shift power and share value chain benefits more equally. Together, we drive the just agricultural and just energy transitions that are fundamental to the new economy that we strive for – an economic system that prioritizes people and the planet over profits.

Figure 1: Civil society organizations' expertise growth on different topics



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



What will you find in this report?

Covering the fourth year of our five-year program, we start with an overview of relevant developments, followed by a programmatic and management review. Reporting on the activities and results of the program is structured around the just agricultural and just energy transitions and how we aim to accelerate these, and includes a number of case studies. We highlight our ways of working when it comes to learning, conflict sensitivity, safeguarding and flexible funding, among others. Finally, we draw some conclusions based on the lessons we have learned together.

This annual report is accompanied by an audited financial report indicating a budget depletion of just over 90%, which shows that the program is financially on track. In addition, each consortium member published program data on August 1, 2025, in the International Aid Transparency Initiative (IATI). Partners may also craft a country-level report and submit this to the Dutch Embassy in their country.

Relevant developments in 2024-25

We don't plan to repeat the many published analyses of the enormous changes we have experienced in the past year, ranging from geopolitical frictions, trade wars and new and intensified armed conflicts, to the rise of authoritarian governance and the waning power of multilateral and international institutions. These lightning-fast developments have pushed the ever-worsening climate crisis into the background.

Here, we will highlight three trends that directly impact our partners and FAIR for ALL's Theory of Change: 1) Backtracking on regulations for fairer supply chains, under the guise of competitiveness and productivity growth; 2) Shrinking space for critical voices to hold those in power to account; and 3) Rapidly diminishing funding for CSOs and grassroots partners.

BACKTRACKING ON REGULATIONS

The gathering momentum on international tax reform that we reported on in year 3 was brought to a standstill by the USA in year 4. Under President Trump, the country reneged on the OECD global tax deal and walked out of the UN Tax initiative negotiations. In the EU, the Corporate Sustainability Due Diligence Directive (CSDDD) was weakened within a few months of its passage, through the European Commission's Omnibus proposal. The new German government is determined to abolish the German Supply Chain Act, and both the German and French government leaders openly called for a complete withdrawal of the CSDDD. A Dutch motion of the liberal party (VVD) to join the French-German call nearly obtained a parliamentary majority.

Adding to this bleak picture is one of Trump's many executive orders, which halted investigations and enforcement actions under the Foreign Corrupt Practices Act saying it would weaken the competitiveness of US businesses. In line with these international developments, FAIR for ALL partners observed in their national contexts how companies get away with doing harm. It is encouraging that partners such as [Livelihood Environment Ghana \(LEG\)](#), Centre for Public Interest Law (CEPIL) and West African Centre for Mining Advocacy and Community Empowerment (WACAM) [continued](#) to challenge these companies.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

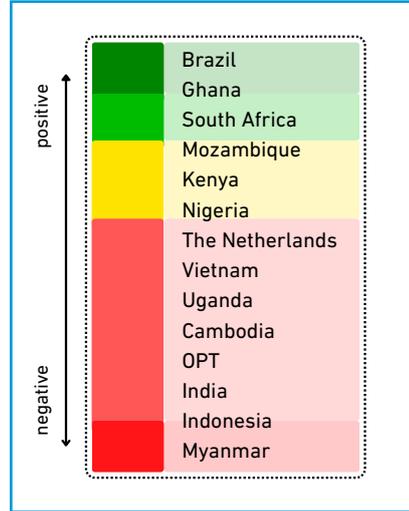
6.

Annexes



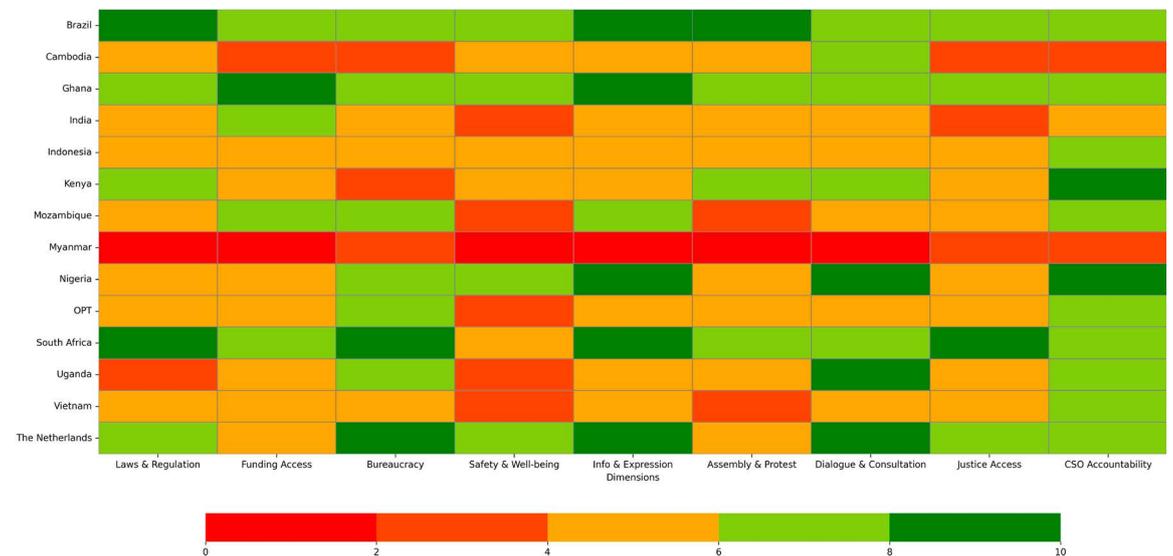
SHRINKING CIVIC SPACE

We applied the [Civic Space Monitoring Tool](#) for the second time during our program, in preparation for the final evaluation. While we see that in all countries except Brazil civic space has shrunk, our analysis per dimension gives a nuanced picture (Figure 2. Trend analysis of civic space between 2021-2025).



In addition, we conducted a learning and research process based on partners' experiences, to build a repository of shared civic space insights and practices, including recommendations for future projects. This should help partners to navigate an increasingly restrictive environment, where budget cuts further decrease civil society's ability to play its vital role. For example, gains made in voluntary private sector commitments are at risk due to a weakened ability of civil society to represent affected communities in multistakeholder processes, such as the Roundtable on Sustainable Palm Oil (RSPO), the VOICE Network and the Initiatives on Sustainable Cocoa. In Kenya, the Gen Z-led #RejectFinanceBill protests in June 2024 positively sparked a broader conversation on public finance, transparency and youth engagement in governance. However, in response the government deregistered over 2,000 NGOs, which created heightened uncertainty for FAIR for ALL partners working on fiscal and natural resource governance.

Figure 3: Civic space dimensions by country



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



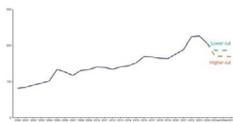
In this challenging environment, we are encouraged by the creativity and bravery of our partners who continue to operate and achieve results. Analyzing the Civic Space Monitor in detail, we found that there are still windows of opportunity for impact in the different civic space dimensions, in particular in the context of value chains (see Figure X above). An example is that CSOs can register as social enterprises, based on their expertise and services, and thus continue their work. Others have changed the framing of their advocacy positions to align with national or regional priorities, such as 'increased production and productivity'. Cross-border alliances can also open new space for dialogue; this was demonstrated in Cambodia, where a forum on land acquisition and responsible Chinese investment created a collaborative platform between Cambodian and Chinese CSOs.

Strong partnerships with grassroots organizations are of paramount importance to engage with communities and reduce risk of harm. Local intelligence is critical to ensure safety by, for example, postponing activities in response to circumstances or adjusting how messages are framed. Social media is another way to remain influential as civil society, as seen in the case of an activist being released after an unjust arrest in Mozambique, thanks to a social media campaign. Similarly, in South Africa, social media was key to attracting the attention of the Ministry of Labour after it had ignored civil society calls for months.

Gender-sensitive trainings and investment in wellbeing are also vital in the face of increased impunity in cases of verbal and physical sexual harassment during demonstrations and arrests. Our efforts on this paid off: in year 4, 53 more CSOs increased their expertise to protect civic space for (women's) rights defenders. The development of an Anti-SLAPP training and toolkit by Southern Africa Resource Watch contributed to enhanced protection for defenders facing these Strategic Lawsuits Against Public Participation, while expansion of the Coalition Against SLAPPs in Africa to Ghana and the Democratic Republic of Congo helped improve civic space in extractive regions.

REDUCED FUNDING

The budget cuts to development cooperation, as announced in 2024 and 2025 by most international donors, are unprecedented – as is the planned increase of defense budgets by NATO member states. OECD reports cuts of roughly 25% to official development assistance, with variations across regions and thematic areas. One thing is certain: our partners are and will be impacted. Where the Dutch development cooperation traditionally stood out in its support for the lobbying and advocacy role of civil society, this has radically changed under the far-right government. The budget for strengthening the civil society policy framework was cut by two-thirds, and the focus now is on service delivery. As a result, it will be very difficult or even impossible for our partners to continue playing their important watchdog role. This drastically changing funding landscape is another major factor in the shrinking of civic space.



After increasing to meet the demands of recent consecutive crises, ODA is set to fall further in 2025 and in the near term

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Year 4 – a year of adaptation

After a first year in which we got started and a second year of full implementation, we had a year of reflection and learning in year 3. In year 4, we adapted to the drastically changing context as described above. We doubled down on preparing for sustainability and exit (see our [Sustainability and Exit Strategy](#)), by focusing on securing financial sustainability for the FAIR for ALL partner organizations and by deepening our partnership efforts on lobby and influencing. Looking back at our year 4 annual plan, it is clear that we were aware of the upcoming changes. However, we recognize that we underestimated the extent to and speed with which these changes would take effect.

In 2024-25, we supported our partners’ financial sustainability and a responsible program exit. To this end, we intensified our efforts on learning about preparedness for, protection from and operating within a restricted civic space. We dedicated extra resources to facilitate connections between FAIR for ALL partners through building WhatsApp, Telegram and LinkedIn communities, resulting in a growing membership (from 161 to 281) and increasingly active groups (interactions and contributions increased from 34% to 70%). We also facilitated mutual capacity strengthening activities and implemented a five-point financial sustainability support plan. This resulted in five South-South exchanges (see Cassava case study on page 18), 12 partners investing in their organizational capacity, and over 100 people participating across several trainings on funding diversification. A total of 39 funding opportunities were shared in the FAIR for ALL community, and we put in place a flexible proposal support facility, which led to 13 submissions.

This report is testimony to the continued commitment of civil society to speak out and hold stakeholders to account. Alliances and coalitions were strengthened, including at the consortium level. We developed joint future programs on enabling local access to climate finance and enhanced our systemic view on the role of carbon offsetting. FAIR for ALL connected different grassroots networks to strengthen the movement for an alternative global food system and economy, and strengthened an African civil society network to ensure that critical minerals enable a just transition for the African people. We are grateful that our Power of Voices partnership with the Dutch Ministry of Foreign Affairs has enabled the many interventions by our partners to achieve just transitions towards an economy that puts people and the planet before profit. In the reflections below, each consortium partner briefly explains how FAIR for ALL contributed to its mission.

Reflections on FAIR for ALL

In 2021, Third World Network-Africa, Huairou Commission, SOMO and Oxfam Novib joined forces to improve value chains at scale. Following the successful application of our FAIR for ALL program proposal to the Dutch Ministry of Foreign Affairs, our partnership has deepened during four intense years of implementing the program, sharing knowledge and experiences, connecting networks, overcoming challenges and achieving impact from local to global levels. What binds us is a shared vision of the world we want. In our annual reports, we have demonstrated the value of being more than the sum of our parts. Now it’s time to ask all consortium members: how did FAIR for ALL contribute to your mission?



[FAIR for ALL consortium introduction video](#)

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Third World Network-Africa: Structural transformation of African economies



Third World Network-Africa (TWN-A) is a Ghana-based pan-African policy advocacy organization, focusing on economic and social equity within Africa and equity for Africa in the global order.

What is the change Third World Network-Africa wants to see?

A structural transformation of Africa's economy, away from primary commodity dependence. Primary commodity value chains dominate African economies, and the transformation of trade and investment regimes has always been a very strong part of our work.

What did you expect from FAIR for ALL when we started in 2021?

We saw good opportunities in the capacity strengthening and policy objectives, as well as in deepening partnerships. Also, we were keen to improve our skills in terms of consortium-building for future fundraising.

How has FAIR for ALL contributed to Third World Network-Africa's mission?

It is quite unique to be part of a consortium that guarantees five years of resources. FAIR for ALL allowed us to have a framework through which we account for results rather than budget lines: the money serves the program. With those resources, we could deepen relationships, build skills and also engage in policy dialogues. As a consortium we now have a common history, one we can dip into in terms of building relations going forward.

FAIR for ALL enabled the deepening of existing advocacy relations with partners across Africa and engagement with policymakers on extractives and international trade and investment issues. We constantly contributed to CSO debates as well as institutional discussions on the African Mining Vision agenda, ranging from human rights to the transformative potential of Africa's critical minerals. We were one of the discussants when the United Nations Economic Commission for Africa hosted a webinar on the UN Secretary General's report on critical minerals. FAIR for ALL has enabled the building blocks for a multi-country partnership on critical minerals, and palpable improvement in advocacy cooperation among partners in Ghana on extractives issues.

How do you see the future?

The strengthened relationships built through FAIR for ALL will help us to find resources to continue this important work. With partners Friends of Lake Turkana, Southern African Resource Watch, Tax Justice Network Africa, and the Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI) we are discussing how to jointly move our work on extractives forward. Our hope that this consortium would mark the beginning of long-term support did not come true, but almost all organizations we work with in FAIR for ALL have become stronger.

1.

Introduction

2.

Moving towards
a new economy:
just transitions

3.

Results and
Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions
and lessons
learned

6.

Annexes



SOMO: Restraining corporate power



SOMO is an Amsterdam-based knowledge and research organization that investigates multinational corporations.

What is the change SOMO wants to see?

We want to restrain corporate power and increase the power of people and other interests, like the planet. This means, for example, more binding rules for companies, so that communities have more control over their environment and land. To this end, we conduct action-oriented research that exposes the impact and unprecedented power of multinationals, and reveals the underlying structures.

What did you expect from FAIR for ALL when we started in 2021?

We saw the FAIR for ALL consortium as a complementary team to combine research and advocacy elements with broader movements, wide reach and connection with communities on the ground, to successfully go against the structural enablers of corporate power. Beyond project activities, the long-term funding of the project was an opportunity to invest in internal processes and systems like monitoring, evaluation and learning, finance and safeguarding.

How has FAIR for ALL contributed to SOMO's mission?

FAIR for ALL greatly contributed to results like our work on the OECD Guidelines update and on the Corporate Sustainability Due Diligence Directive (CSDDD); the OECD Guidelines remain a strategic tool used by many governments and instruments. Other key work includes research on big pharma, climate justice and taxation. Moreover, we now have a strategic litigation team that will continue even after the funding has stopped.

Importantly, collaboration within FAIR for ALL also fed into our strategy. We moved towards a substantive focus on climate justice, and the monopoly power of companies as a key driver of inequality, next to our traditional focus on workers' rights. Carbon offsetting has also become a key new topic (see page 30) and sparked an unexpected collaboration with Oxfam Novib and Huairou Commission.

How do you see the future?

Some issues are becoming increasingly important in terms of tactics: working more closely with partners to mobilize people to take to the streets, and focusing more on litigation and broader campaigning. Climate will remain a major focus, as will the tech sector, and of course overall cases involving corporate power, such as the increasing link between state and tech corporations in warfare.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Huairou Commission: Resilient communities through grassroots women's leadership



Huairou Commission is a movement of grassroots women's organizations that was born during the Fourth World Conference on Women in Beijing in 1995.

What is the change that Huairou Commission wants to see?

We want to balance power relations and create sustainable, resilient communities where grassroots women's groups and leaders are at the center of decision-making. Huairou Commission aims for co-designed, collectively shared and leveraged economic opportunities that foster economic development and shared prosperity from the bottom up.

What did you expect from FAIR for ALL when we started in 2021?

Our hope was to highlight the role of women in agricultural value chains, to support them to work as a collective and bring together women from different communities. We wanted to demonstrate that when grassroots women are fully empowered and given the necessary resources, we can effectively engage in negotiations, analyze situations and put appropriate plans and strategies in place.

How has FAIR for ALL contributed to Huairou Commission's mission in the past four years?

FAIR for ALL enabled us to consolidate our work around value chains in agriculture and caregiving, connect with other actors, and reflect more deeply on what works for us. We have positioned ourselves as leaders within global discussions, we hold a seat on the governing council of the Global Care Alliance, and we organized the first grassroots summit on care. At local level, FAIR for ALL has given our members the opportunity to have continued access to resources to sustain and strengthen grassroots organizing and leadership and bring together other CSOs, with the flexibility to address arising needs. Through this, these resources reached even the smallest of groups of women.

How do you see the future?

Movement-building and securing access to flexible financing for grassroots women-led action! We are excited by our collaboration with Oxfam to build a global community of practice on food systems. Huairou is positioned as a leader in strengthening food systems to meet community needs, because we can speak from the lessons learned from across our global movement and through the FAIR for ALL program. And Huairou has a way to ensure money reaches grassroots women through our Community Resilience Fund. With the thinning funding landscape, we are strategizing what we can do to expand and scale up this unique grassroots-led mechanism.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Oxfam Novib: Mobilizing movements for equality



Oxfam Novib is a member of the Oxfam Confederation, a global movement of people who are fighting for equality.

What is the change that Oxfam Novib wants to see?

Oxfam Novib partners with activists, communities, social movements and civil society across the globe to co-create a world that is fair, safe, equal and sustainable for everyone, by linking local action with global campaigning. For this we need a just transition towards a 'human' economy in which value chains and trade are fair – an economy that puts people and the planet before profit.

What did you expect of FAIR for ALL when we started in 2021?

We had hoped to see a bold shift in the economic narrative: one that truly rebalances power and value. Combining the unique value of each consortium partner could bring about this change. Huairou Commission's strong grassroots women's network, Third World Network-Africa and SOMO powerfully exposing the rigged rules and double standards in global trade, and Oxfam's global campaigning force and on-the-ground programs to show that another world is possible.

How has FAIR for ALL contributed to Oxfam Novib's mission in the past four years?

FAIR for ALL became the backbone of our advocacy for fair value chains, trade, tax and climate, and greatly contributed to our movement-building efforts. We are a massive ecosystem of 150 partners. We've learned to be more reflective and open, and to listen more generously. We've learned what truly partner-led, Southern-led work can look like. We're making real progress in decolonizing our work. We've made serious efforts in funding movements and activism; small granting is essential. As a diverse consortium, we built trust and created meaningful connections.

How do you see the future?

Working on a few focused value chains and linking them to the bigger picture can help drive real change. We'd like to see more Southern leadership holding companies to account and defining what's needed for a positive agenda. Our big takeaway is that we want continued collaboration with our consortium. We have strong pieces of work, but not yet a full example of all four pathways working together to shift policy and transform value chains. And we would like to see a proper counterweight and engagement on how the Dutch economy can be beneficial to host countries.

Alice Lourien, an artisanal miner going down a gold-mining shaft in Naduat, Turkana County, Kenya

2. MOVING TOWARDS A NEW ECONOMY: JUST TRANSITIONS



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Human activities are leading to an overshoot of the planetary boundaries, largely driven by unlimited and extractive consumption. Ample evidence shows that this overshoot is leading to intersecting (for example, climate and biodiversity) crises – because the current dominant model prioritizes economic growth and profit over the wellbeing of people and the planet. Global trade rules and primary commodity value chains fuel inequality within and between countries, keeping Global South countries locked into dependency on export of raw materials and undermining economic opportunities for millions of women and men.

Large companies and financial sector actors are not held accountable for the harmful consequences of their practices, which mostly impact impoverished, marginalized communities. In the scramble for economic growth and security, governments clamp down on civil society and reduce private sector regulations – thereby increasing the influence of a few wealthy individuals at the expense of the majority.

51

CSOs showing more expertise to hold private and financial sector actors accountable

Our theory of change

FAIR for ALL aims for economies and societies that operate within the planetary boundaries and prioritize people over profit. We want to see low-carbon economies that actively reduce inequality and increase inclusivity. For this we need systemic changes in the way we organize production and consumption, as well as in our economies and societies at large.

Our program contributes to this systems change by targeting the value chains and trade that perpetuate inequality. As we aim for a just transition towards a new economy, we specifically target agricultural and (critical) minerals value chains. By making these fairer, marginalized communities across the world can improve their lives and livelihoods, and build more equal, sustainable societies.

216

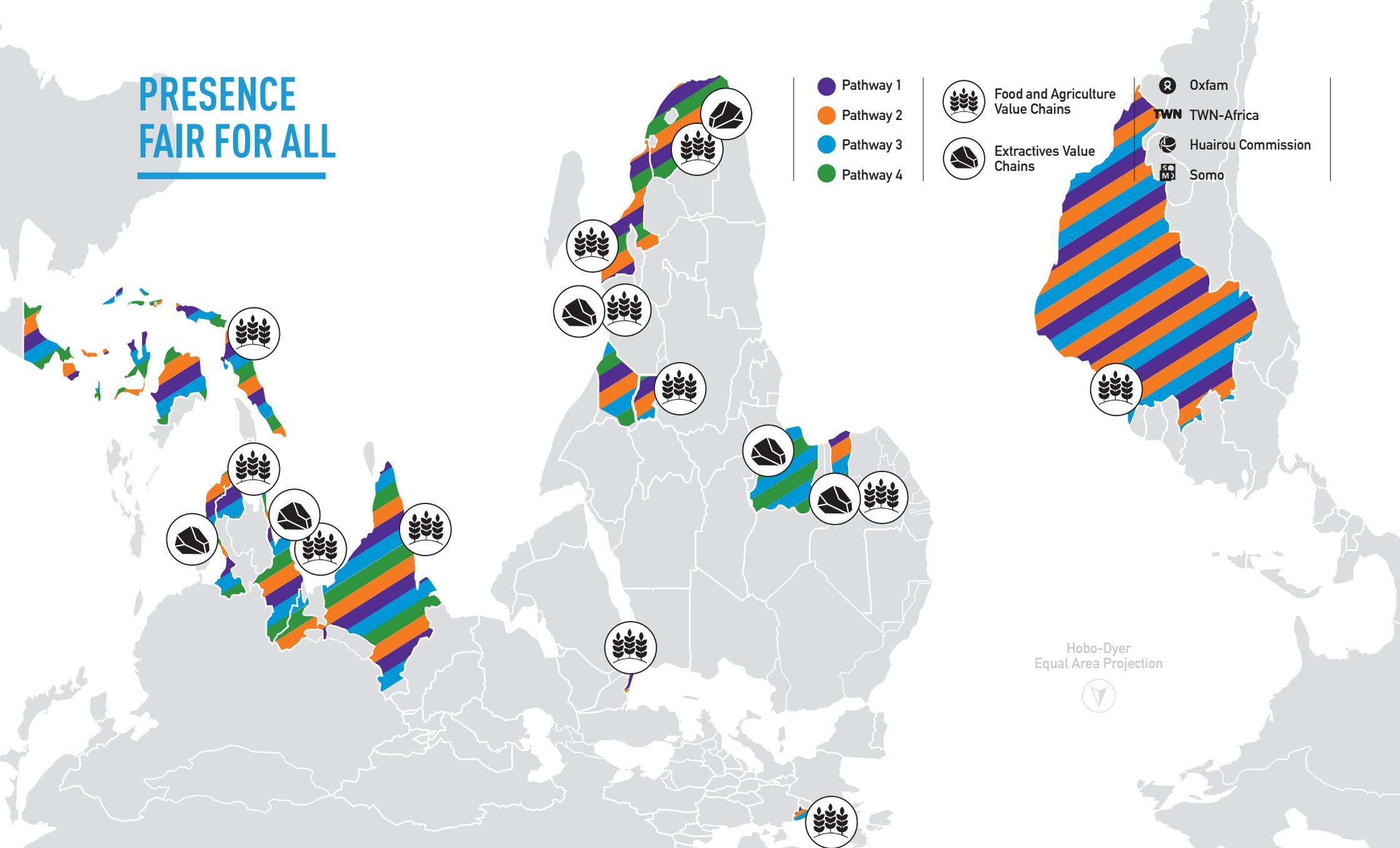
CSOs showing more expertise in influencing (inter)national policies, laws, and norms on trade or value chains

FAIR for ALL works to achieve a just agricultural transition and a just energy transition: transitions that are necessary to move us to a new economy. To make this happen, we need a strong and vibrant civil society that can influence governments and hold businesses to account. Therefore, we support activists and build movements for change, and we work to protect human rights defenders and maintain and expand civic space. We also increase civil society's capacities to influence businesses, the financial sector and governments. We help to build and scale alternative, responsible business models, hold corporations to account and help them improve their ways of working. And we engage governments to develop an enabling environment by improving legislation, developing fair fiscal and trade systems, and promoting climate justice.



Nigeria's first National Civic Club Competition became a platform for young changemakers to showcase bold civic and environmental solutions.

PRESENCE FAIR FOR ALL



Brazil	South Africa	Mozambique	Nigeria	Ghana	Uganda	Kenya	OPT	India	Indonesia	Vietnam	Cambodia	Myanmar	NL

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

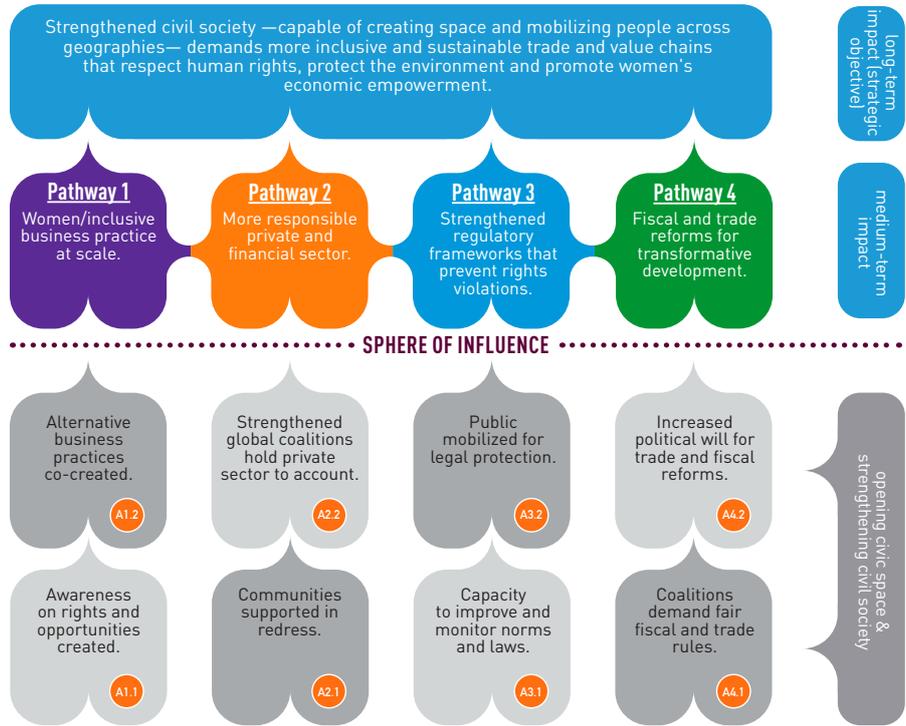
6.

Annexes



This Theory of Change is visualized in the diagram below.

DIAGRAM 1. FAIR FOR ALL THEORY OF CHANGE



The Theory of Change diagram explains FAIR for ALL’s main pathways towards inclusive and sustainable value chains, and shows how these aim to achieve change by two main groups of actors: private sector (pathways 1 and 2) and governments (pathways 3 and 4). In practice, work across these pathways is strongly interconnected – for example, work on living income involves work with cocoa cooperatives in pathway 1, with supermarkets in pathway 2, and on EU regulation and OECD guidelines in pathway 3. FAIR for ALL collectively works on change across these interlinked pathways, connecting the grassroots with regional and global levels, and addressing appropriate levers for systems change in each specific context.

All our work is an interconnected push for structural change, through the activities and outcomes in the four pathways in the just agricultural and just energy transitions – transitions that lead to an alternative economic system that generates shared prosperity for people and planet. In the just agricultural transition, we promote the transformation towards a feminist food system: one that is socially just, ecologically sustainable and places women front and center. In the just energy transition, we focus on transforming the critical minerals value chains needed for the energy transition, so that these enable the economic transformation of the communities and countries involved in their production. These transitions interact and can be mutually reinforcing – for example, sustainable food systems require green energy, and energy and food production compete for land and resources.

To accelerate these transitions, FAIR for ALL influences regulation, advocates for a responsible private sector, mobilizes finance and highlights the signs of new, alternative forms of economic organizing that exist at the grassroots across the world.



Kurlawati is a farmer from Landawe Utama village, North Konawe, Southeast Sulawesi. Apart from managing her oil palm plot, she is currently producing non-palm oil crops such as long beans since the introduction of land use planning and good agricultural practices.

JUST AGRICULTURAL TRANSITION

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Just Agricultural Transition

TOWARDS FOOD SYSTEMS TRANSFORMATION

Making a transition towards green agriculture in a way that supports people and communities logically centers around a transformation of our global food system and its value chains. The painful reality of the current system is that farmers around the world produce more than enough to feed everyone on the planet, and still 757 million people (one in 11) are facing hunger³. To end the inequality and exploitation of grassroots communities inherent in the current system, FAIR for ALL pushes for a just agricultural transition. We aim to shift power away from corporate control towards communities and responsible businesses, to create a food system where farmers, workers and local producers are able to provide sustainable, climate-resilient and equitable livelihoods. To bring this system closer, FAIR for ALL partners challenge corporate dominance, advocate for fairer trade practices, and increase civil society's influence on decision-making.



A just agricultural transition beyond growth": Recording and takeaways

FAIR for ALL puts rural women's voices, issues and leadership center stage. Women produce 60-80% of the food in the Global South and disproportionately experience the consequences of the current food system's failures – such as exposure to pesticides, climate impacts, and no living wage for their hard work. Women food producers are also the key to a more equitable and sustainable food system. They have a wealth of knowledge and experience that is crucial to developing alternative practices and businesses.

In 2024-25, FAIR for ALL contributed to a just agricultural transition by:

- 1) Convening and supporting a global movement of rural women and entrepreneurs to create and advocate for a fair and sustainable food system.
- 2) Building momentum in the fight against double standards on pesticides.
- 3) Advocating for responsible agricultural value chains in commodities like cocoa, palm oil and tea.

3. [The State of Food Security and Nutrition in the World 2024](#)

Asrin is a palm oil farmer from Mataosole Village, North Konawe. He is a husband of Mrs Baiq, a member of Women Farmers Group of Mataosole

FAKULTAS KEHUTANAN DAN ILMU LINGKUNGAN
UNIVERSITAS HALU OLEO

CASE: SMALL-SCALE PALM OIL PRODUCTION IN TAMBAKUA



CASE

SMALL-SCALE PALM OIL PRODUCTION IN TAMBAKUA



Juliadin is the head of Tambakua, a village in North Konawe, Indonesia where he was born and raised. He witnessed firsthand how the traditional landscape of his once quiet farming community was destroyed by the aggressive expansion of palm oil and mining companies.

Tambakua's rivers were polluted, its forests were burned down and sacred grounds were disturbed. "When Tambakua was one of five communities to be included in the FAIR for ALL partnership, it was a great opportunity for us to stop the companies' uncontrollable expansion and ensure that we can continue to produce vital crops such as corn and rice."

Through this partnership, Oxfam, the NGO Komunitas TERAS, the union of independent palm oil smallholders (SPKS) and the company AS Watson have experimented with new and fair business models in the Indonesian palm oil sector. In year 4, these multistakeholder dialogues resulted in more inclusive, responsible and sustainable palm oil governance in North Konawe and Southeast Sulawesi. Juliadin especially appreciates FAIR for ALL's concept of a 'mosaic landscape', which offers a model for sustainable land use.

"WE NOW HAVE A SUSTAINABLE ROADMAP"

"After the palm oil company's operations failed and it abandoned the land which they had taken without proper consent from our community, we wanted to protect our food production," explains Juliadin. "With the expertise brought in by the FAIR for ALL partnership, we decided to also allocate space for small-scale palm oil production and land conservation. The Sustainable Land Use Plan offered us the tools to identify what land to use for oil palms, food crops and forest restoration."

Tambakua villagers greatly benefit from their increased understanding of integrated land governance that they have gained through their involvement with the FAIR for ALL partnership. "Now we know that palm oil can bring benefits, but also harm if not managed sustainably", says Juliadin. "We now have a clear direction, a sustainable roadmap. I am deeply committed to use this to protect Tambakua as a place where future generations can continue to grow food and thrive."



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



27,298

Women and youth participating in activities to raise awareness about rights and economic opportunities

120

CSOs showing more expertise to influence systemic barriers to economic empowerment

8

Shifts in the terms of debate about value chains and economic development.



12 highlights from the World Social Forum in Nepal (2024) that we loved



Video by WFP on double standards

CONNECTING MOVEMENTS

Huairou Commission and Oxfam Novib work together to connect and build food movements and facilitate concrete steps towards a just agricultural transition. Huairou Commission continued to strengthen grassroots women’s leadership, bringing together 81 member organizations across 38 countries which span impoverished urban, rural and Indigenous communities. These organizations form the backbone of a global movement that channels financial resources directly to local actors, ensuring that solutions are driven by those closest to the problems. The Huairou Commission movement and the Makhadzi Feminist Food Collective developed the People’s Food For Thought series, where grassroots women and food movements jointly envision the just, inclusive, ecologically regenerative and restorative food system they want. Each of the eight online sessions focuses on one critical aspect of the current food system that needs transformation.

FAIR for ALL is strong in connecting local to global levels across movements, issues and geographies. We link the work of rural women, farm workers, local and Indigenous communities to regional and global convenings. For example, what started in year 3 with our support to the global World Social Forum 2024 in Nepal – bringing together 50,000 people from 98 nations to visualize “The World We Want Now!” – continued to build momentum in year 4. We supported the Asia Pacific Social Forum process planning meeting in Thailand in August 2024 and the global grassroots movement Fight Inequality Alliance. In addition, FAIR for ALL supported the newly formed Asia Feminist Coalition of grassroots women, and the rural women’s mobilization for land rights through the African Kilimanjaro Women Farmers Forum.

FIGHTING DOUBLE STANDARDS

Momentum has been growing to end double standards on pesticides, an issue that resonates throughout the entire food system, from Africa to Asia to Europe. In year 4, the FAIR for ALL community made progress on two tracks to end the use of harmful chemicals in the food system: one to amplify affected community voices in international fora, and one to strategize for longer-term movement building. Most notably, Oxfam South Africa partner Women on Farms was supported by FAIR for ALL to speak out about the double standards at the UN Business and Human Rights Forum in Geneva in November 2024 and at the International Pesticides Standards Alliance conference at the European Parliament in December 2024. In terms of strategizing for the long term, in year 4 we started exploring possible test cases about violations faced by food workers, including in South Africa and Brazil, to file in European legal jurisdictions to test human rights due diligence laws.

Women group members in Uganda sharing experiences on cassava processing with women from Myanmar at the Cassava exchange.

CASE: ROOTED IN SOLIDARITY: WOMEN FARMERS IN MYANMAR AND UGANDA



CASE

ROOTED IN
SOLIDARITY:
WOMEN
FARMERS IN
MYANMAR AND
UGANDA

In June 2024, civil society leaders supporting women farmers in Myanmar traveled over 10,000km to Bugiri, Uganda. Not for a formal conference, but for something far more powerful: a grassroots learning exchange rooted in solidarity.

This self-organized visit between members of the Uganda Community Based Association for Women and Children's Welfare (UCOBAC) and a partner in Myanmar was more than a knowledge-sharing trip. It was an act of mutual recognition, trust-building and grassroots power in action. Supported by the FAIR for ALL Mutual Capacity Strengthening Fund, the exchange made it possible for women from vastly different contexts to bridge overcome political and digital barriers. They connected around shared struggles like food insecurity, gender inequality and climate change.

It all began with a video. During an online session, Huairou Commission's partner UCOBAC shared techniques for adding value to cassava, a root crop that is often overlooked but rich in potential. The video struck a chord with participants from another Fair for ALL partner in Myanmar, who works with ethnic minority women farmers facing similar challenges. That moment sparked a conversation – one that soon grew into a plan to meet in person, cook together and learn side by side.

CHAMPIONING CASSAVA

Until recently, cassava has been undervalued in many regions. Through FAIR for ALL, partners in Uganda like UCOBAC and Slum Women's Initiative for Development (SWID) have been championing it as a sustainable, income-generating crop. The impact has been transformative: women farmers report greater confidence, increased income through value-added processing, and shifting community perceptions about the worth of cassava ([see video](#)). A major milestone was reached when the Busoga Farmers' Cooperative in Uganda signed a [landmark agreement](#) to supply cassava to pharmaceutical company Dei BioPharma, in an unprecedented move that signaled real change in cassava's market potential.

For the visiting Myanmar team, the exchange offered hands-on experience with cassava value chains and renewed inspiration to invest more energy into overlooked root crops back home. They returned with practical skills and a deeper sense of global solidarity. In Uganda, where UCOBAC has long supported women's empowerment, the exchange reinforced and scaled-up proven strategies like collective farming, village savings groups and women-led processing enterprises. These efforts have not only raised incomes, but have also amplified women's voices and leadership in their communities.



Sixty grassroots women trained through SWID are now leading change, empowering 150 others across seven community groups.



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



RESPONSIBLE FOOD VALUE CHAINS

To shift the needle towards a feminist, fair and sustainable food system, FAIR for ALL targets particular value chains. We focus on these value chains because of their strategic connection to the Netherlands and because change in these value chains can create ripple effects in other commodities. Moreover, huge numbers of workers and smallholder farmers are involved in these value chains. FAIR for ALL connects with them to target private sector and government actors, analyzing the distribution of power along the chain and determining the levers for change in favor of the rights of workers and producers. Again, supporting existing movements is crucial: we need an active civil society to push for change, and to leverage these changes to influence other actors and sectors towards a just agricultural transition.

It is important to note that in addition to the international value chains of cocoa, palm oil and tea described below and the rubber value chain in the cover story, there is a great deal of value chain work happening at national level in FAIR for ALL.



“For the love for chocolate” Call to action for a just cocoa industry.



Briefing paper on the need for supermarkets to urgently address structural exploitation of cocoa farmers

Cocoa

In year 4, FAIR for ALL focused our efforts on scaling responsible business practices in international cocoa value chains. Oxfam Novib launched the joint [Call to action on living incomes for cocoa farmers](#) with an action at the World Cocoa Conference in Brussels. Here, the farmer representatives from Ghana we supported to attend gave powerful speeches about the importance of action by cocoa and chocolate companies, to enable living incomes for farmers. In September 2024, Solidaridad launched a [campaign](#), supported by Oxfam Novib, that called on supermarkets in the Netherlands to commit to enhance the share of fair chocolate they offer. As a result, in October 2024, Albert Heijn was the first supermarket worldwide to commit to [Tony’s Open Chain sourcing principles](#) for its own-brand chocolate products. In January 2025, Action became the first international retailer to follow suit, making a similar commitment to paying cocoa farmers a living income reference price.

FAIR for ALL is using the momentum of early movers, like Tony’s and Albert Heijn, to generate a critical mass of chocolate retailers in the Netherlands to shift the global cocoa sector. Oxfam Novib became the new CSO representative on the Steering Committee of the Dutch Initiative on Sustainable Cocoa in early 2025, which enables us to keep up the pressure on all companies to take steps in line with our call to action. We published the Raising the Bar report, and a press release in Germany and the Netherlands, and set up a supermarkets campaign targeting two supermarkets with a large presence in the Netherlands, Jumbo and Lidl. We entered into discussions with these retailers, who are now looking for ways to increase their share of fair chocolate.

The changes we are pushing for in the cocoa sector are based on the voices and experiences of communities involved in cocoa production, such as in Ghana. FAIR for ALL partners, including Oxfam in Ghana, Women in Law and Development in Africa (WiLDAF) and Social Enterprise Development (SEND), [resubmitted a proposal](#) to the Ghanaian state cocoa agency, COCOBOD (responsible for management, marketing, and international supply of cocoa in Ghana), to promote responsible business practices in the Ghanaian cocoa sector. The proposal was originally submitted in year 3, but had to be resubmitted after a new government took office. As a result, partnerships have been strengthened, with a gender-focused training for COCOBOD officers and increased representation of farmers in cocoa price consultations.

Palm oil

As in previous years, the focus has been on shifting power and upholding human rights in the palm oil value chain to enable all stakeholders to share its benefits fairly. The FAIR for ALL palm oil program in Indonesia aims to strengthen civil society’s role in shaping alternative business models in palm oil, that positively impact palm oil women and men smallholders and their communities in diverse and sustainably managed landscapes.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



A major outcome in year 4 was the work with partner Consortium for Agrarian Reform (KPA). Farmers, fisherfolk, Indigenous Peoples and women in palm oil communities increased their advocacy and technical skills to influence policies that affect food security and their right to access and control natural resources. This includes, for example, advocacy towards the Agrarian Reform Bill.

In North Konawe, our joint work resulted in an important agreement between local communities, companies and governments on a Local Action Plan for Sustainable Palm Oil. The plan supports land-use planning that helps reduce conflicts over land between farmers and palm oil companies, and encourages the cultivation of diverse crops. This helps to prevent the spread of large-scale palm oil plantations while enabling smallholder farmers to earn income from multiple sources. FAIR for ALL partners ASPPUK (The Association of Women’s Small Business Supporters) and SPKS (Palm Oil Farmers Union) contributed through multistakeholder collaborations between local government, civil society partners and palm oil companies. Komunitas TERAS developed a database of palm oil smallholder farmers and influenced local authorities on the need for the Plan. Meanwhile, Oxfam in Indonesia continued to engage palm oil companies through bilateral meetings and its involvement in the Asia Inclusive and Responsible Business Forum (see page 35), where we introduced and discussed human rights due diligence mechanisms in an effort to improve corporate accountability.



Panel discussion on HRDD commitment and actions in Asia



Regional convening initiate by labour rights campaign members



Ko Aung Kyaw Kyaw: A Beacon of Resilience and Leadership in Manra Village.

Year 4 was also characterized by a huge win for civil society when during the Roundtable for Sustainable Palm Oil (RSPO) standards, the principle of Free, Prior and Informed Consent (FPIC) held up strongly. FPIC enables Indigenous Peoples and affected communities to withhold consent for the development of their lands and thus prevent land grabs, and entitles them to compensation in case of a breach. Oxfam perceived that some of the changes suggested by RSPO members could have negatively impacted the crucial FPIC principle by potentially allowing land grabs within RSPO-certified palm oil and infringing on communities’ human rights. Oxfam experts on FPIC, palm oil and land rights mobilized to support civil society in safeguarding the FPIC principle. Thanks to collaborative efforts with Indonesian, Central American and international partners, advised by palm oil communities, Indigenous Peoples and other experts, together we ensured that the FPIC principle remained strong in the RSPO standards update.

Tea

In year 4 the South Asia Alliance for Poverty Eradication (SAAPE), FAIR for ALL’s regional partner in Asia, built on its long-standing engagement with tea plantation workers and expanded its efforts to include tea smallholders. SAAPE has contributed to a fairer tea value chain in South Asia for many years, including by mapping the value chain to better understand the actors, the key issues and how the chain works. During the year SAAPE strengthened the capacities of tea plantation workers and farmers through training and workshops on labor rights, business and human rights, and sustainability and human rights in food supply chains. It supported tea workers’ and farmers’ convening and organization, resulting in engagement with and consultation by the private sector and the government. SAAPE also mobilized and filed tea workers’ complaints and demands. As a result, workers and farmers have started to seek accountability from duty bearers.

SAAPE organized two major regional convenings in year 4, with tangible results. In December 2024, the South Asia Regional Convergence of Tea Plantation Workers resulted in the formation of the South Asia Tea Plantation Workers’ Coalition. The March 2025 South Asia Peasant Convergence established a working group of tea smallholders from Bangladesh, India, Nepal and Sri Lanka. SAAPE coordinated participation, provided technical and logistical support, and fostered cross-border exchange. Both initiatives aim to strengthen collective advocacy and lay the groundwork for a broader South Asian tea network.

Letitia is drying her beans
on traditional drying tables
at her farm

CASE: WORKING FOR A FAIRER COCOA VALUE CHAIN



For 19 years, Oxfam Novib has been working to improve the cocoa value chain. The first campaign (de Groene Sint, Green St Nicholas) in 2006 encouraged the distribution and consumption of fair chocolate. In Behind the Brands (2013–2017) and Behind the Barcodes (2018–2022), we targeted large supermarkets and brands.



Campaign action: with our green graffiti we took the streets and increased pressure on supermarkets to act

More recently we had the [Valentine's Day message](#) from cocoa farmer Leticia to all those who love chocolate, and our 2025 research and campaign advocating for a living income while exposing large supermarkets for their unequitable business practices.

ROLE OF THE NETHERLANDS IN COCOA

While small-scale farmers in the cocoa value chain across West Africa face structural exploitation, the Netherlands is the leading importer of cocoa beans, accounting for 20-25% of global cocoa trade. Cocoa beans entering the Netherlands originate almost entirely in West Africa; a large quantity of these are processed and re-exported. Oxfam Novib's 2025 research Raising the Bar found that less than 6% of chocolate in major Dutch supermarkets can be labeled as 'fair'. This means the Netherlands directly profits from the exploitation of cocoa farmers in the Global South.

- 📈 Record profits for global companies
- 🌍 70% of the world's cocoa comes from the West Africa cocoa belt
- 👨‍🌾 High number of small-scale farmers in West Africa
- 📦 The Netherlands is the world's largest importer of cocoa

SO WHAT'S THE PROBLEM WITH THE COCOA VALUE CHAIN?

- 💎 Less than 6% of the chocolate in Dutch supermarkets is fair
- 👨‍🌾 Lack of living income for farmers
- 👷 Low bargaining power for workers
- 🌳 Leading cause of deforestation in West Africa
- 🔴 No adaptation plans for climate change
- 👤 Rampant child labor and labor exploitation
- 🧪 Use of harmful chemicals and pesticides
- 🏠 Land theft (linked to illegal mining) encroaching on cocoa farmers' land



While this conclusion underlines the ongoing need for action to achieve concrete (financial) progress for cocoa farmers, the results so far also inspire hope. These results can be summarized as follows:

- 1. Recognition of the problem.** Due to sustained campaigning, advocacy and research by various actors there is general recognition that cocoa is a problematic sector. Recognition that problems exist within a value chain is the first step towards systemic change⁴.
- 2. Certification.** There has been an increase of certification options in the cocoa sector, with [Fairtrade and Rainforest Alliance](#) being the most important actors in the Netherlands. , certification has not directly translated into fair treatment – and a living income – for farmers, it has definitely led to improvements. Moreover, it has the potential to drive meaningful change within the cocoa value chain once certifiers are willing to put more pressure on the private sector.
- 3. Viable alternatives.** Dutch company Tony's Chocolonely has demonstrated what is possible when a chocolate brand invests in changing the conversation about the cocoa value chain. Tony's Chocolonely is one of the main actors paving the way for sustainable chocolate consumption in the Netherlands and beyond by offering consumers a viable and fairer alternative. In a remarkable move for the industry and after sustained pressure, in late 2024 [Albert Heijn](#) committed to source all its own-brand cocoa products through Tony's Open Chain principles.
- 4. United alliances:** Recently there has been a rise in cocoa alliances that enable civil society to effectively lobby the private sector on the need for cocoa sector reforms, and shift the debate to a living income while amplifying farmers' voices. Two prominent alliances are the [VOICE Network](#) and the [Dutch Initiative on Sustainable Cocoa \(DISCO\)](#). VOICE Network is a key initiative facilitating the Cocoa Coalition. DISCO is a public–private partnership that brings together various stakeholders within the Dutch cocoa and chocolate sector, including government bodies, NGOs and private companies. Moreover, DISCO actively [collaborates with national initiatives across Europe](#) to increase its impact.

SO WHAT HAVE WE LEARNED?

The private sector is unwilling to move on its own, but as demonstrated by Albert Heijn in 2024, public campaigning together with viable alternatives can lead to tangible progress. Improving value chains requires a combination of approaches towards different 'pressure points': engaging consumers to acknowledge the problem and change their purchasing habits; improving certification options; offering viable alternatives; collaborating with allies; listening to the needs of impacted farmers and communities; and confronting corporate greed.

FAIR for ALL believes the time has come to go beyond mere dialogue to increase the pace at which change is achieved. The general recognition of the problems in the cocoa sector provides us with a unique opportunity to create systemic change. We will continue to fight for fair cocoa value chains, encouraged by the results so far and using the lessons learned to navigate the long journey of achieving fair value chains in other sectors.

4. [publisher] (2014) Changing the Food Game





Ann Loutei washes gold mine rock in a metal tray in Turkana County, Kenya

JUST ENERGY TRANSITION

1.

Introduction

2.

Moving towards
a new economy:
just transitions

3.

Results and
Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions
and lessons
learned

6.

Annexes



Just Energy Transition

IMPACTS OF THE ENERGY TRANSITION ON VALUE CHAINS

A potentially damaging effect of current (EU) energy transition policies is the estimated increase by 600% by 2040 in demand for critical minerals needed for renewable technology, such as electric vehicle batteries⁵. Most of the reserves of these minerals are located in low-income countries: this is the case for 94% of rare earth minerals, 70% of cobalt and 59% of nickel⁶. Global North countries and multinationals are dominating the profitable end of this value chain, from refining to technology manufacturing, leaving producing countries in the Global South locked into their role as raw material suppliers. Complex and untransparent mining and critical minerals value chains are often marked by systemic violations of human rights, Free, Prior and Informed Consent (FPIC) and community decision-making rights.

Similarly, the demand for energy-related land use is skyrocketing – including land to grow crops for biofuels and land for carbon offsetting purposes. Here we see the same mechanisms at play as in the critical minerals sector: multinational companies based in the Global North grab vast swaths of land from vulnerable communities to maximize their profits from the energy transition. In return, communities in lower-income countries face a range of human rights violations and lose their livelihoods, while missing out on the sustainable, reliable energy that is produced in the Global North (using raw materials taken from the Global South).

FAIR for ALL addresses the urgent need for a just energy transition that prioritizes the rights of frontline communities and enables resource-rich countries to structurally diversify and transform their economies. This requires a paradigm shift away from an economy that promotes “extreme wealth and the carbon-intensive consumption and investment that goes with it”, as Oxfam states in its 2024 report [Carbon Inequality Kills](#). A just transition must go beyond technical fixes, and advance gender equality by actively involving women – as entrepreneurs, workers and leaders – in shaping and benefiting from new energy systems.

To drive this transition, FAIR for ALL concentrated on four areas in year 4:

- 1) Influencing regional and global policies on fair climate finance, land rights and a just energy transition.
- 2) Developing an African narrative on Africa’s structural economic transformation through critical minerals.
- 3) Promoting more responsible mining value chains.
- 4) Debunking the myths of carbon offsetting.

5. IEA (2021, May 5) [Clean energy demand for critical minerals set to soar as the world pursues net zero goals](#)
6. IEA (2025) [Global Critical Minerals Outlook – Regional Snapshots](#)

Faustina Acquah from Binsere in Ghana is advocating for compensation of environmental damage caused by the goldmining activities together with support of CeSIS



CASE: STRIPPED FOR PROFIT



CASE

STRIPPED FOR
PROFIT

In the relentless pursuit of profit, rights are often the first thing to be stripped away. In Obuasi, Ghana, corporate greed has left deep scars and taken a heavy toll on people's lives. Mining giant AngloGold Ashanti has forced thousands from their land in its rush for minerals such as gold.

While the company reaps enormous profits from the region's natural wealth, the communities bear the consequences of resource exploitation: homelessness, environmental destruction, and the erasure of their livelihoods. But this is not just a story of inequality and displacement. It's a fight for justice.

PLEAS GO UNHEARD

In Binsere and Anwiam, people like Faustina Acquah recount how mining has uprooted their lives. "When I was buying my plot of land, I had no idea that AngloGold Ashanti had concessions here," she says. "I have suffered a lot from their mining activities. There is deafening noise, dust, and even the walls have begun to crack." The company's expansion only deepened the communities' problems. "They cleared all the trees... the dam was getting close to our homes." In Anwiam, community leader Nana Kwabena Bofo explains: "The entire town has now been fenced, leaving us caged in. We have nowhere to go and can only buy food from outside."

COURAGE IN CRISIS

Communities affected by mining companies are standing up and demanding justice with support from advocacy groups like TWN-Africa, the Centre for Social Impact Studies (CeSIS), Livelihood Environment Ghana (LEG) and the FAIR for ALL consortium. "Last year we reached out to CeSIS," Faustina recalls. "They helped us draft letters... Later, there was a big stakeholder meeting." Despite these efforts, exclusion persisted. "Only community leaders were at the negotiation table," says Eric Anaane Ndebugri of CeSIS. "They didn't serve the interests of the community."

Under the FAIR for ALL program, CeSIS has been pushing for fair treatment, organizing a National Dialogue in Accra and hosting the UN Special Rapporteur on Toxins and Human Rights in Anwiam. These and many other efforts have brought attention to the problems of mining in Obuasi and sparked hope for real change. Thanks to research, documentaries, advocacy, training and ongoing conversations, people in mining-affected communities are speaking up louder and clearer. Marginalized groups are pushing back and demanding fair, timely compensation from mining companies. The program has also helped these communities report human rights abuses as they happen, which makes it easier to hold companies accountable.

LEGAL GAPS, REAL CONSEQUENCES

At the core of Ghana's mining crisis lies a troubling disconnect between law and lived reality. Legislative Instrument (L.I.) 2175 – the Minerals and Mining (Compensation and Resettlement Regulations) from 2012 – was designed to protect communities. Yet, as CeSIS reports, true community participation is often absent. Negotiations are typically held with only a few leaders, sidelining the very people the law is meant to protect. This legal loophole enables companies to comply in form, but not in substance. Instead, they fuel cycles of displacement and exclusion, harming people's lives.



CASE

STRIPPED FOR
PROFIT

ACCOUNTABILITY IN MOTION

LEG is confronting these injustices head on. On April 6, 2025, its representatives met with Ghana's Attorney General's office to present findings from their Oxfam Novib-supported report, 'Corporate Human Rights Abuses in Mining Communities in Ghana'. This report documents harrowing cases: a 26-year-old worker who lost his arm at Shannxi Mining; a farmer in Akoti injured by blasting from Asante Gold Mining; Ohene Kwame, whose farm was seized by Newmont without compensation; and Awudu Mohammed, shot by AngloGold Ashanti security in Obuasi. LEG also highlights widespread environmental destruction, especially of vital water sources. To address these issues, LEG submitted a draft policy (developed with STAR Ghana Foundation) aimed at strengthening protections beyond that offered by current legislation. State Attorney Christiana Awoonor-Anderson praised the proposal and urged formal submission.



Movie: From mines to policymaking, women in Ghana are demanding their place in the extractive sector—backed by bold reforms and rising momentum for gender justice.

CIVIL SOCIETY JOINING FORCES

The struggle in Obuasi reflects a broader movement for justice in Ghana's mining sector. What's at stake is more than compensation. It's the right to live with dignity, to farm, to breathe clean air and to exist in a society that values people above profit. Thanks to civil society joining forces, communities are reclaiming and standing up for their rights.



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



INFLUENCING REGIONAL AND GLOBAL POLICIES

In year 4, Oxfam and partners organized regional convenings in Africa, Asia and Latin America to shape our priorities on a just energy transition for the coming years and position the organization to promote and advocate for such a transition.

At COP29 in Baku in November 2024, Huairou Commission and Oxfam focused on securing a climate finance framework that is fair, accessible and transformative. We demanded that funding is in the form of public grants, not loans, to avoid further deepening countries' debts. Moreover, we called for public funding of the energy transition, denouncing the narrative that the private sector will cover all costs. In the Netherlands, Oxfam Novib pushed the Dutch government to commit to the EU Climate Goal 2040, triggering the Dutch to set the example at the EU level. In year 4, Oxfam actively engaged with governments and civil society on the revision process of the Nationally Determined Contributions (NDCs), including the combined EU NDC. (For more on climate finance and NDCs, see page 38.

SOMO continued to advocate for an EU energy transition agenda that reduces the demand for critical minerals for the electrification of the transport sector. SOMO is part of the EU Raw Materials Coalition of CSOs, which successfully influenced the EU Raw Materials policy in year 4. The coalition managed to secure provisions on the rights of Indigenous Peoples and local communities, circularity criteria, the revalorization of mining waste, and the inclusion of civil society and community voices in the Critical Raw Materials Board, among others.

Oxfam launched a report – [Biofuels Blunders](#) – to expose how the EU has been a driving force behind the biofuel industry. The report reveals how this has greatly contributed to a global land rush that has been disastrous for local communities' human rights and food security, while emissions from these land-use changes show that the EU's biofuels policy is just another false climate solution. Oxfam drafted a joint statement, endorsed by 82 organizations, calling on the European Commission to reform the EU's bioenergy policies.

At the international level, FAIR for ALL co-organized the LANDac / Institutions for Open Societies Fair Transitions Conference, a landmark event that challenged dominant narratives on global land governance, climate policy and green transitions. Unlike conventional forums, this conference placed structural inequalities at the heart of its agenda, critically examining how current climate and energy transitions often deepen injustices for marginalized populations in both the Global South and North.

In year 4, Huairou Commission served as vice-chair of the Global Land Tools Network, engaging in strategic discussions and the adaptation of tools like the Social Tenure Domain Model to address climate change. This grassroots women's network also participated in the [Stand for Her Land Campaign](#), which amplified land rights narratives across climate platforms, leading to participation in the World Bank Land Conference.

As a council member of the International Land Coalition, Huairou Commission contributed to land governance reviews and the African Union Land Policy Framework revision. Practical outcomes include the formal issuance of land tenure certificates to grassroots women in Uganda through the Social Tenure Domain Model and Gender Evaluation Criteria. UCOBAC used these tools to evaluate the National Land Policy from a gender perspective, directly influencing policy dialogue.

120

CSOs showing more expertise to demand inclusive, transformative development

157

Influential public sector stakeholders showing support for policy asks for inclusive, transformative development

287

Influencing efforts by CSOs monitoring the implementation of laws and regulatory frameworks safeguarding peoples' rights in trade and/or value chains

Isit Eket Host in Akwa-Ibom state Nigeria where members of the Community Development Trust Fund gathered to discuss project interventions at a Village Savings and Loans Meeting



CASE: WE KNOW OUR RIGHTS WOMAN ACTIVISTS IN THE NIGER DELTA



CASE

CASE:
WE KNOW
OUR RIGHTS
WOMAN
ACTIVISTS IN
THE NIGER
DELTA

Ekunuga was a quiet town in the Niger Delta, where people made a living from farming and fishing. Until two oil companies arrived in the area. Now, their farmland is poisoned, the fish in the river are dead and Ekunuga inhabitants suffer from health impacts ranging from cancer and respiratory diseases to infertility. “We are farmers and fishermen,” says Alisep, a woman farmer from Ekunuga. “If you take that away from us, you basically destroy us.”

OIL COMPANIES MUST PAY

Five multinational oil and gas companies alone – Shell, Chevron, Total, ExxonMobil and Eni – are responsible for the spilling of around 40 million liters of oil annually. “Sometimes they clean it up, but often they say it was sabotage and they are not responsible,” says Alisep. “And even if the company cleans up the oil, the poison stays in the ground.” As a result, the crops are not even half the size they used to be and food prices are surging.

Oxfam in Nigeria and its partners Kebetkache, CODE, CISLAC, Niger Delta Budget Monitoring Group-NDEBUMOG, and BudgIT have worked with communities in the Niger Delta for many years. In 2021, they celebrated a huge victory with the improvement of the Petroleum Industry Act (PIA). Now oil companies have to pay 3% of their annual profits to host communities and establish Host Community Development Trust (HCDDT) funds to manage this money. Oxfam and partners organized mass media campaigns and town hall meetings to inform people about the PIA. Host communities were provided with targeted trainings on how to engage with the companies and set up a HCDDT fund. By 2023 already 16 HCDDT funds were established, each of them with a 5-year community development plan.

STANDING UP FOR WOMEN’S RIGHTS

Glory Alexander lives in Ibeno, a community that set up their HCDDT in 2023 with the support of Oxfam, received funding and selected around 150 community development projects. Partners soon found that without women representation, community development projects often overlooked just transition initiatives, and priorities of women like economic opportunities, healthcare and education. Following targeted interventions by women activists and Oxfam partners, the number of women members has slowly increased.

Glory first met Kebetkache in 2013. “Their trainings helped me and many other women understand our rights and how to influence policy.” In Ekunuga, Alisep had similar experiences. “We learned that as women we have rights, that we can own property and raise our voice. After the trainings we started organizing the women in our communities and told them what we had learned.” Likewise, Glory mobilized women around Ibeno. “Before, women were almost invisible. Now we have one woman on the board of trustees, I am secretary of the HCDDT committee and we succeeded in placing seven women on the 22-member advisory committee.”



CASE

CASE:
WE KNOW
OUR RIGHTS
WOMAN
ACTIVISTS IN
THE NIGER
DELTA

LIFE-CHANGING PROJECTS

The HCDT fund and the community projects it enabled had a transformative effect on Ibeno, according to Glory. “We acquired security boats with heavy-duty engines to prevent sea piracy, a major problem that endangered fishermen, women traders, and young girls. And we discovered that only one secondary school existed across 26 communities, so we provided two coaster buses to transport children safely to school. We’ve also registered over 430 students for the West Africa Examining Council and supported 215 students, more than 60% women, through university. Moreover, we introduced vocational training programs for young people aimed at breaking gender barriers.”

MEETING FELLOW ACTIVISTS

Meeting with fellow activists from across Africa was an eye-opening experience for both Alisep and Glory. Glory attended the FAIR for ALL event in Ghana in 2024, where she learned how communities like hers are often invisible in the global value chains. “It made me more determined to advocate for justice at every point in the extractive value chain.”

Alisep was invited to a regional training on Free Informed and Prior Consent (FPIC) in 2023. “I learned so much. FPIC is a human right. If a community finds the oil company is drilling without consent, FPIC gives you the power to stop that project.” Upon her return, Alisep shared her knowledge with her community. “I told them we have the right to say no. In the training we saw a video of a community in South Africa that took Shell to court and they won! So I learned that with FPIC we can hold companies to account. We need an NGO to guide us, but then we can do it.”



1.

Introduction

2.

Moving towards
a new economy:
just transitions

3.

Results and
Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions
and lessons
learned

6.

Annexes



CRITICAL MINERALS IN AFRICA

Africa faces a neocolonial scramble for the extraction and exportation of critical minerals led by the EU, the US and China. These leading actors signed a number of strategic partnerships, Memorandums of Understanding and other forms of agreements with Global South countries. This erodes potential gains these countries could make from their critical minerals, while also exposing them to the same old colonial strategies of divide and conquer.

In year 4, TWN-Africa identified the need to develop an African position on Africa's critical minerals: how should these contribute to sustainably transforming African economies and reduce their dependency on the export of raw materials? To establish a joint agenda on this crucial issue, TWN-Africa and partners mobilized a civil society core group to a convening of civil society, communities, governments and intergovernmental organizations that will take place later in 2025.

In light of the increasing pressure on civil society when it comes to politically sensitive issues like mining, TWN-Africa and Southern African Resource Watch built the capacity of CSOs in West Africa on safeguarding against Strategic Lawsuits Against Public Participation (SLAPPs). CSOs were trained on the use of the Anti-SLAPP toolkit and the Coalition Against SLAPPS in Africa was introduced in Ghana and DR Congo.

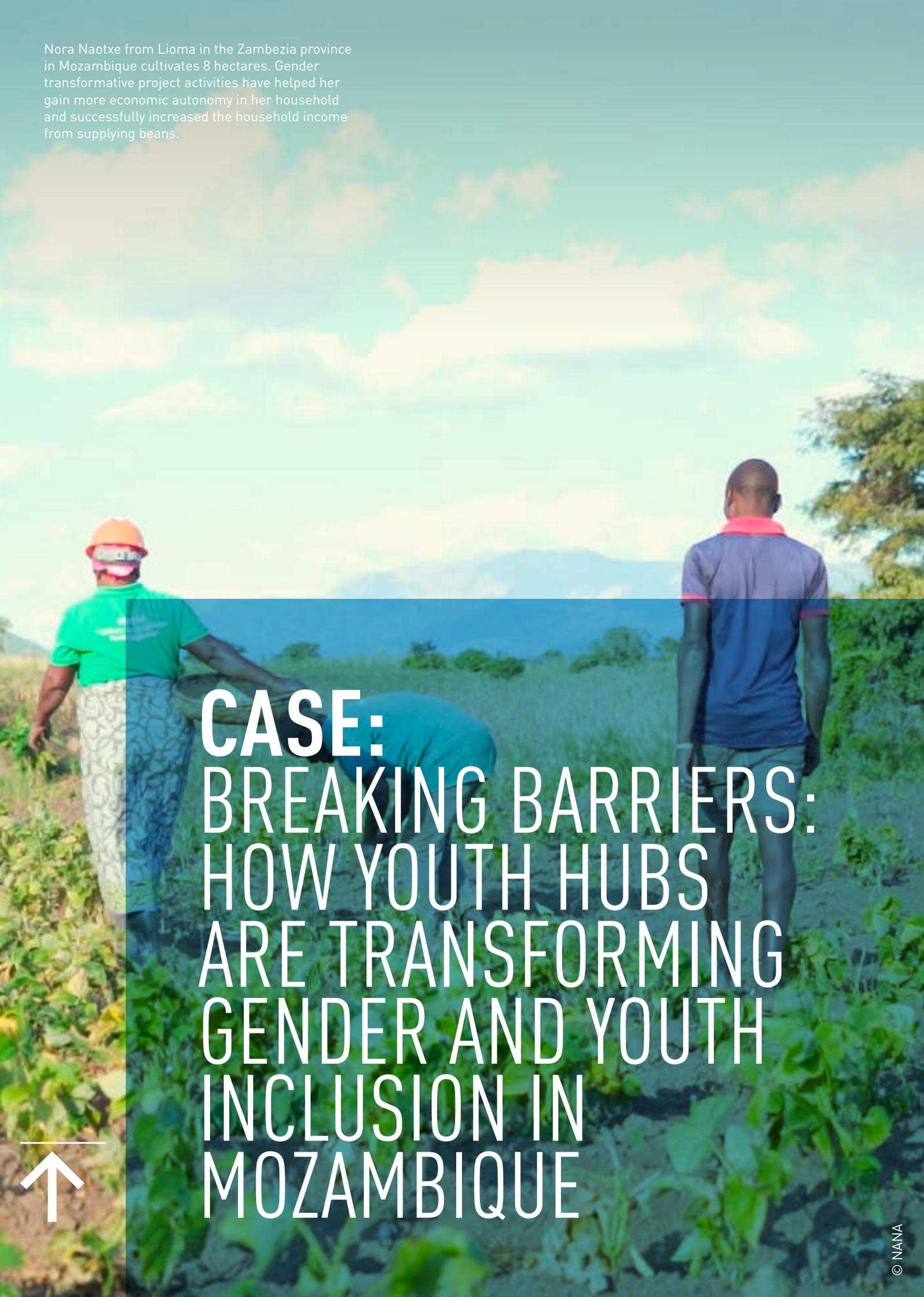
TWN-Africa also contributed to the development of a common narrative on critical minerals of NGOs, community groups and trade unions, for example at the 3rd African Mining Forum of the African Union (AU). At this event, Oxfam's recommendations were integrated into the Africa Green Minerals Strategy, which prioritized sustainable mining based on the protection of community rights and the development of the artisanal and small-scale mining industry as a catalyst to Africa's transformation. This shaped AU-wide conversations on sustainable mining and the rights of mining-affected communities.

FAIR for ALL enables Oxfam in Africa to analyze existing frameworks in the critical minerals space and new African initiatives. The analysis should help to establish the gaps that Africa must address to ensure transparent and mutually beneficial development of the critical minerals sector. In addition, Oxfam in Africa will assess the opportunities for engaging African governments under the umbrella of the African Union through the African Minerals Development Centre on critical minerals. In February, Oxfam in Africa and Oxfam South Africa co-convened the Alternative Mining Indaba, ensuring that CSOs could contribute to discussions on critical issues in this area.

With the support of FAIR for ALL, Natural Justice is building an online map – Environmental Links⁷ – of energy-related projects (for example, fossil fuels, renewables, transition minerals and carbon offsetting) across Africa. The map will include legally and politically relevant information, ranging from impact assessments, government permits and court orders, to complaints filed, legal opinions and media articles. Environmental Links will be soft-launched at COP30 in Brazil in November 2025, and will serve impacted communities and the CSOs and activists that support them.

7. A test version of the platform is available: <https://www.environmentallinks.org>; test login details are available in case of interest.

Nora Naotxe from Lioma in the Zambezia province in Mozambique cultivates 8 hectares. Gender transformative project activities have helped her gain more economic autonomy in her household and successfully increased the household income from supplying beans.



CASE: BREAKING BARRIERS: HOW YOUTH HUBS ARE TRANSFORMING GENDER AND YOUTH INCLUSION IN MOZAMBIQUE



CASE

BREAKING BARRIERS: HOW YOUTH HUBS ARE TRANSFORMING GENDER AND YOUTH INCLUSION IN MOZAMBIQUE

Women and young people are disadvantaged to benefit from value chains, even when new value chains offer opportunities. In the extractive industry in Mozambique, women face employment discrimination, and companies see young people as problematic.

Women in Mozambique are often excluded from educational opportunities, which means they are unable to access technical jobs in the extractive sector. Even if they do have the required skills, companies are often unwilling to hire women in male-dominated jobs like in the extractives sector.

As for Mozambiquan youth, extractive companies see them as a problem instead of supporting them to harness their potential. As Adriano Nuvunga, Director of the Centre for Democracy and Human Rights (CDD) puts it: “Youth are not seen as those who could bring good, innovative ideas for the industries to work better.” Instead, he says, they are targeted and attacked in mining areas: “They [extractive companies] see them as people who are trying to steal, to jump over the walls and take the resources.” The friction between local youth groups and the extractive industries puts youth in mining areas at additional risk. For example, the extremist group al-Shabaab is known to capitalize on young people’s frustration with the political and economic system by recruiting them as soldiers.

SUPPORTING THE NEXT GENERATION THROUGH YOUTH HUBS

These tensions are observed in other sectors as well. To harness the overlooked potential of youth, CDD set up various Youth Hubs throughout the country. These hubs give young people the opportunity to participate in trainings, do apprenticeships with various employers, including extractive companies, and gain access to small funds with they can use to implement their business ideas.

Adriano Nuvunga explains: “Some of the young people are already participating in the value chains of their districts, because they produce something to sell in the market. In doing so, they start to learn, to gain skills, to gain agency, and to understand how the whole ecosystem operates.” Youth Hubs are training a new generation of leaders at the local, district and provincial levels. They also equip young people with a rights-based perspective on governance and corporatism. “A new way of thinking and of doing things is emerging from the work we do at the Youth Hubs.”

The Youth Hubs also focus on the potential of young women, seeking to build their confidence to speak up and to participate in public spaces. Notably, some women who took part in the Youth Hubs’ programs are now running as candidates for local councils. CDD is bringing this experience in Zambezia Province to help create, with partners such as NANA, systemic change by building the resilience and capacity of the next generation of leaders and entrepreneurs.



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



MORE RESPONSIBLE MINING VALUE CHAINS

Minerals value chains are of strategic importance to countries such as Vietnam, Myanmar, Kenya, Ghana, Nigeria, Mozambique and South Africa. Host communities often face environmental degradation, human rights violations and displacement, but don't benefit from minerals mining and are not included in decision-making processes. In year 4, FAIR for ALL partners in key countries actively engaged with value chain actors to change this.

Following targeted trainings by TWN-Africa partner Friends of Lake Turkana in Kenya, women-led grassroots organizations and CSOs increasingly engaged in the review of sub-national plans and policies related to extractive value chains. Also, they more often demanded enforcement of laws related to climate and extractives. As a result of the trainings, human rights defenders were better able to manage civic space risks, and CSOs improved their coordination on FPIC issues. For example, when a private investor recently applied for a mining license, CSOs called for enforcement of the Mining Act of 2016 and international laws. Increased grassroots awareness initiated by women and the Turkana County Association of Miners resulted in calls for FPIC recognitions before major decisions are made by the Kenyan government.



In Turkana's arid lands, women miners dig for more than gold—they're unearthing dignity, opportunity, and equality amid tough barriers.

When Base Titanium in Kwale County, Kenya, was about to close its mining operations, FAIR for ALL partner Kenya Human Rights Commission (KHRC) responded swiftly to ensure inclusive governance around post-mining use. Together with Kwale Mining Alliance (KMA), KRHC organized a series of convenings and an advocacy campaign, including meetings between local organizations, government officials and the state department of mining. As a result, the government disbanded the initial post-mining land use committee and formed a new one that includes KMA.

Host communities in Ghana continue to struggle with resettlement and compensation issues. In year 4, Livelihood and Environment Ghana (LEG) developed a proposal to amend the Minerals and Mining (Compensation and Resettlement) Regulations. The proposal addresses issues that led to persistent conflicts in mining-affected communities, such as unclear procedures for moratoriums or legal definitions of 'economic wellbeing' and 'socio-cultural values'. LEG calls for better access to information on crop compensation rates and enhanced roles for the state in the resettlement process.

CeSIS builds the capacities of Anwiam community members and others to advocate for their resettlement, and engages the media to raise awareness about their plight. Network for Women's Rights Ghana broadcast the documentary Women in Small-Scale Mining on a national television station, highlighting the challenges facing women in Ghana's small-scale mining sector. All of this has led to an increased awareness among communities. In year 4, 16 cases of rights violations were reported to Oxfam partner Women in Law and Development in Africa (WILDAF) by women seeking redress, in comparison to three cases in year 3.

Supported by FAIR for ALL, the Land Rights Now! campaign joined the Saamaka Indigenous People in Surinam in their fight against illegal deforestation, and various Indigenous Peoples in Jujuy, Argentina, who are demanding that their FPIC is respected in the expansion of lithium mining. Another success we celebrated in year 4 was the Revised Law on Geology and Minerals in Vietnam, which now requires mineral companies to support local infrastructure and environmental protection.

1.

Introduction

2.

Moving towards
a new economy:
just transitions

3.

Results and
Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions
and lessons
learned

6.

Annexes



CARBON OFFSETTING

In year 4, SOMO has been particularly active on the topic of carbon offsets, as set out in the case study below. In addition to this, Huairou Commission member Shibuye supported communities in Western Kenya to map and understand the carbon crediting initiatives that are being proposed to them. Oxfam engaged in discussions on carbon offsetting standards under the Science Based Targets initiative (SBTi), as a member of its Technical Advisory Group. The three organizations are working together to prepare a series of webinars to explain the risks of carbon offsetting to grassroots organizations.

Men walking in the Amazon
Rainforest in Portel, Brazil.

CASE: MYTHBUSTING CARBON OFFSETTING



“Stop this carbon dealing with our territories and start by recognizing our territorial rights.” This urgent call from the Kichwa People of the Peruvian Amazon resonates with similar pleas from Indigenous Peoples and traditional communities across the Global South. It is a call to curb the carbon offsetting industry that grabs their lands to earn billions of dollars by selling false climate solutions.

Last year, we reported on the carbon offsetting project in Kasigau, Kenya, where women were promised jobs and gender equality, but instead were sexually harassed and abused. The Kasigau case is not an isolated one. The voluntary carbon offsetting market is a multibillion-dollar industry that has led to a wave of forced evictions, exploitation, denial of Free, Prior and Informed Consent (FPIC), loss of livelihoods, and other human rights violations across the Global South.

In Peru for instance, the Cordillera Azul REDD+ project has encroached upon the territory of the Kichwa communities. The project, which was repeatedly validated and approved by Verra, a non-profit organization that manages the Verified Carbon Standard (VCS) program, the largest voluntary carbon offset program, generated tens of millions of dollars in carbon credits for major companies, including Total Energies, Shell, Procter and Gamble, and Delta Airlines. Meanwhile, the rights of the Kichwa were trampled on. It is little wonder that in 2024, the UN Special Rapporteur on the Rights of Indigenous Peoples called for “a permanent moratorium, or at least a moratorium” on carbon markets.

SOMO BUSTS MYTHS ON CARBON OFFSETTING

In October 2024, SOMO published a series of well-researched articles that debunk [eight industry-promoted carbon offset myths](#), including the myth that carbon offsets bring added benefits to communities. The series provides CSOs, activists and affected communities with important knowledge to fight carbon offset projects. Among others, SOMO uncovered that most of the carbon offset funds stay in the Global North, circulating between interrelated companies.

SOMO demonstrates that claims of (future) ‘avoided deforestation’ resulting from carbon offset projects are often highly exaggerated, unverifiable and sensitive to manipulation. In 2023, a media investigation found that more than 90% of Verra’s rainforest carbon offsets are ‘phantom credits’; they only cancel out emissions on paper. Overall, SOMO reveals a shocking lack of reliable oversight in this industry. Auditors reporting to Verra are hired – and paid – by the same carbon offset project developers that apply to Verra for certification. In any case, Verra hardly scrutinizes the auditor’s findings before certifying projects.

The carbon offsetting industry never intended to save us from the climate crisis. On the contrary, it was initiated to allow big polluters to continue emitting their greenhouse gases, to avoid real climate measures and to profit from carbon offset projects. Logically, the many problems associated with carbon offsetting are systemic, and not flaws that can be fixed as the industry claims.



CASE

WOMEN
FARMERS
PLANT SEEDS
OF CHANGE IN
KERALA, INDIA

INDIGENOUS PEOPLES FIGHT BACK

The Kichwa people did not accept the grabbing of their land. Supported by Kichwa organizations, the community of Puerto Franco successfully fought for their rights, suing the Peruvian state and the Cordillera Azul National Park in 2020, and denouncing the buyers of its carbon credits. On December 17, 2024, a court ruled that the National Park was created without the consent of Kichwa communities, and instructed the state to consult and obtain Indigenous Peoples' FPIC. Importantly, it also ordered the titling of the Kichwa's ancestral territory and the nullification of forest concessions. The government must guarantee the community access to natural resources and its participation in the management of the park, including its right to benefit from conservation activities.

Since 2024, SOMO has been supporting the fight of the Kichwa people, while the Peruvian state has submitted an appeal against the court ruling. SOMO also supports the Brazilian Institute for Consumer Protection (IDEC) in its court case against GOL Airlines and car rental company Localiza. IDEC's greenwashing lawsuit is a first in Brazil, and challenges misleading carbon offset claims sold to consumers, while raising critical questions about the legitimacy of offset programs.

KNOWLEDGE STRENGTHENS IMPACT

SOMO's series of myth-busting articles is already being used as a resource for popular education by NGOs in India, Colombia and other countries, triggering a ripple effect via their networks of grassroots organizations and activists. FAIR for ALL partners will also use the publication to influence policymakers during COP30 in Brazil in November 2025, to underline the urgent need for stricter enforcement of corporate accountability. Putting a price tag on carbon just leads to a rise in emissions and to serious human rights violations, as people in Kasigau and the Kichwa people know all too well. Only a just energy transition and an economy that puts people before profit can create a sustainable future for all.



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

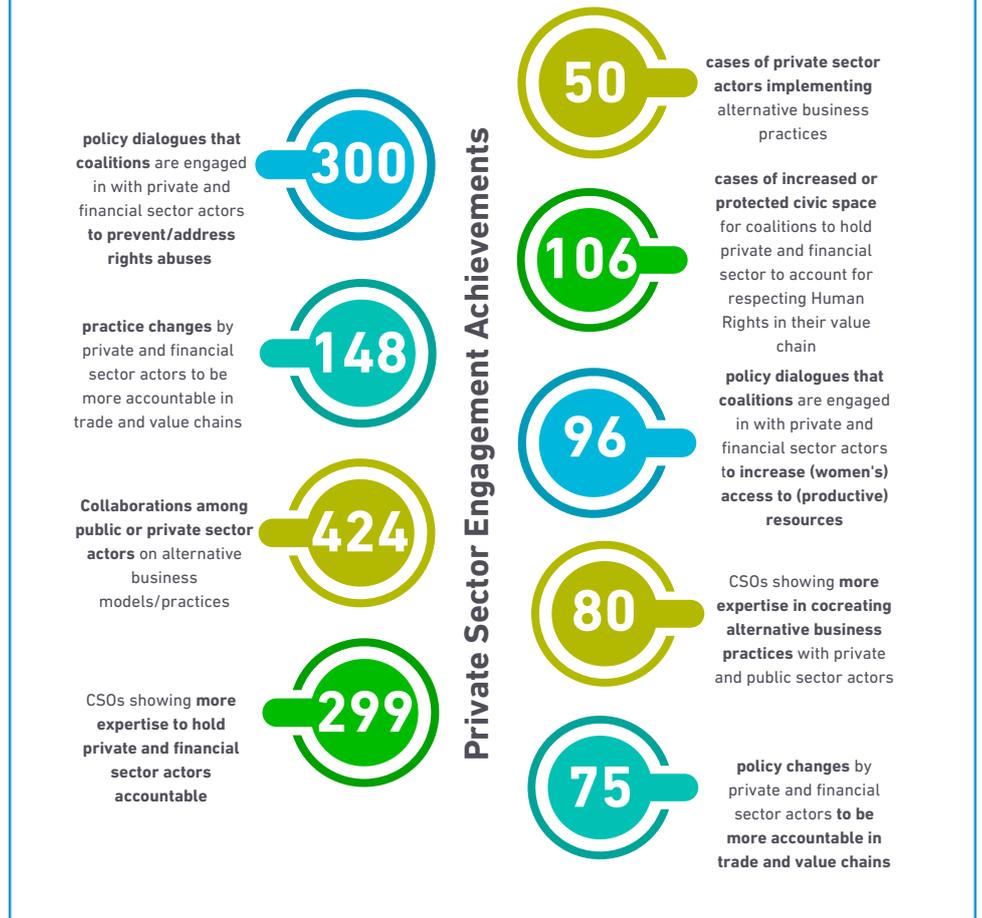
Annexes



Accelerating the transitions

FAIR for ALL has a range of ways to enable and accelerate the just agricultural transition and the just energy transition. This chapter highlights how in year 4 we advocated for a responsible private sector, influenced regulations, mobilized finance and put the spotlight on new, alternative forms of economic organizing that exist at the grassroots level across the world.

Figure 4: Private sector progress years 1-4



SCALING AND FINANCING RESPONSIBLE BUSINESS

The just agricultural and just energy transitions require long-term investments in new, responsible, sustainable ways of financing and doing business. Across FAIR for ALL, partners are collaborating with communities, grassroots women, farmers, workers, companies and funders to make responsible business the new normal in the agriculture and extractives sectors. As civil society, we recognize that transitions unfold in distinct phases (according to the [NewForesight](#) transition model), and our effectiveness depends on aligning our actions with the specific needs and opportunities of each stage. The role of CSOs in the different stages below range from supporting innovative pilots, to helping other actors replicate good practices, to advocating for enabling policies to lift up entire sectors – all with the goal of shifting the traditional business model towards one that that prioritizes people and planet over profit.

1.

Introduction

2.

Moving towards
a new economy:
just transitions

3.

Results and
Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions
and lessons
learned

6.

Annexes



Piloting and adopting (inception)

The majority of our work is to support piloting and adoption of new responsible business models. CSOs' roles in this mainstreaming process include capacity development and providing access to finance for innovators. In year 4, SSP, an Indian organization that focuses on community-led development, supported the Keravriksha Farmer Producer Organization in Kerala, India to launch a new flour mill and a new coconut oil mill in their community. This led to improved market access for grassroots women producers and a 20% return on their expenses. In Myanmar, amid conflict and market instability, partners piloted sesame and pea farming as sustainable alternatives to commercial crops like corn and bananas that are harmful to the environment, resulting in food diversity and secured livelihoods for small-scale farmers. In Indonesia, ASPPUK developed learning centers for women- and locally led climate-resilient agricultural pilots. And in Brazil, Rede Pintadas started developing an alternative business model to recycle animal fat for the production of biofuels, in coordination with big oil and gas company Petrobras.

Expanding and replicating (first movers)

Once new models have been piloted and adopted, they need to be expanded throughout the business and replicated by others, in order to reach the next level of scale. In Indonesia, a seafood processor verbally committed to work on a policy improvement agenda after Oxfam conducted a human rights due diligence pilot – taking the next step to expand beyond the pilot and implement policy changes through the business. To help grow responsible business from niche to norm, Oxfam and Sal Forest supported the second [Asia Inclusive and Responsible Business Forum](#) in Bangkok in February 2025. We convened 160 private sector leaders, CSOs and policymakers, UN and EU representatives, and owners of SMEs, who shared practical insights on inclusive and responsible practices. Participants explored how to scale [innovative solutions](#) in sustainable supply chains such as living wage strategies, circular economy models and rightsholder engagement. The forum successfully built a network of diverse stakeholders committed to accelerating responsible business across Asia.

Adapting to change (critical mass)

Once there's an early majority of actors practicing the new model, the late majority tends to adapt to the changing market dynamics. In year 4, Oxfam pushed chocolate retailers in the Netherlands to commit to paying a living income reference price to cocoa farmers (see page 22). The largest supermarket, Albert Heijn, made the commitment, and others are now seriously considering following suit to keep up with new consumer and market demands. If this materializes, a critical mass will form around responsible purchasing practices in cocoa.

Influencing norms, laws and regulations (institutionalization)

Even if a critical mass of actors using the new model exists, there are still laggards who will only change their behavior if required to do so by law. In year 4, many FAIR for ALL partners successfully advocated for enabling public policies and incentives for responsible business. Shibuye in Kenya brought together local authorities and farmers for a policy dialogue about the adoption of climate-resilient crops, agroecological practices, and ensuring smallholder farmers benefit fairly from the transitions. Through Shibuye's active advocacy, in March 2025 the Governor of Kakamega County institutionalized the [Governor's Day with Farmers](#) as an annual event. In Cambodia, the Cambodia Agricultural Workers Federation, together with trade unions and the Ministry of Labor and Vocational Training, established formal procedures for resolving individual labor disputes; now workers can file complaints with the labor inspector.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



In the sugar value chain in India, over 47,000 sugarcane workers received health insurance cards following successful advocacy by FAIR for ALL and Center for Sustainable Agri-food Initiatives Development (CSAID) members. In addition, 2,750 families were linked to the Domestic Worker Welfare Board for essential benefits like health insurance and pensions. And 97 newly formed self-help groups are opening up new income opportunities, especially for women and small farmers, helping to move the community towards sustainable, local processing.

FAIR for ALL partners in South Africa confronted systemic flaws within Fairtrade-certified farms. Farm workers who had participated in labor rights workshops brought forward cases of wage violations, withheld earnings and unsafe conditions. Supported by coalition advocacy and media engagement, these cases sparked wider conversations on corporate accountability, compelling certified entities and oversight bodies to re-examine their practices.



A long-neglected road in Erusi now stands as a symbol of what citizen advocacy can achieve.

In Uganda, partners made sure that farmers and communities know their land rights so they can advocate for themselves when these rights are threatened. With support from the Land Rights Support Centre, the Eastern and Southern Africa Small Scale Farmers Forum (ESAFF) organized multiple community engagements, including the first-ever Land Rights Camp in Erusi Sub-County. ESAFF reached almost 1,100 people through 16 community dialogues, 36 legal aid clinics, seven radio talk shows, and the dissemination of over 1,000 information, education and communication materials on land governance. In Brazil, CONTAR, the National Confederation of Rural Wage and Salaried Workers, helped secure over 1,000 collective bargaining agreements, ensuring that workers are protected, empowered and actively participating in shaping the just agricultural and energy transitions.

ADVOCATING FOR STRONG REGULATIONS

As mentioned in the Introduction chapter, the hard-won EU Corporate Sustainability Due Diligence Directive (CSDDD) that came into effect in July 2024 was weakened only a few months later. In February 2025, the European Commission introduced the 'Omnibus' package, which undermines both CSDDD and the Corporate Sustainability Reporting Directive (CSRD) by severely weakening protections and enabling corporate greenwashing. By the end of year 4, there is still no agreement on Omnibus. Civil society, including FAIR for ALL partners, continues to fight for maintaining the original text of CSDDD through advocacy, campaigning and strong cooperation in [national](#) and [international networks](#).

Southeast Asia geared up for the potential impacts of the backtracking on CSDDD and EU Deforestation Regulation in key sectors. Sal Forest trained CSOs to stay ahead of the regulatory requirements so they can effectively engage the private sector on the topic. As part of this, CSOs learned how to scrutinize corporate disclosures and assess supply chain risks. Sal Forest provided them with tools to advise affected communities on grievance mechanisms and campaign for systemic improvements. By focusing on real corporate reports and complaint mechanisms, CSOs transitioned from conceptual understanding to evidence-based advocacy – a crucial approach for effective private sector engagement.

On a more positive note, the OECD made major improvements to forthcoming principles on a just transition. A SOMO-hosted 'OECD Watch' led several CSO consultations, filed submissions to the OECD and supported others to do the same. Global leaders of multiple Indigenous communities and networks were invited by the OECD to highlight recommendations on how to improve OECD Guidelines on respecting Indigenous Peoples' rights. This increased Indigenous leaders' direct oversight over their own advocacy engagements with the OECD, improving their access and capacity to advocate on Indigenous Peoples' rights at the OECD.

79

Influencing efforts by CSOs towards legal protection of people in value chains

38

Influential stakeholders showing support for policy asks for legal protection of people in value chains

12266

Women and men mobilized for ensuring their legal protection in value chains

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



MOBILIZING FUNDING FOR THE JUST TRANSITIONS

The just transitions can only be funded if financial resources are more equally distributed across and within countries. FAIR for ALL partners therefore advocate for fair taxes, climate finance and investments.

Tax reform

Oxfam's 2025 inequality report Takers Not Makers revealed a staggering truth: every hour, the richest 1% in the Global North extract US\$30 million from the Global South through the global financial system. In response to this fast-growing extreme wealth, the global movement advocating for increased taxes on the super-rich gained momentum in year 4, with thousands uniting under the hashtag #TaxTheSuperRich. Key activities by partners SAAPE, the PRAKARSA research and policy advocacy institution, Patriotic Millionaires, Oxfam and over 50 civil society groups supported Brazil's G20 billionaire tax plan. They organized viral digital campaigns, collected 1.5 million petition signatures and mobilized 20 former heads of state. In South Africa, the government committed to explore a wealth tax for the first time, following a protest action coordinated by SOMO's partner Alternative Information and Development Centre (AIDC).

Despite the USA's backtracking on global tax reforms, including by walking out of the UN Tax Convention initiative, FAIR for ALL partners continued to advance fair tax systems at all levels. Tax Justice Network Africa led regional efforts to shape policies and build relevant capacities of civil society. In Asia, a landmark regional capacity-building event in March 2025 led to a unified civil society declaration demanding tax reforms. Oxfam and SOMO influenced EU tax positions by providing technical support through Tax Justice Netherlands and the Global Alliance on Tax Justice. This contributed to a shift in the position of countries, including the Netherlands, from resistance to constructive participation in negotiations.

In the Occupied Palestinian Territory (OPT), the Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH) and Oxfam led the development of a new national Fair Tax Monitor (FTM) report to support fiscal reform. This unveiled that over 92% of domestic tax revenues in the OPT are collected through indirect taxes, which disproportionately affect the most vulnerable citizens. Important legal reforms and improving public capacities are essential to shift tax burdens to the wealthiest groups. The FTM also found that inequality in the OPT is exacerbated by the (illegal) withholding of tax collection transfers to the OPT by the Israeli occupation regime.

Nigerian partner BudgIT equipped a new cohort of reporters with tools to investigate fiscal mismanagement in Nigeria's energy sector. Their exposés about public fund misuse triggered widespread media coverage, civil society dialogues, and a direct response from government officials. In addition, women-led shadow budget groups supported by FAIR for ALL tracked 1,495 projects from Nigeria's federal budget, promoting transparency and accountability in public expenditure.

Climate finance for the people

Adequate climate finance is crucial for (communities in) Global South countries to access renewable energy and to recover from and adapt to climate impacts. Oxfam calculated that rich countries have a huge 'climate debt' to lower-income countries, since they have used up more than their fair share of the world's carbon budget (the amount of CO2 emissions that can still be released while keeping global warming to below 1.5°C). Yet rich countries continue to fall short of their commitments, and at COP29 in Baku, the new climate finance goal mobilized only US\$300 billion annually, while actual climate costs for Global South countries are close to US\$1.3 trillion. Strategically focusing on international climate summits, Oxfam relaunched Make

41,921

Women and men organised around domestic tax, trade rules and inclusive development (in a safe and conflict sensitive manner)

147

CSOs showing more expertise on transparent, accountable and progressive fiscal, trade and value-chain regulations

45

Cases of Coalitions using shared agendas to demand transparent, accountable and progressive fiscal, trade and value-chain regulations

10

Policy changes on trade, tax and/or investment

7

Practice changes on trade, tax and/or investment

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



[Rich Polluters Pay](#) and released research revealing that the actual climate finance contributions of rich countries were just US\$28–35 billion, far below the OECD's reported US\$116 billion. Further scrutiny targeted financial institutions, with Oxfam's [Climate Finance Unchecked](#) report exposing US\$41 billion in unaccounted climate funds from the World Bank, leading to regular discussions and the bank's commitment to improve its reporting practices.



[TJNA calls for a unified African voice to drive UN Tax reforms and advance climate justice](#)

At the regional level, Tax Justice Network Africa hosted a Tax Justice and Climate Action Learning Event, uniting movements across Africa focused on tax justice, climate justice, natural resource governance and feminist economics. The event resulted in a [joint advocacy agenda](#) on issues like fiscal regime reform, just transition finance, and structural reforms to international financial systems.

With support from FAIR for ALL, research was carried out in [Nigeria](#), [Uganda](#) and Vietnam⁸ on the climate finance landscape, exploring the amounts received, sectoral allocations, management strategies and the role of civil society in driving accountability. The reports provided an essential discussion of how these countries can harness climate finance to build a more resilient, sustainable future, and were widely picked up by the [media](#). In Nigeria and Uganda, FAIR for ALL partners Connected Development (CODE) and Advocates Coalition for Development and Environment (ACODE) used the research to advocate for fiscal transparency and progressive domestic financing for climate adaptation.

Without climate finance, countries in the Global South cannot implement their Nationally Determined Contributions (NDCs). To ensure inclusive NDC revision processes in 2024, Oxfam published its [Climate Plans for the People](#) in March 2024. In year 4, Oxfam engaged with the revision process in 19 countries, including FAIR for ALL countries Cambodia, Brazil, Uganda, Mozambique and the Netherlands/EU. In addition, Oxfam started a benchmarking process which will enable all submitted NDCs to be scored in relation to their contributions to climate just planning, including learnings from FAIR for ALL.

Responsible finance and investments

In year 4, FAIR for ALL actively pushed the financial sector to steer its investments towards inclusive and sustainable agriculture and minerals value chains. In line with the scaling principles described above, Oxfam Novib and the Dutch Fair Finance Guide (DFFG) coalition continued their engagement with major pension funds, banks and insurers. In June 2024, DFFG and Groen Pensioen published [a report](#) showing that major Dutch pension funds have reduced fossil fuel investments by 67% since the Paris Agreement. In October 2024, [a second DFFG climate report](#) found that 11 banks, pension funds and insurers had reduced fossil fuel investments since 2015.

In a similar effort, Southern African Resource Watch (SARW) and the University of Johannesburg investigated the role of financial institutions in South Africa's extractive industry governance. SARW then used the findings to influence banks and investors to strengthen ethical standards for financing extractives industries. In Nepal, Oxfam and partner Community Self-Reliance Centre (CSRC) built on their years of engagement with the World Bank's International Finance Corporation (IFC) and Dutch entrepreneurial development bank FMO on the Upper Trishuli hydropower project, which was falsely presented as an example of 'good practice' in implementing Free, Prior and Informed Consent (FPIC). Working closely with the 13 impacted Tamang communities, CSRC managed to get the Indigenous Peoples' Plan (IPP) implementation underway in year 4. CSRC also supported the communities to

8. [Report available upon request.](#)

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



advocate for an increased IPP budget, and for relocation and land acquisition in the cases of seven villages.

Spotlight on sparks of a new economy

Over the last decade, growing discontent with the current economic system has created the momentum for economists, politicians and thinkers across disciplines to explore models for a new economy. In year 4, FAIR for ALL collected a series of inspirational examples from its program, of communities that are already creating such alternative economies at grassroots level, rooted in local realities and driven by collective action: Sparks of a New Economy. These have a number of clear principles and values in common: 1) Centering care, recognizing that human and planetary wellbeing should be at the heart of the economy; 2) Moving beyond gender norms, valuing women’s roles and decision-making power; 3) Collective governance and wealth sharing; 4) Building resilience and environmental stewardship, minimizing harm to the local environment while regenerating ecosystems; and 5) Reclaiming traditional knowledge and culture, integrating these into modern practices, and asserting people’s right to shape their futures around their own culture.



Sparks of a New Economy: How communities are living out values of an economy that centres wellbeing

Partnering with Commons Network, FAIR for ALL continued to fuel the debate on a new economy in Europe and the Netherlands, including through an opinion piece on postgrowth agriculture, which was co-signed by 16 politicians. In September 2024, as a result of Oxfam’s influencing work, the Dutch Ministry of Climate and Green Growth organized a strategy seminar for 300 national policymakers working on climate and economics. A few months later, Commons Network organized a roundtable on work in a post-growth economy, bringing together Members of Parliament from Spain, France, Croatia and Slovenia, and a panel discussion on ‘Postgrowth pathways: Changing course amidst climate crisis’. The knowledge created through these discussions will be published in a series of Postgrowth Primers.



Panel discussions – Postgrowth pathways: Changing course amidst climate crisis

3. RESULTS IN NUMBERS PER PATHWAY



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



PATHWAY 1 RESULTS IN NUMBERS

Impact statement: civil society has enabled the co-creation, implementation and scaling of alternative value-chains, in particular those that empower women producers and return a FAIR share of value to communities, alongside more inclusive practices within existing value chains.



IMPACT

ALTERNATIVE BUSINESS MODELS/ MORE INCLUSIVE PRACTICES

Y4 Target	10
Y4 Result	68
Target end 2025	48

OUTCOME

WOMEN/YOUTH PARTICIPATING IN AWARENESS-RAISING ACTIVITIES ON RIGHTS

Y4 Target	12,250
Y4 Result	27,298
Target end 2025	100,495

CSOS DEMONSTRATING INCREASED EXPERTISE IN INFLUENCING SYSTEMIC BARRIERS TO (WOMEN'S) ECONOMIC EMPOWERMENT

Y4 Target	38
Y4 Result	120
Target end 2025	28888

CASES OF PRIVATE- AND/OR PUBLIC SECTOR ACTORS ENGAGED

Y4 Target	38
Y4 Result	283
Target end 2025	147

CASES OF PRIVATE SECTOR ACTORS IMPLEMENTING ALTERNATIVE BUSINESS PRACTICES

Y4 Target	32
Y4 Result	15
Target end 2025	77

INFLUENCING EFFORTS BY CSOS TO PROMOTE ALTERNATIVE BUSINESS MODELS/PRACTICES

Y4 Target	65
Y4 Result	125
Target end 2025	342

PROGRESS

Similar to year 3, year 4 reflects strong progress under pathway 1. For nearly all indicators, outcomes exceeded the targets, with two exceptions. Alternative business models or more inclusive business practices were reported across seven projects, contributing to a total of 68 cases at the program level. A significant proportion of these came from Vietnam, where 48 livelihood models were implemented. These were specifically designed to integrate into and strengthen agricultural value chains, with a continued focus on improving inclusiveness and sustainability. CSOs continued to strengthen their capacities in addressing systemic barriers to (women's) economic empowerment. This was demonstrated in 120 instances, well above the planned 38. Collaboration with private and public sector actors also surpassed expectations, with 283 documented cases of co-creation or support for inclusive business models or enabling environments, a remarkable 745% of the original target, with particularly strong results in India. Despite the high level of engagement with private sector actors, the relatively low number of cases (15 out of the target 32) where they have adopted or implemented inclusive business practices suggests that actual implementation of inclusive practices by private sector actors remains challenging. This trend is consistent with overall progress towards end-of-project targets. Also in line with last year, outreach efforts remain strong in pathway 1, with 27,298 women and youth participating in awareness-raising activities on rights and/or economic opportunities, more than double the 12,250 anticipated. Finally, CSOs have shown efforts to influence and promote alternative business models or practices in 125 cases, achieving 192% of the target, again with the highest contribution reported in India.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



PATHWAY 2 RESULTS IN NUMBERS

Impact statement: Civil society has contributed to a more responsible private and financial sector where trade and value-chains respect human, labour and environmental rights and increase (women's) access to (productive) resources.



IMPACT

POLICY CHANGES IN PRIVATE AND/OR FINANCIAL SECTOR ACTORS

Y4 Target	23
Y4 Result	13
Target end 2025	99

PRACTICE CHANGES IN PRIVATE AND/OR FINANCIAL SECTOR ACTORS

Y4 Target	23
Y4 Result	26
Target end 2025	75

OUTCOME

CASES OF COALITIONS ENGAGED IN POLICY DIALOGUES WITH PRIVATE AND/OR FINANCIAL SECTOR ACTORS

Y4 Target	74
Y4 Result	99
Target end 2025	234

CASES OF DEFENDERS OF (WOMEN) RIGHTS SEEKING REDRESS

Y4 Target	100
Y4 Result	90
Target end 2025	1,433

CASES OF INFLUENTIAL STAKEHOLDERS ENDORSING COMMUNITIES IN PROTECTING THEIR RIGHTS

Y4 Target	70
Y4 Result	67
Target end 2025	323

WOMEN AND MEN MOBILIZED TO PROTECTING COMMUNITIES' RIGHTS (GLOBAL SOUTH)

Y4 Target	15,672
Y4 Result	8,604
Target end 2025	219,573

WOMEN AND MEN MOBILIZED TO PROTECTING COMMUNITIES' RIGHTS (NL)

Y4 Target	35,000
Y4 Result	39,485
Target end 2025	190,000

PROGRESS

Year 4 results under pathway 2 present a mixed picture regarding policy and practice changes at the impact level. The number of private and financial sector actors implementing practice changes slightly exceeded the year 4 target, with 26 cases reported across five countries, mostly in the Netherlands. However, policy changes were below the target, with only 13 cases reported against a target of 23, across four countries. This pattern aligns with overall progress toward the 2025 targets, where practice change targets have been overachieved, while policy changes remain somewhat behind. A total of 99 coalitions engaged in policy dialogues on the topic of rights abuses, exceeding the target of 74. Most cases (63) were reported in Brazil. Through these coalitions and other influencing efforts, influential stakeholders endorsed the protection of community rights in 67 cases, just below the target for this year, with notable contributions again in Brazil, but also in Ghana. Similarly, in 90 cases defenders of (women's) rights sought redress, against the target of 100; again, there were strong contributions in Brazil, but also South Africa. Mobilization to protect community rights in Global South countries improved slightly from last year but remained below target, with 8,604 people mobilized (5,285 women and 3,322 men), representing only 55% of the year 4 goal. By contrast, mobilization in the Netherlands exceeded the target, as 39,485 people were mobilized.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



PATHWAY 3 RESULTS IN NUMBERS

Impact statement: Civil society has contributed to formulating and enforcing strong national laws, regulatory frameworks and global norms that guarantee human rights in national and global trade and value chains



IMPACT

NEW GOVERNMENT POLICIES/REGULATORY FRAMEWORKS

Y4 Target	13
Y4 Result	17
Target end 2025	66

IMPROVED ENFORCEMENT OF POLICIES/REGULATORY FRAMEWORKS

Y4 Target	15
Y4 Result	16
Target end 2025	57

OUTCOME

CASES OF CHANGED (INTER)NATIONAL EXPECTATIONS OF (INTER) NATIONAL TRADE AND VALUE CHAINS

Y4 Target	24
Y4 Result	21
Target end 2025	105

CSOS DEMONSTRATING INCREASED EXPERTISE TO INFLUENCE

Y4 Target	116
Y4 Result	216
Target end 2025	674

INFLUENCING EFFORTS BY CSOS MONITORING THE IMPLEMENTATION OF LAWS AND REGULATORY FRAMEWORKS

Y4 Target	86
Y4 Result	284
Target end 2025	329

INFLUENCING EFFORTS BY CSOS TOWARDS LEGAL PROTECTION OF PEOPLE IN VALUE CHAINS

Y4 Target	89
Y4 Result	79
Target end 2025	395

CASES OF INFLUENTIAL STAKEHOLDERS ENDORSING POLICY ASKS ON PROTECTION

Y4 Target	43
Y4 Result	38
Target end 2025	299

PROGRESS

Pathway 3 showed good progress in year 4, although some areas remain slightly below their intended targets. At the impact level, most outcomes are in line with or above what was anticipated. Seventeen new (elements in) policies or regulatory frameworks were introduced that guarantee human rights in national and global trade and value chains, across seven countries. In addition, 16 cases were reported where the enforcement of such frameworks improved, with half of reported cases being in Brazil. There were 21 instances of changed (inter)national expectations regarding trade and value chains, slightly less than the anticipated 24. CSOs carried out 79 influencing efforts aimed at strengthening the legal protection of people in value chains, reaching 90% of the target. Meanwhile, CSO efforts to monitor implementation of relevant laws and frameworks significantly exceeded expectations in year 4, with 284 cases reported against the target of 86, most of them in Nigeria. Moreover, 216 CSOs demonstrated increased expertise to influence (inter) national policies, laws and norms on trade and/or value chains, well above the 116 planned, with notable contributions from India and Cambodia. These and other efforts contributed to 38 cases of influential stakeholders endorsing policy asks on the legal protection of people in value chains, slightly under the target of 43 for this year.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



PATHWAY 4 RESULTS IN NUMBERS

Impact statement: Civil society has contributed to trade, tax and investment policy reforms that enable governments to promote inclusive and sustainable development, and which benefit (women) small and medium scale producers, their communities and domestic economies.



IMPACT

POLICY CHANGES ON TRADE, TAX AND/OR INVESTMENT

Y4 Target	20
Y4 Result	10
Target end 2025	96

PRACTICE CHANGES ON TRADE, TAX AND/OR INVESTMENT

Y4 Target	26
Y4 Result	7
Target end 2025	70

CASES OF GOVERNMENTS WITH MORE TRANSFORMATIVE DEVELOPMENT POLICY AGENDAS

Y4 Target	22
Y4 Result	13
Target end 2025	46

OUTCOME

CSOS DEMONSTRATING INCREASED EXPERTISE

Y4 Target	114
Y4 Result	147
Target end 2025	275

CASES OF COALITIONS USING SHARED AGENDAS

Y4 Target	55
Y4 Result	45
Target end 2025	520

WOMEN AND MEN ORGANIZED AROUND DOMESTIC TAX, TRADE RULES AND/OR INCLUSIVE DEVELOPMENT

Y4 Target	17,033
Y4 Result	41,921
Target end 2025	165,900

CSOS DEMONSTRATING INCREASED EXPERTISE TO DEMAND INCLUSIVE, TRANSFORMATIVE DEVELOPMENT

Y4 Target	68
Y4 Result	120
Target end 2025	247

CASES OF INFLUENTIAL PUBLIC SECTOR STAKEHOLDERS ENDORSING POLICY ASKS

Y4 Target	74
Y4 Result	157
Target end 2025	399

PROGRESS

In line with last year, in year 4 the number of policy and practice changes on trade, tax and/or investment remained below expectations, with 10 policy changes against 20 planned, and seven practice changes against 26 planned. Likewise, there was less progress than expected in governments adopting more transformative development policy agendas, with only 13 cases reported compared to the target of 22. However, also similar to last year, strong progress was seen in CSO capacity strengthening. A total of 120 cases were reported of CSOs demonstrating increased expertise to demand more inclusive and transformative development, 176% of the target. Furthermore, 147 CSOs showed improved capacity in transparent, accountable and progressive fiscal, trade and value chain regulations, exceeding the expected 114. Organizing efforts also remained high: a total of 41,921 people were organized around domestic tax, trade rules and/or inclusive development, including 22,578 women and 20,390 men. However, only 45 cases of coalitions using shared agendas were reported, below the target of 55. Notably, public sector engagement showed encouraging progress, with 157 instances of influential public sector stakeholders endorsing policy asks in 12 regions, more than double the target of 74. There were particularly strong contributions to this success at the Africa regional level.

Nana Kwabena Boafo, community leader in Anwiam, in the goldmining area of AGA in Ghana. He is advocating for the landrights of his community.

4. HOW WE WORK



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Our ways of working reflect the principles FAIR for ALL adheres to, and increase the interconnectedness of our program and community: mutual learning and capacity strengthening, prioritizing gender and inclusion, feminist MEAL, equitable partnerships, conflict sensitivity, a commitment to safeguarding and a strong focus on defending civic space.

Learning in FAIR for ALL

FAIR for ALL's five 'Communities of Practice' provide key spaces for learning and exchanging across our network. These are: women's economic empowerment, (private sector) influencing, mutual capacity strengthening, working in authentic partnership, and civic space. Here, we briefly describe developments in three of these Communities of Practice in year 4.

WOMEN'S ECONOMIC EMPOWERMENT

The women economic empowerment Community of Practice is hosted by Oxfam's Women's Economic Empowerment Knowledge Hub in the Philippines. In year 4, the hub brought together partners from across the consortium to share, learn and strengthen capacities. To this end it created digital learning repositories, organized digital sessions, and facilitated the participation of FAIR for ALL partners in global learning initiatives. FAIR for ALL funded the transition of the hub from Oxfam Great Britain to Oxfam Pilipinas as part of a dedicated effort to shift power and center Southern knowledge and leadership, highlighting how we can critically reflect on power and knowledge through programs. By supporting the hub, FAIR for ALL is keeping a significant body of thematic knowledge alive and thriving.



a Peer-to-Peer Learning Series about sustaining inclusive and woman-centered business practices at scale

MUTUAL CAPACITY STRENGTHENING

Year 4 was the most active to date in terms of centrally organized and supported mutual capacity strengthening (MCS) activities. Across seven countries, 28 partner organizations benefited from the MCS Fund, which allocated a total of €300,000 to projects focused on institutional development and mutual capacity strengthening. The full list of year 4 awards, including project summaries, is available on the Power to Voices platform⁹. Two of these are highlighted in case studies in this report (see page 18 and page 39).

An important step in year 4 was the sharing of two key e-learning courses, Fundamentals of Digital Influencing and Key Partnership Skills, with the broader non-profit community. Both courses are now freely accessible on the Disaster Ready online platform, open to anyone worldwide, with over 2,000 participants to date. Last but not least, we commissioned a study into the effect of FAIR for ALL's capacity strengthening efforts. This research concluded that CSOs had improved their operational and advocacy skills, increased their policy influence, and defended civic space while advancing social, environmental and economic justice.. Last but not least, we commissioned a study into the effect of FAIR for ALL's capacity strengthening efforts. This research concluded that CSOs had improved their operational and advocacy skills, increased their policy influence, and defended civic space while advancing social, environmental and economic justice.

⁹ To access this page, you need to register with the Power to Voices platform and request access to the FAIR for ALL partners group; alternatively, email fairforall@oxfamnovib.nl to request a copy of the list.



Eastern and Southern Africa
Small Scale Farmers' Forum
ESAFF - UGANDA



VISION 2033

"A just and Resilient Food System led by

NATIONAL STRATEGIC PLAN 2033

29TH AUGUST 2024

[Handwritten signatures in blue ink, including one that reads 'Christine']

www.esaffuganda.org

CASE: STRENGTHENING THE SPINE: BUILDING INTERNAL SYSTEMS FOR LASTING IMPACT



CASE

STRENGTHENING
THE SPINE:
BUILDING
INTERNAL
SYSTEMS
FOR LASTING
IMPACT

Organizational capacity strengthening is the process of building internal systems, structures and skills to become more effective, resilient and sustainable. Through the Mutual Capacity Strengthening (MCS) Fund, FAIR for ALL partners were able to take critical steps in addressing a few long-standing internal gaps to help strengthen their organizational capacity.

With support from a technical consultant, the Eastern and Southern Africa Small Scale Farmers Forum (ESAFF) in Uganda, co-developed a MEAL system tailored to its values, field realities and Vision 2033 strategy. Staff were trained to use and lead the system, ensuring ownership and long-term sustainability. This investment is already yielding results. ESAFF used community feedback to adapt its land and seed rights campaign mid-cycle, fine tuning its messaging and outreach to address real-time implementation gaps. What began as a technical tool has become a strategic backbone for learning, reflection and responsiveness across the organization.

Another area of improvement was around safeguarding. Prior to the capacity strengthening, ESAFF had safeguarding on paper, but now it is really investing in implementing the policy together with its members. In addition, they use it as an opportunity to sensitize others. As a result, ESAFF staff and members began to reflect on their positions of power and how that might impact members of the community. Staff observed that the power position of those doing field work would impact any potential romantic relationship. As a consequence, even when they thought there were no integrity or safeguarding issues, staff began to identify areas where they could improve, and started to change their behavior and to hold each other to account.

TURNING CAPACITY INTO GRASSROOTS IMPACT

With stronger internal systems and expanded alliances, ESAFF has turned outward, translating its organizational growth into concrete grassroots impact. In partnership with the Ministry of Lands and district governments, ESAFF reactivated dormant Area Land Committees (ALCs) and Local Council Courts in Zombo, Nebbi and Arua. In 2024 alone, over 30 ALC members were trained and 20 certificates of customary ownership were issued: 65% of them to women-headed households. ESAFF also launched an innovative land rights support center, producing local-language legal guides and using community radio to demystify complex legal processes. These tools made it easier for farmers to understand land registration, dispute resolution and legal protections, thus bringing justice closer to the people.

ESAFF's journey is a powerful reminder that organizational capacity is not just about systems – it's about shifting power. Through FAIR for ALL, ESAFF didn't just improve internal processes, but it unlocked its own potential to lead, adapt and organize, from the ground up.



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



WORKING IN AUTHENTIC PARTNERSHIPS

Key lessons from our learning journey on Equitable and Authentic Partnerships include the importance of empowering local partners to lead, adopting adaptable funding and planning mechanisms, and maintaining open and transparent communication. Examples are the flexible budgeting in Ghana, which empowered mining-affected communities to respond to urgent advocacy needs, while legal resources, translated into local languages, enabled citizens to hold mining companies accountable. In Uganda, the various partners decided to invest in trust by setting up joint community-centered monitoring visits followed by joint learning events.

At the program governance level, the reflection by the Global Advisory Board reinforced the importance of co-designing governance structures with partners from the outset, clearly defining roles and mandates. The FAIR for ALL experience also underscored the need for reforms, especially when the setup was not co-designed by partners, to address power imbalances.

Ultimately, these efforts reflect a deeper shift across Oxfam Novib towards decolonizing partnership practices, redistributing power and fostering trust-based collaboration. The journey not only helps build the foundation for internal transformation but also positions the organization to model authentic, equitable partnerships across the development sector.



Land Learning Journey in Cambodia (December 2024). Here, 41 people from 13 countries, representing 21 partners, gathered to exchange their experiences and underpin the overall systemic change ambition.



Oxfam and Huairou Commission created a joint statement on behalf of women grassroots leaders during a side event at the 69th session of the Commission on the Status of Women, in New York.

Gender

Our Capacity Assessment Tool analysis in year 3 showed that 73% of FAIR for ALL partners had formulated a transformative gender mainstreaming ambition. To underpin this ambition we organized a first in-person session that same year, where we reflected on what it means to be gender transformative. In year 4, this was followed up by a second session on gender transformative best practices, both online in the women's economic empowerment Community of Practice, and in-person during the Land Learning Journey in Cambodia in December 2024, organized by Huairou Commission and Oxfam. Here, 41 people from 13 countries, representing 21 partners, gathered to exchange their experiences and underpin the overall systemic change ambition.

Topics on the agenda this year were: 1) increasing women's leadership and decision-making roles; 2) engaging men in gender transformative approaches; 3) women's economic justice and the care economy; and 4) gender and climate. Our joint ambitions were further reinforced by trainings on the Gender Action Learning System for partners in Myanmar, and echoed in a joint statement by Oxfam and Huairou Commission on behalf of women grassroots leaders during a side event at the 69th session of the Commission on the Status of Women, held in New York. The statement reiterates the importance of ensuring women's full land rights, active engagement of communities and sustained support to community-led initiatives.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



An example from Ghana shows how a sustained gendered approach to inclusion in a local value chain can set economic empowerment in motion. Only 9% of employees in the mining sector are women and two-thirds of them come from the urban elite, despite the fact that most of the mines are in rural communities. In year 2, FAIR for ALL provided women farmers in two mining areas with trainings in new greenhouse farming. The following year, active engagement by the Africa Centre for Energy Policy (ACEP) with the government’s National Alternative Employment and Livelihoods program resulted in an Memorandum of Understanding which enabled the women farmers to sell their produce to mining companies. This was implemented in year 4, while the involvement of other partners – the Kosmos Innovation Centre, international donors and Ecobank Ghana – attracted investment and support for climate-smart agriculture and women’s entrepreneurship. It also led to engagements with the Ghana Chamber of Mines to further expand the supply role of women-led agribusiness in host communities in corporate food supply chains. At the time of writing, 10 mining companies had been targeted and 70 women farmers were already supplying mines.

Feminist MEAL

Monitoring, evaluation and learning (MEAL) is crucial in evidence-based decision-making for adaptive program management. Feminist MEAL differs significantly from a more traditional approach because of its explicit focus on gender and power inequalities, its emphasis on co-designing and co-managing processes with participants, and its aim to promote transformative social change. In Year 4, FAIR for ALL hosted a [learning event](#) in The Hague with MEAL colleagues from across the consortium to share and exchange learning on feminist MEAL. Another key event was the launch of the training trajectory on digital MEAL, which began with a needs assessment and online learning sessions. These were then followed by two in-person workshops in Bangkok, Thailand and Nairobi, Kenya, focusing on using media campaigns for social change and advocacy



Consortium MEAL Exchange in April in The Hague

The Alliance and Movement Funds

With the widespread cuts to development funding in the past year, FAIR for ALL’s work on flexible funding of movements and alliances has become even more relevant. In year 4, FAIR for ALL focused on deepening partnerships by investing in learning around its two primary funds: the Movement Fund and the Alliance ‘Sudden Opportunity’ Fund. We learned the great added value of working with intermediary movement funders, who have the infrastructure in place to provide (very) small grants to informal social movements. FAIR for ALL supported 18 alliance activities and saw four Movement Fund intermediaries each support 20 to 50 small movements with grants ranging from €250 to €7,000.

“Working from a place of trust and having a bigger risk appetite is something many intermediary funding organizations have already been practicing for many years and have built their processes and policies around it. These are organizations, often born from the movements, that provide funding, build infrastructure and initiate solidarity and networks for the movements. These can serve as partners to iNGOs and mitigate some of the risks and requirements that their back donors might have.” Quote from a Movement Fund partner

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



The Movement Fund provided practical capacity strengthening support to partners on strategy, learning and fundraising. Using the lessons from the Movement and Alliance Funds, Oxfam Novib has piloted some practical changes to flexible funding and small granting in new programs, such as simplifying contracts and risk assessments, and investing in an online system to review proposals.

Conflict sensitivity

In year 4, our work on conflict sensitivity focused on better understanding the links between the human rights abuses in extractive value chains and conflict. That is, to implement activities in ways that bring stakeholders in the critical minerals sector together, instead of unintentionally promotion divisions among them. The critical minerals are crucial to the Just Energy Transition and conflict sensitivity is an indispensable lens for civil society interventions.

In Kenya, insecurity in Turkana County significantly affected local partners' access to target communities. They managed to continue engagement despite reduced field presence through collaborating effectively with government stakeholders and building on existing strong local relationships.

Safeguarding

In year 4, we shared knowledge and learning resources about safeguarding on a continuous basis. In addition, partners shared their experiences, challenges and lessons learned. Particularly interesting was the launch and rollout of a series of webinars organized by the African Youth Commission, a consortium partner in the African Activists for Climate Justice program. The series gave young people the space to lead the conversation on improving safeguarding settings and practices within organizations.



FAIR for ALL
Safeguarding
Essentials: Participant
Handbook and
Learning Resources

5. CONCLUSIONS AND LESSONS LEARNED



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



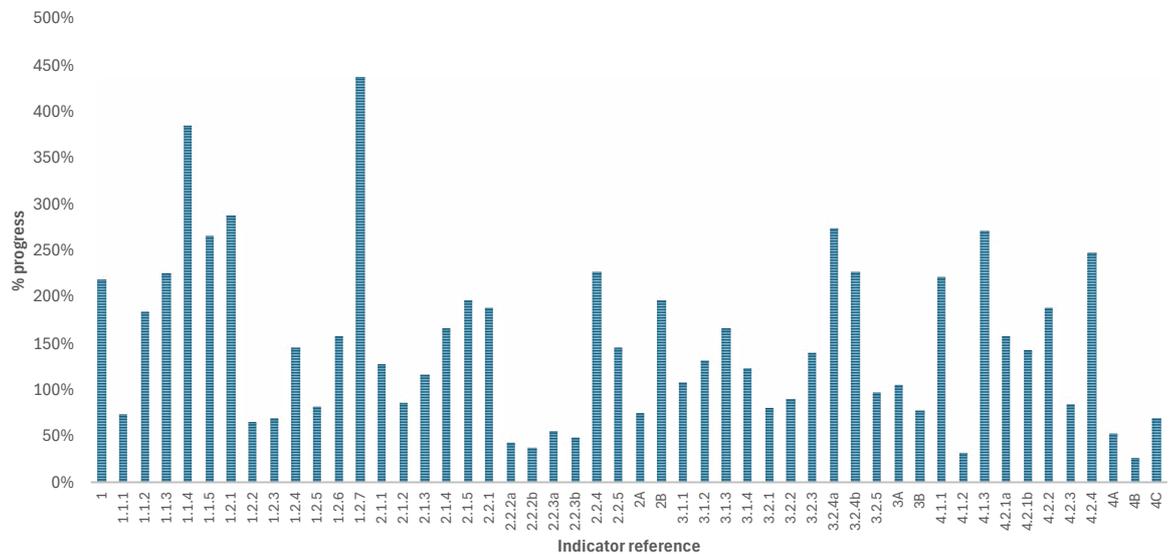
Are we on track?

In year 4, FAIR for ALL operated under challenging circumstances. Governments and the private sector backtracked on commitments, civic space closed in almost all the countries we work in, and massive cuts in development budgets threaten to undermine the continuity of our partners' work. We are proud of their courage and persistence in working to make agricultural and minerals value chains fairer and to improve the lives and livelihoods of marginalized people across the world.

Looking back at year 4, we ask ourselves: are we still on track to meet our objectives? What have we learned? And looking ahead, how do we see our work developing?

The progress on FAIR for ALL indicators per pathway reflects our achievements, as shown in Figure X below and in Chapter 3. We see strong achievements on pathway 1 indicators on responsible businesses, and good results on pathway 2. Here, we observe few results when it comes to policy changes, possibly due to a lack of clarity and thus hesitation with regard to due diligence targets. Pathways 3 and 4 show mixed results, with notably lower results on impact indicators for pathway 4. We believe this might be the result of increased right-wing and populist political influence across the world, which slows down the reform agenda. Looking at our five-year targets, we have met over 50% of our impact indicators and are on track to achieve another 25% in the coming year.

Figure 5: Proportional progress on FAIR for ALL indicators towards five-year targets



Our conclusion is that FAIR for ALL partners have contributed to many important outcomes towards more inclusive and sustainable value chains. In our work to bring about a just agricultural transition we achieved progress within all the value chains we engaged in: rubber, tea, cocoa and palm oil, and many more in the countries we engage in. With regard to the just energy transition, FAIR for ALL has increased capacities and civil society engagement on critical minerals in Africa. Communities are standing stronger against mining companies in Africa and Asia, and as a consortium we collaborated to raise awareness on the risks of carbon offsetting. However, we also see worrying developments, in particular the backtracking on legislation in the EU, the rise of right-wing political parties and policies, the increasing societal influence of the private sector and the growing global inequality.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



So, are we closer to achieving the systemic changes that we seek? At the level of political change, 'no' seems to be the honest answer. We celebrated the important steps forward made by the end of year 3, but one year later it seems we are moving many steps backward. Still, looking back at the past four years, we have achieved a great deal – think of the many companies and financial actors that continue to call for strong regulations. At the level of countries, individual companies and CSOs, we have also seen many examples of positive change. If we make the effort to take a closer look at the community level, there are sparks of a new economy that inspire us to move forward.

We need to keep in mind that we strive for long-lasting changes – we work for the long term. In that respect, the reduced investments in fossil fuels by Dutch banks and pension funds, and supermarkets' commitments on cocoa are encouraging. In the meantime, the fight for equality continues. Or in the apt words of FAIR for ALL partner Shibuye: "Overall, year 4 reinforced that sustainable, just transitions depend on a nuanced understanding of local realities, persistent engagement and adaptable strategies. These insights will shape our future approaches to deepen impact and promote more inclusive development pathways."

What works, what does not?

An analysis of all 512 outcomes 'harvested' so far in the FAIR for ALL program confirms that the four pathways are interconnected and reinforce each other, for example in the strategic alignment of influencing private sector practices and driving policy change. We conclude that our Theory of Change holds. However, the way change happens is different from the previous years. We draw lessons from a number of assumptions that hold less firmly than they used to do.

- For pathway 1, we assumed that examples of viable responsible business models would encourage companies and governments to adopt new economic principles and standards. In this way, we expected to create an enabling policy and investment environment for these alternative business models. Yet in the context of government backtracking on accountability and increased impunity of the private sector, this assumption is less valid.
Our lesson is that we need an even stronger connection with our accountability work in pathway 2. When working on an economic alternative, you need to clearly link it to a bad practice. And, when holding private sector actors to account, you need to clearly link it to an economic alternative.
- Putting a spotlight on frontrunner and laggard companies to create a 'race to the top' does not work as before, given the above-mentioned impunity combined with the enormous lobbying power of the private sector.
The lesson we draw is that we could take even stronger positions: we could support responsible frontrunners more explicitly and visibly, speak out more forcefully against harmful practices, resist deregulation and call for a radically new economy.
- The assumption that communities' knowledge about legislation and regulations can prevent rights abuses, and that public pressure increases political will to act, has become less certain.
We learned that civil society needs to be more outspoken and combine a smart mix of 'insider and outsider' strategies¹⁰ to be influential. However, this requires more attention to working in intersectional civil society coalitions, in order to defend and open civic space and mitigate risks for human rights defenders.

10. (The Open University) [Understanding different research perspectives](#)

1.

Introduction

2.

Moving towards
a new economy:
just transitions

3.

Results and
Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions
and lessons
learned

6.

Annexes



- In our Theory of Change we did not include an assumption on conflict. However, more and more CSOs operate in a context of conflict.

Our lesson here is that we should pay more attention to conflict sensitivity, in particular in relation to extractive value chains. We will do so both in future program development and in year 5 of the FAIR for ALL program.

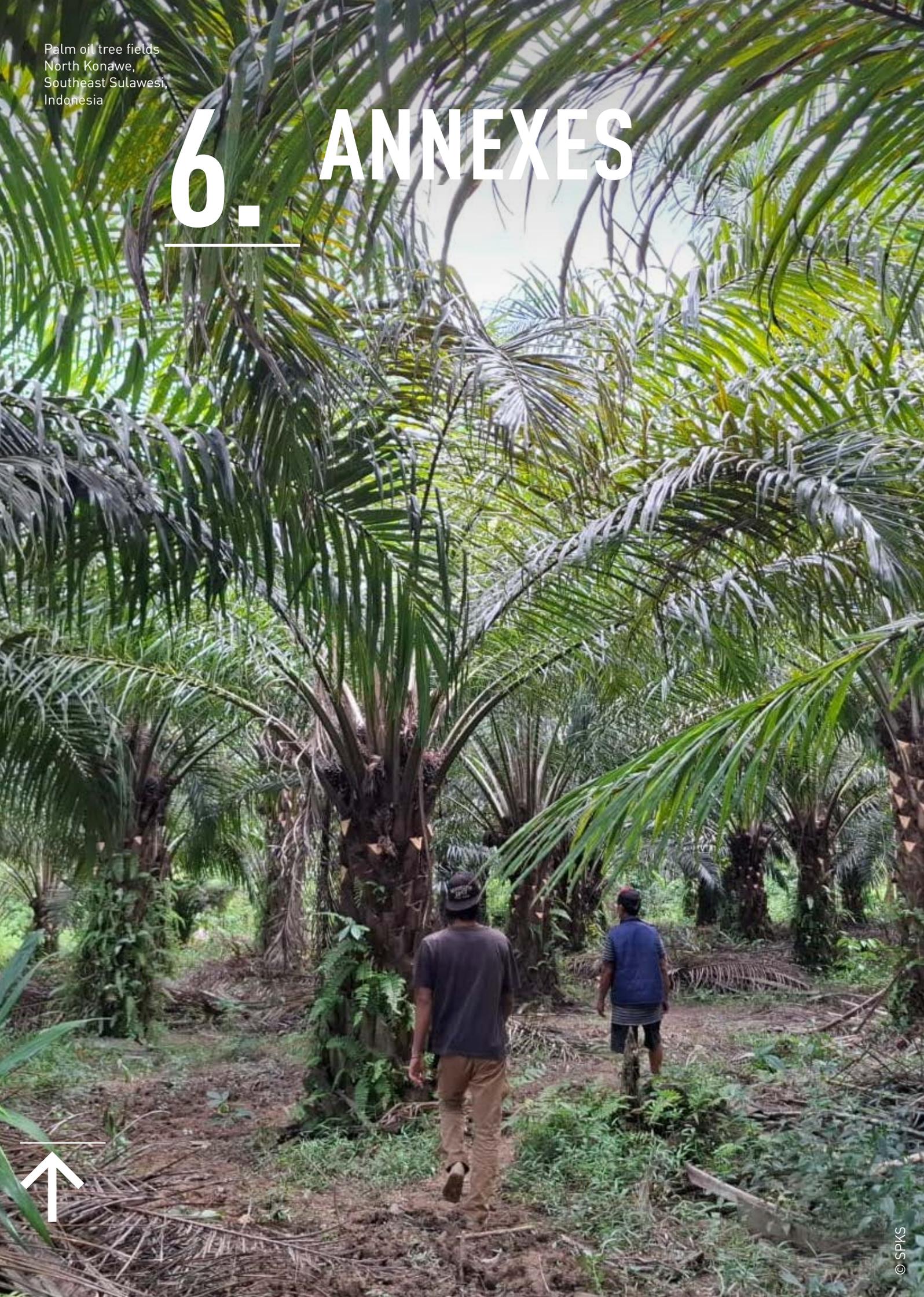
Looking ahead

This annual report for year 4 demonstrates that change is possible, if civil society drives sustained, concerted and thoughtful action, with positive and often life-changing effects for millions of people. The impact of FAIR for ALL partners' work underscores the need to continue to work on inclusive and sustainable value chains that enable just transitions towards an economy that puts people and planet before profit.

Looking forward, FAIR for ALL will focus even more on rethinking our economy and demonstrating that a more equal and green world is possible, in an ever-growing coalition and local-global movement.

Palm oil tree fields
North Konawe,
Southeast Sulawesi,
Indonesia

6. ANNEXES



1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



Outcomes and Outputs

The following tables give an overview of the achieved outcomes and realized outputs for the entire FAIR for ALL program in the fourth year versus the planned year 4 Targets.

The program builds on existing agendas, work and partnerships. The achieved outcomes and outputs are often a result of years of lobby and advocacy. As a result, early in the program partners registered outcomes (and setbacks) of their influencing efforts. To allow us to capture these outcomes, we have opted to report annually on all outcome as well as impact indicators.

TABLE 1. YEAR 4 ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 1

INDICATORS PATHWAY 1	Planned year 4	Total
	Result year 4	5-Year Target
	Progress	
1 # Alternative business models / more inclusive practices in existing value chains	Planned year 4	10
	Result year 4	68
	5-Year Target	48
	Progress	219%
1.1.1 # of women and youth participating in activities to raise awareness about rights and economic opportunities	Planned year 4	12250
	Result year 4	27298
	5-Year Target	100495
	Progress	74%
1.1.2 # CSOs showing more expertise to influence systemic barriers to economic empowerment	Planned year 4	38
	Result year 4	120
	5-Year Target	288
	Progress	184%
1.1.3 # CSOs showing more expertise in Monitoring, Evaluation and Learning	Planned year 4	17
	Result year 4	42
	5-Year Target	61
	Progress	226%
1.1.4 # CSOs showing more expertise in Financial Management	Planned year 4	17
	Result year 4	32
	5-Year Target	64
	Progress	384%
1.1.5 # CSOs showing more expertise in integrity including prevention of Sexual Exploitation, Abuse and Harassment	Planned year 4	10
	Result year 4	30
	5-Year Target	62
	Progress	266%
1.2.1 # Collaborations among public or private sector actors on alternative business models/practices	Planned year 4	38
	Result year 4	283
	5-Year Target	147
	Progress	288%

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



INDICATORS PATHWAY 1	Planned year 4	Total
	Result year 4 5-Year Target Progress	
1.2.2) # Cases of private sector actors implementing alternative business practices	Planned year 4	32
	Result year 4	15
	5-Year Target	77
	Progress	65%
1.2.3) # Influencing efforts by CSOs to promote alternative business models/ practices	Planned year 4	65
	Result year 4	125
	5-Year Target	342
	Progress	70%
1.2.4) # CSOs showing more expertise in co-creating alternative business practices with private and public setor actors	Planned year 4	20
	Result year 4	23
	5-Year Target	55
	Progress	145%
1.2.5) # Shifts in the terms of debate about value chains and economic development	Planned year 4	10
	Result year 4	8
	5-Year Target	45
	Progress	82%
1.2.6) # Cases of increased space for individuals or groups to collaborate on alternative business models/practices	Planned year 4	10
	Result year 4	16
	5-Year Target	38
	Progress	158%
1.2.7) # CSOs showing more expertise on relevant value chains	Planned year 4	7
	Result year 4	29
	5-Year Target	16
	Progress	438%

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



TABLE 2. YEAR 4 ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 2

INDICATORS PATHWAY 2	Planned year 4	Total
	Result year 4	5-Year Target
Progress		
2A # policy changes in private and/or financial sector actors to be more accountable in trade and value chains	Planned year 4	23
	Result year 4	13
	5-Year Target	99
	Progress	76%
2B Impact: # practice changes by private and financial sector actors to be more accountable in trade and value chains	Planned year 4	23
	Result year 4	26
	5-Year Target	75
	Progress	197%
2.1.1 # policy dialogues that coalitions are engaged in with private and financial sector actors to prevent or address rights abuses (in a conflict sensitive manner)	Planned year 4	74
	Result year 4	99
	5-Year Target	234
	Progress	128%
2.1.2 # Cases of defenders of (women's) rights taking action to address injustices or rights violations (in risk aware and conflict sensitive manner)	Planned year 4	100
	Result year 4	90
	5-Year Target	1,433
	Progress	86%
2.1.3 # Policy dialogues that coalitions are engaged in with private and financial sector actors to increase (women's) access to (productive) resources	Planned year 4	18
	Result year 4	31
	5-Year Target	82
	Progress	117%
2.1.4 # CSOs showing more expertise to collect evidence of rights abuses and support communities to seek justice and/or increase public awareness	Planned year 4	42
	Result year 4	57
	5-Year Target	93
	Progress	167%
2.1.5 # CSOs showing more expertise to increase or protect civic space for (women's) rights defenders (in a conflict sensitive manner)	Planned year 4	45
	Result year 4	53
	5-Year Target	162
	Progress	196%
2.2.1 # Influential stakeholders showing support for communities to protect their rights in trade/value chains	Planned year 4	70
	Result year 4	67
	5-Year Target	323
	Progress	188%
2.2.2a # Women mobilized in southern project countries around protecting communities' rights in trade and/or value chains	Planned year 4	7,523
	Result year 4	5,282
	5-Year Target	109,443
	Progress	43%

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



INDICATORS PATHWAY 2	Planned year 4	Total
	Result year 4	
2.2.2b # Men mobilized in southern project countries around protecting communities' rights in trade and/or value chains	Planned year 4	8,149
	Result year 4	3,322
	5-Year Target	110,130
	Progress	38%
2.2.3a # Women mobilized in the Netherlands around protecting communities' rights in trade and/or value chains	Planned year 4	35,000
	Result year 4	20,310
	5-Year Target	95,000
	Progress	55%
2.2.3b # Men mobilized in the Netherlands around protecting communities' rights in trade and/or value chains	Planned year 4	0
	Result year 4	19,175
	5-Year Target	95,000
	Progress	49%
2.2.4 # CSOs showing more expertise to hold private and financial sector actors accountable	Planned year 4	33
	Result year 4	51
	5-Year Target	132
	Progress	227%
2.2.5 # Cases of increased or protected civic space for coalitions to hold private and financial sector to account for respecting Human Rights in their value chain	Planned year 4	31
	Result year 4	42
	5-Year Target	73
	Progress	145%

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



TABLE 3. YEAR 4 ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 3

INDICATORS PATHWAY 3	Planned Year 4	Total
	Result Year 4	5-Year Targets
	Progress	
3A # New (elements in) policies or regulatory frameworks ensuring human rights in (inter)national trade and value chains	Planned year 4	13
	Result year 4	17
	5-Year Target	66
	Progress	106%
3B Impact: # Improved enforcement of policies or regulatory frameworks ensuring human rights in (intern)national trade and value chains	Planned year 4	15
	Result year 4	16
	5-Year Target	57
	Progress	77%
3.1.1 # Changes in (inter)national expectations that trade/value chains should safeguard people's rights	Planned year 4	24
	Result year 4	21
	5-Year Target	105
	Progress	109%
3.1.2 # CSOs showing more expertise in influencing (inter)national policies, laws, and norms on trade or value chains	Planned year 4	116
	Result year 4	216
	5-Year Target	674
	Progress	132%
3.1.3 # Influencing efforts by CSOs monitoring the implementation of laws and regulatory frameworks safeguarding peoples' rights in trade and/or value chains	Planned year 4	86
	Result year 4	284
	5-Year Target	329
	Progress	166%
3.1.4 # Cases of increased or protected civic space for civil society to influence (inter)national institutions on policies, laws and norms around trade/value chains	Planned year 4	26
	Result year 4	37
	5-Year Target	78
	Progress	123%
3.2.1 # Influencing efforts by CSOs towards legal protection of people in value chains	Planned year 4	89
	Result year 4	79
	5-Year Target	395
	Progress	80%
3.2.2 # Influential stakeholders showing support for policy asks for legal protection of people in value chains	Planned year 4	43
	Result year 4	38
	5-Year Target	299
	Progress	91%
3.2.3 # CSOs showing more expertise to mobilize influential stakeholders towards stronger legal protection of people in value chains	Planned year 4	59
	Result year 4	52
	5-Year Target	177
	Progress	141%

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



INDICATORS PATHWAY 3	Planned Year 4	Total
	Result Year 4 5-Year Targets Progress	
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 4	5234
	Result year 4	7569
	5-Year Target	11035
	Progress	274%
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 4	5137
	Result year 4	4697
	5-Year Target	11535
	Progress	227%
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 4	71
	Result year 4	55
	5-Year Target	279
	Progress	97%

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



TABLE 4. YEAR 4 ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 4

INDICATORS PATHWAY 4	Planned Year 4	Total
	Result Year 4	5-Year Targets
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 4	5234
	Result year 4	7569
	5-Year Target	11035
	Progress	274%
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 4	5137
	Result year 4	4697
	5-Year Target	11535
	Progress	227%
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 4	71
	Result year 4	55
	5-Year Target	279
	Progress	97%
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 4	5234
	Result year 4	7569
	5-Year Target	11035
	Progress	274%
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 4	5137
	Result year 4	4697
	5-Year Target	11535
	Progress	227%
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 4	71
	Result year 4	55
	5-Year Target	279
	Progress	97%
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 4	5234
	Result year 4	7569
	5-Year Target	11035
	Progress	274%
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 4	5137
	Result year 4	4697
	5-Year Target	11535
	Progress	227%
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 4	71
	Result year 4	55
	5-Year Target	279
	Progress	97%

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



INDICATORS PATHWAY 4	Planned Year 4 Result Year 4 5-Year Targets	Total
4.2.3 # influential public sector stakeholders showing support for policy asks for inclusive, transformative development	Planned year 4	74
	Result year 4	157
	5-Year Target	399
	Progress	85%
4.2.4 # Cases of increased or protected civic space to influence governments on trade and fiscal reforms	Planned year 4	67
	Result year 4	46
	5-Year Target	64
	Progress	248%

DISCLAIMERS

In some contexts, individual civil society actors acted in their individual capacity. If they are demonstrating increased expertise, the results are included in, amongst others, indicator 3.2.3 and 4.2.2.

The 5-year target for indicator 3.2.5 is slightly changed (282 to 279) as a result of an error correction in the data by one project.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



TABLE 5. OUTPUTS REALIZED VERSUS PLANNED YEAR 4

OUTPUT indicators	PATHWAY 1		PATHWAY 2		PATHWAY 3		PATHWAY 4		Total	Total
	PLANNED	REALIZED	PLANNED	REALIZED	PLANNED	REALIZED	PLANNED	REALIZED	PLANNED	REALIZED
# of pieces of evidence	21	53	72	98	77	114	55	124	225	389
# of events organized to make people aware of key issues	173	215	51	60	84	127	58	97	366	499
# of efforts to strengthen the capacity of partner organizations	56	198	28	76	57	75	34	70	175	419
# of cases in which consortium partners supported joint agendas of networks, alliances	8	20	28	36	25	33	31	35	92	124
# cases of support to communities for business model development	26	86	7	12	13	12	11	3	57	113
# of public influencing campaigns implemented	15	10	27	21	35	34	33	35	110	100
# of media efforts undertaken	27	30	34	37	61	115	37	30	159	212
# of lobby and advocacy initiatives or initiatives for building partnerships	52	73	34	122	53	141	36	45	175	381

The programme showed strong performance in most output areas, with almost all indicators exceeding their planned targets. Good results were seen across all pathways, but especially in Pathways 1, 2, and 3. Significant overachievement was seen in efforts to strengthen partner capacity (419 realized vs. 175 planned), awareness-raising events (499 vs. 366), and lobbying and advocacy initiatives (381 vs. 175), demonstrating active engagement across pathways. The large effort on strengthening partner capacity might be an indication of intensifying activities to ensure organizational and financial sustainability in the context of dwindling funding.

Only one indicator that fell just short of reaching its target was the implementation of public influencing campaigns, where 100 were completed against a planned 110. While this is a minor lag, it stands out against the overachieved results on other outputs. This minor gap was observed across 3 pathways and might be an indication that in view of shrinking civic space partners are more hesitant in launching public influencing campaigns compared to other influencing approaches.

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



MoFA Civil Society Sector and Private Sector Development Indicators

The following table represents the progress of the FAIR for ALL program on the Netherlands Ministry of Foreign Affairs (MoFA) civil society strengthening and private sector development basket indicators. The progress is reported following the agreement on the linkages between the FAIR for ALL program specific indicators and the ministry's basket indicators. This methodology was updated in July 2022 during the year 1 reporting process, and has since been used in the Year 2, Year 3 and now Year 4 report.

TABLE 6. MOFA SCS BASKET INDICATORS

MOFA SCS BASKET INDICATORS		Year 4
SCS1 # of Laws and policies for sustainable and inclusive development that are better implemented as a result of CSO engagement	Planned Year 4	64
	Result Year 4	49
	5-Year Target	202
	Progress	104%
SCS2 # of Laws and policies blocked/ adopted/ improved for sustainable and inclusive development as a result of CSO engagement	Planned Year 4	35
	Result Year 4	30
	5-Year Target	112
	Progress	91%
SCS3 # of Times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage.	Planned Year 4	355
	Result Year 4	432
	5-Year Target	1,424
	Progress	126%
SCS4 # of Advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	Planned Year 4	228
	Result Year 4	303
	5-Year Target	971
	Progress	88%
SCS5 # of CSOs with increased Lobby & Advocacy capacities	Planned Year 4	116
	Result Year 4	216
	5-Year Target	674
	Progress	132%
SCS6 # of CSOs included in SPs programmes (up to 2nd tier organizations)*	Planned Year 4	91
	Result Year 4	112
	5-Year Target	131
	Progress	N/A

*Only Oxfam Novib and SOMO report in IATI on SCS6

1.

Introduction

2.

Moving towards a new economy: just transitions

3.

Results and Reflections

Pathway 1

Pathway 2

Pathway 3

Pathway 4

4.

How we work

5.

Conclusions and lessons learned

6.

Annexes



TABLE 7. MOFA DDE BASKET INDICATORS

MOFA DDE BASKET INDICATORS		Year 4
PSD001 # of companies with a supported plan to invest, trade or provide services (Dutch/non-Dutch; male/female; youth; fragile states)	Planned Year 4	38
	Result Year 4	283
	5-Year Target	147
	Progress	288%
PSD12 # of strengthened (farmer/workers/entrepreneurs/traders) organisations for a sustainable local business climate	Planned Year 4	38
	Result Year 4	120
	5-Year Target	288
	Progress	184%
PSD14 # of legal or policy reforms implemented	Planned Year 4	43
	Result Year 4	23
	5-Year Target	195
	Progress	65%

COLOPHON

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