ANNUAL YEAR 5 (APRIL-DECEMBER 2025) AND FINAL REPORT 2021-2025

FAIR for ALL

IMPROVING VALUE CHAINS AT SCALE

Huairou Commission — Women, Homes & Community | TWNAfrica | SOMO | OXFAM Novib

CONTENTS

CASES

LIST OF ABBREVIATIONS

AMV	(Africa Mining Vision)
ASSWA	(Ada Songor Salt Women's Association)
CAADP	(Comprehensive Agriculture Africa Development Programme)
CATool	(Capacity Assessment Tool)
COBHRA	(Community-Based Human Rights Assessment)
CISLAC	(Civil Society Legislative Advocacy Centre)
CSDDD	(Corporate Sustainability Due Diligence Directive)
CFGED	(Research Centre for Gender, Family and Environment in Development)
CPT	(Pastoral Commission / Land Pastoral Commission)
CSO / CSOs	(civil society organization(s))
DDE	(Directorate for Sustainable Economic Development)
DEI	(DEI BioPharma Advanced Agro-processing park)
DISCO	(Dutch Initiative on Sustainable Cocoa)
EUDR	(EU Deforestation Regulation)
EU	(European Union)
F4A	(Program shorthand for FAIR for ALL)
FPO	(Farmer Producer Organization)
GAB	(Global Advisory Board)
GMT	(Graça Machel Trust)
HC	(Huairou Commission)
HCDT	(Host Community Development Trust(s))
ICSD	(International Conference on Sustainable Development)
IATI	(International Aid Transparency Initiative)
LIRP	(Living Income Reference Price)
MEAL	(Monitoring, Evaluation, Accountability and Learning
MCS	(Mutual Capacity Sharing fund / MCS Fund)
MoFA	(Ministry of Foreign Affairs)
NCP	(National Contact Point (OECD))
NDCs	(Nationally Determined Contributions)
NSSF	(National Social Security Fund)
OECD	(Organisation for Economic Co-operation and Development)
ONL	(shorthand for Oxfam Novib)
OPT	(Occupied Palestinian Territory)
OPIKAFPE	(Indigenous federation referenced by that name)
PSE	(Private Sector Engagement / referenced in visuals: PSE)
PMU	(Program Management Unit)
PW1 / PW2 / PW3 / PW4	(Pathway 1/2/3/4 shorthand)
RECLAIM	(RECLAIM sustainability — consortium reference)
SARW	(South Africa Research Watchdog)
SEATINI	(Southern and Eastern Africa Trade Information and Negotiations Institute)
SEND	(SEND Ghana referenced in comments)
SOMO	(Netherlands-based research/advocacy organisation)
SSP	(Swayam Shikshan Prayog)
SWID	(partner in Uganda)
TJNA	(Tax Justice Network Africa — TJNA referenced)
TWN-A	(Third World Network-Africa; appears as TWN-A)
UCOBAC	(Uganda Community Based Association for Women and Children Welfare)
VSLA / VSLAs	(Village Savings and Loans Association(s))
WILDaF	(Women in Law and Development in Africa)

Adongo Josephine, Buguri District, Uganda

A councilor and community leader who relays information from the sub-county to the community and from the community to the sub-county. She is also among the leaders who do advocacy. "Some people don't talk or communicate, so I have to be there for them."

She is an exemplary model leader with a model home who educates her children. "If I don't take my children to school, who will? If my home isn't good, how will the community perceive it?

COVER STORY: WHERE WOMEN LEAD

Stories of Power, Land, and Collective Voice

COVER STORY

WHERE WOMEN LEAD

STORIES OF POWER, LAND, AND COLLECTIVE VOICE

Through FAIR for ALL, grassroots women are moving from invisibility to authority, from fragmentation to collective strength, and from local struggle to global influence.

Flora Ashiindu still remembers what it felt like to sit at the back of the room, in silence, when important decisions were taken. In her village in Kenya, land disputes were discussed in crowded meetings. Flora understood the land better than most. She knew the families, the histories, the tensions beneath the surface. Yet when decisions were made, they were made by others. She was present, but she was not heard.

Thousands of kilometres away in Maharashtra, India, Pratheeksha lived a different life but knew the same silence. She worked long hours in the fields, coaxing crops from difficult soil. But when harvest time came, traders dictated the prices. Markets controlled her income. Pratheeksha created value every day, yet she had no control over it.

In Bugiri District in Uganda, a small group of women who would later be known as the 'Bugiri Five' sat quietly in village meetings where public funds were discussed. They listened carefully. They observed. But they rarely spoke. Government programs unfolded around them, not with them.

Different countries. Different systems. The same pattern of exclusion.

In Uganda, through UCOBAC's Local-to-Local Dialogues, women started analysing public budgets and tracking the Parish Development Model. The Bugiri Five moved from listening to asking questions, including: Who is receiving the funds? Why are women excluded, and where is the accountability? Speaking up in public forums changed how they saw themselves – and how others saw them.

In Kenya, Flora's turning point came when she trained as a community paralegal with Shibuye Community Health Workers. Using the Haki Ardhi digital platform, she began to formally document land disputes. She was no longer just a concerned community member. She was gathering evidence, facilitating legal-awareness sessions and interpreting land laws.

In both places, women had crossed an invisible line – from passive presence to active navigation of systems.

In Uganda, ten female FAIR for ALL program participants (five women from SWID and five from UCOBAC) stepped forward to contest local elections. They participated in party nominations and qualified for national elections, which took place in

COVER STORY

WHERE WOMEN LEAD

STORIES OF POWER, LAND, AND COLLECTIVE VOICE

February 2026. Seven of them were victorious. For communities accustomed to male leadership, this was disruptive. Whether they won or not, the women's candidacies redefined who could legitimately claim political space.

In Kenya, leadership took a different path. Women who had become legal advocates now sit on Land Control Boards, helping to make decisions about land ownership and transfer. In Kakamega County, two Chiefs and one Assistant Chief are former community paralegals who emerged from this grassroots legal empowerment ecosystem in 2024. The routes were different – ballots in Uganda, appointments in Kenya – but the trajectory was the same: credibility built in the community evolving into formal authority.

In Busoga in Uganda, working with SWID, 150 cassava farmers organized into a cooperative. For years, they had depended on middlemen who dictated exploitative prices. Through training in land rights, governance and value chains, the farmers strengthened their collective bargaining power and successfully advocated for a cassava processing plant in Kamuli District. The new plant, built by the government and the private sector, was launched by President Museveni in November 2025. Today it processes raw cassava into pharmaceutical-grade starch, glucose and maltose, providing the farmers with a fair price for their product and the security of a long-term buyer.

Grassroots women in India are building inclusive business models

In India's Kerala and Maharashtra states, a similar transformation took place between 2021 and 2025. Through Swayam Shikshan Prayog (SSP), more than 30,000 women mobilized around leadership, economic empowerment and climate resilience, with around half taking part in business training. Two Farmer Producer Organizations (FPOs) were formed: the Keravriksha Farmers' Producer Company and Sarayi Sakhi FPO, enabling the women to work together for fairer terms of trade. Pratheeksha remembers the days when the traders "fixed everything". Today, she sits with her fellow FPO members to decide prices collectively. They aggregate produce, negotiate directly with buyers, and reduce their dependence on intermediaries. In Kerala, Shyna Prakashan now represents Keravriksha in meetings with buyers and government officials, something she once considered unimaginable.

These examples from Kenya, Uganda and India are not isolated interventions. They are part of the Huairou Commission network, a longstanding global movement of grassroots women's organizations committed to shifting power. The work is motivated by a core belief that when grassroots women organize collectively, understand the systems shaping their lives, and build economic and legal confidence, they do more than participate. They reshape power itself.

UCOBAC and SWID in Uganda, Shibuye Community Health Workers in Kenya and SSP in India are all part of this movement. The approach is consistent across contexts. Organize collectively. Build skills and confidence. Strengthen economic agency. Understand public systems. Engage institutions not as beneficiaries, but as rights holders and decision-makers.

As women's authority deepens locally, it begins to resonate globally. At the Makhadzi Feminist Food Convening in Maputo, Mozambique, grassroots leaders from more than 30 countries came together to articulate a shared vision. They declared that women must move from being seen as beneficiaries to being recognized as the architects of a feminist food system. They reflected what women are already practising in Uganda, Kenya and India.

COVER STORY

WHERE WOMEN LEAD

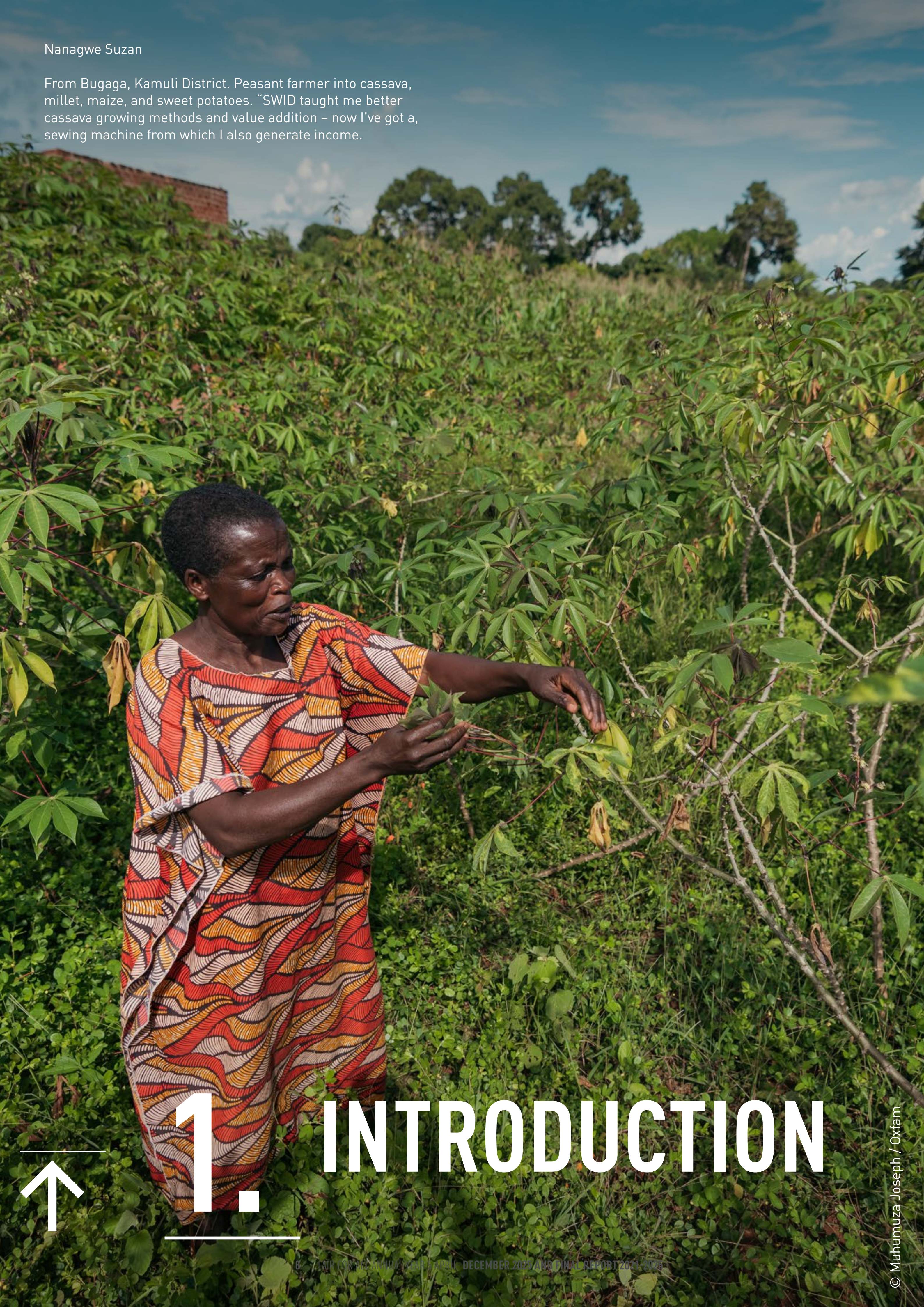
STORIES OF POWER, LAND, AND COLLECTIVE VOICE

At the People's Global Summit in Brazil in October 2025, where 50 participants from 21 countries gathered, the People's Declaration for a Just Agricultural Transition called for secure land and resource rights, agroecological systems, climate resilience and strong grassroots women's leadership. These global commitments were rooted in lived realities. The People's Declaration was widely shared across networks, partners and allied movements, both nationally and regionally. It has continued to circulate beyond the dialogue space – reaching civil society actors, grassroots movements, advocacy platforms and policy stakeholders engaged in food systems and climate justice work.

Cover photo story:

Muhwana Margaret Wafula

A multifaceted leader. Mother, pastor, treasurer, and chairperson of Agali Awamu savings group farmers association. "I farm maize, beans, balancing home consumption sales and because of the project, I am aware that I have to grow and keep food in my home.



Nanagwe Suzan

From Bugaga, Kamuli District. Peasant farmer into cassava, millet, maize, and sweet potatoes. "SWID taught me better cassava growing methods and value addition – now I've got a, sewing machine from which I also generate income.

1. INTRODUCTION

Looking back at the implementation of the Power of Voices FAIR for ALL program (no. 4000004319) over these past five years, one thing is clear: it is the power of people being connected that drives the transformation of systems towards a society that puts people and planet first.

In the last 50 years, extreme inequality has been rising globally alongside the increasing power of the private sector. For decades, civil society has advocated for private sector regulation in national and international contexts, culminating in the adoption of the EU's Corporate Sustainability Due Diligence Directive (CSDDD), as highlighted in our year 4 report. However, less than a year after it was adopted, the European Commission announced plans to 'simplify' the CSDDD, which in practice led to it being severely weakened in both substance and enforcement mechanisms. SOMO's investigations revealed that a small group of multinational companies coordinated a strategy to undermine the law and the democratic process behind it, moving at remarkable speed.

Unfortunately, this paints a clear picture of the world we now live in, where space for abuse of corporate power is widening. Even after all these years of civil society efforts, fair value chains are under mounting pressure.

Given this challenging context, we are pleased to report that, through FAIR for ALL, we have been able to invest in strengthening civil society capacity to address power imbalances in value chains, and especially to influence the private sector. Both the learning review and the independent evaluation conducted at the end of the program confirmed partners' strengthened capacities for influencing work in general, and towards the private sector in particular. The representative sample in our Capacity Assessment Tool (CATool) revealed that over 50% of partners directly supported by the FAIR for ALL program showed increased capacities to engage with the private sector, either through developing skills to hold private sector actors to account (23%), or by co-creating alternative business models with private and public sector actors (32%).

The strategies civil society organizations (CSOs) used to influence private sector actors were demonstrated in an Oxfam study showcasing 136 inspirational cases from the FAIR for ALL program. More than 52% of the interventions were 'advocacy strategies', while 24% were either 'confrontational' or 'collaborative'. Examples highlighted include the 2nd responsible business forum organized in Bangkok, Thailand in February 2025, which was followed by a national forum drawing attention to inclusive and responsible business conduct, such as a training in Laos and a co-supported Waste Summit in Cambodia in October 2025. In Indonesia an event was organized around seafood and palm oil value chains, and at the United Nations Responsible Business and Human Rights Forum, Asia-Pacific in September 2025 in Thailand, Oxfam and partners organized two sessions on community-led approaches to remedial and regenerative business models. This change agenda was further advanced at the 8th ASEAN Inclusive Business Forum in Malaysia in September 2025. In all these events we brought together like-minded government, civil society and private sector officials to advance the agenda for responsible business models.

Credit: Oxfam in Asia
Asia Inclusive and Responsible Business Forum 2025 in Bangkok, Thailand.

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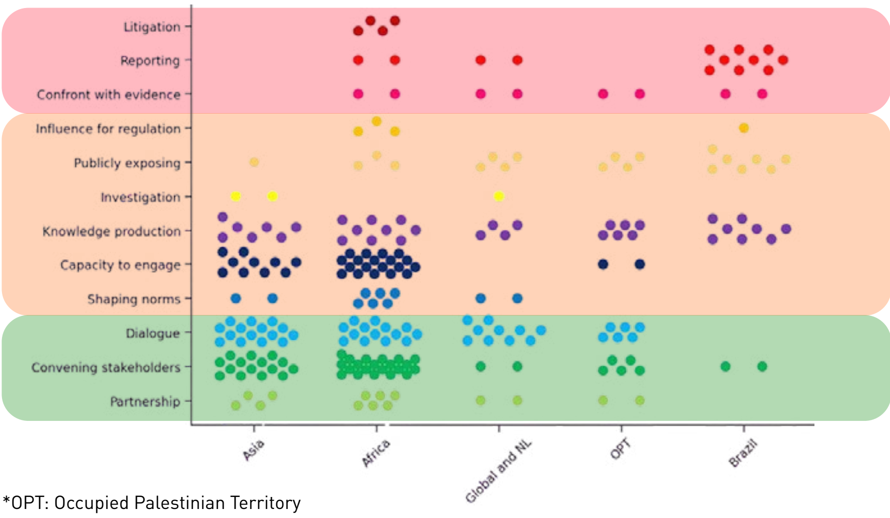
2. Working in a world in transition
3. Results and Reflections
Pathway 1
Pathway 2
Pathway 3
Pathway 4
4. How we work
5. Conclusions and lessons learned
6. Annexes

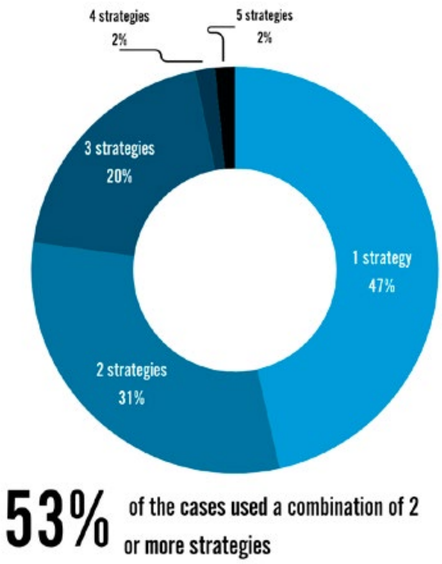
Figure 1 visualizes the diverse private sector engagement strategies employed in different regions, while Figure 2 shows that in practice, two or more strategies are often combined.

Frequency and type of private sector engagement strategies used per region



*OPT: Occupied Palestinian Territory

Combinations of strategies used to engage the private sector



In year 5, FAIR for ALL supported over 1010 CSOs directly or indirectly to keep pushing for systems change and defend civic space. Over the past five years, we have worked with many more if we count all the grassroots and youth groups, clubs and movements, as well as other stakeholders such as private sector and government actors that were part of Fair for All activities.

In year 5, we worked directly with 138 (SCS06) CSOs in 14 countries as well as at the South-East Asia and Africa regional levels, and at the global level. Over the past five years, we have worked directly with 194 (SCS06) organizations.

In this last year, capacities have increased in 150 (SCS05) CSOs and grassroots organizations. In total, 1039 (SCS05) CSOs have increased their capacities over the five years of the program.

These key indicator data and other program results and achievements have been positively evaluated. Although the evaluation could not draw conclusions on the entire program dataset, all sampled outcomes and cases were validated through contribution analyses.

As consortium members – Huairou Commission, Third World Network-Africa, SOMO and Oxfam Novib – it has been inspiring to see what has been possible thanks to the support of the Dutch Ministry of Foreign Affairs. However, the continued shrinking of civic space and backtracking on private sector regulations shows us, as civil society and donors, that we cannot take progress for granted.

WHAT WILL YOU FIND IN THIS REPORT?

Over the last five years, the FAIR for ALL program has supported a wide variety of CSOs to influence governments (pathway 3) and companies (pathway 2), co-create alternative business models (pathway 1), and mobilize people to shift power in value chains to share benefits more equally (pathway 4). In short, it has strengthened the ability of civil society to change the economic system to one that prioritizes people and the planet over profits.

This year 5 report summarizes the achievements and lessons from the final year of implementation. It also contains our reflections on the developments of the past five years, in terms of implementing FAIR for ALL as well as the changing context. The report is thematically structured around the just agricultural and just energy transitions that are fundamental to the systems change we strive for. As a result, the reflections on the last year and on the past five years are intertwined.

Following this introductory chapter, Chapter 2 reflects on the Theory of Change before reporting on progress towards the just agricultural and just energy transitions, highlighting topline interventions both in year 5 and over the past five years. Chapter 3 contains results on indicators by pathway against the targets set at the beginning of the program. Chapter 4, 'How we Work', describes how the program has adapted to the changing context, and reflects on the wealth of lessons learned from diverse partner perspectives and approaches on systems change.

Stories of change are highlighted throughout the report. Many are stories from year 5, while others return to cases reported in earlier years and reflect on what has happened since. Each of these stories is a testimony to the brave, resilient and persistent people in civil society and in grassroots communities who have achieved extraordinary results despite the increasingly challenging context.

CONTEXT 2021-2025

As the independent evaluation confirmed, the FAIR for ALL program strengthened civil society capacity; only time will tell how this will impact long-term systems change. In terms of the context CSOs are working in, however, the picture is all too clear. We saw backtracking on companies' accountability (pathway 2) as well as on governments' regulation of the private sector (pathway 3). We observed a shift in the general public discourse to an 'us first' approach, with companies U-turning on corporate social and environmental responsibilities (pathway 1), as well as a weakening of international systems and institutions such as those around human rights, trade and taxation (pathway 4).These shifts have put civil society under even more pressure. In view of these trends, the example of Uganda is telling. In our first annual report, we described having supported 45 organizations in Uganda to successfully challenge the suspension of their operating licences in court. In 2026, we are sorry to report that the CEO of one of the key organizations in that process is now in prison in relation to these activities.

It is clear that civil society has a crucial role in countering the negative trends and navigating them to drive just transitions. Given the context, it is not surprising that one of the key recommendations of the FAIR for ALL independent evaluators was that 'civic space' should be central to future value chains and trade programs.

Also in the risk registry, which was updated annually, the main trend has been an increasing risk due to shrinking space and mitigation measures were taken and workplans were adapted. However, the main lesson is that risks do materialize, because addressing power imbalances in value chains is inherently political and puts people at risk. "In several countries where Fair for All operated, the pressure and scrutiny on partners and allies increased. Some people were imprisoned, others had to go into hiding and some organizations were challenged with increased administrative requirements to the extent of having to cease operations. The most significant risk mitigating measure in the current global context is to keep on supporting civil society organisations.

This annual report is accompanied by an audited financial report indicating a budget depletion of almost 100%, not taking into account the funds frozen by the Indian government, for which efforts with the Dutch government are ongoing to secure release of funds. In addition to the audited financial report, each consortium member published program data in August 2025 as part of the International Aid Transparency Initiative (IATI).

Aftermovie of the Bridge for Change event in The Hague, NL in December 2025.

Summary of the 'Building Bridges for Systems Change' in Amsterdam, NL in December 2025!

YEAR 5 – A YEAR OF CONSOLIDATION

After starting the program in the context of severe travel and movement restrictions due to Covid-19, we had a second year of full implementation in which we inspired connections to build synergies between diverse advocacy agendas. The third year was one of reflection and learning, especially on strengthening collaboration between consortium members and partners. In year 4, we adapted to the drastically changing context.

The fifth and final year of the program was one of closure, but also of impact as the efforts of earlier years gathered momentum and came to fruition. As well as making a last push to achieve the envisioned influencing targets, we focused on sustainability, by securing funding; on learning, as part of the evaluation process; and on institutionalizing relations and processes. The year concluded with 10 closing celebrations organized by partners at community and national levels (in many cases with representatives from the Netherlands Embassy), and internationally during the hybrid 'Bridge for Change' event at Museon in The Hague on December 4th together with RECLAIM, STITCH and Fair Green Global Alliance, and the 'Building Bridges for Systemic Change' together with Systems Innovation at Pakhuis de Zwijger in Amsterdam on December 12-13, to share experiences with actors from the development sector and actors outside of that sector. We also organised an online celebratory closure event a week later with more than 100 people joining in.

Kadek Suliyani, a palm oil farmer in Indonesia, often needs to bring her child along when working on the plantation

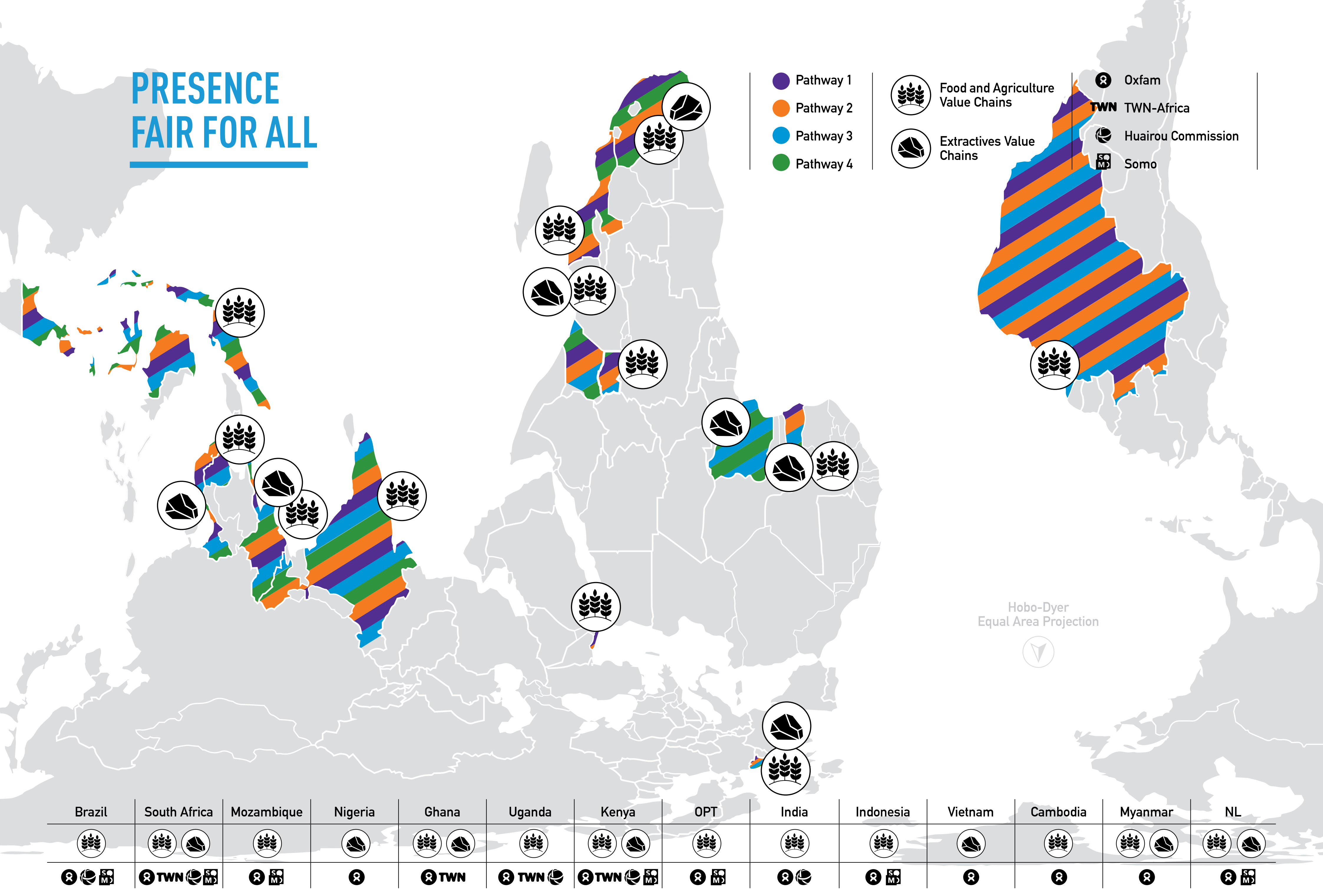
2. WORKING IN/ON A WORLD IN TRANSITION

© Trina/Oxfam in Indonesia

FAIR for ALL contributed to changing the economic system by working with a broad and diverse group of civil society actors – stemming from the grassroots and reaching to the international policymaking arena. To address the injustices of our past, together we aim to drive the just agricultural and just energy transitions that are fundamental to a new economy. These transition processes give the collective 'us' the opportunity to make better choices for people, for planet, and for justice.

Systems change is diverse and takes many forms. It encompasses changes in the relational sphere in the household, changes in international agreements, and everything in between. In this section of the report, you'll read about all these different forms of change. For example, you'll read how civil society in Africa is organizing to have a strong and united voice in the new battleground for natural resources, critical minerals. You'll read how women are coming together to improve their livelihoods but also their societies through taking up roles in decision-making and leadership. You'll read how, after decades of mobilizing civil society pressure on the retail sector, the Netherlands has become a frontrunner, leading by example with its commitments to a living income in the cocoa sector. And you'll read how the fight to break monopoly power is also taking place in emerging sectors, such as carbon offsetting, to ensure these don't entrench existing inequalities.

PRESENCE FAIR FOR ALL



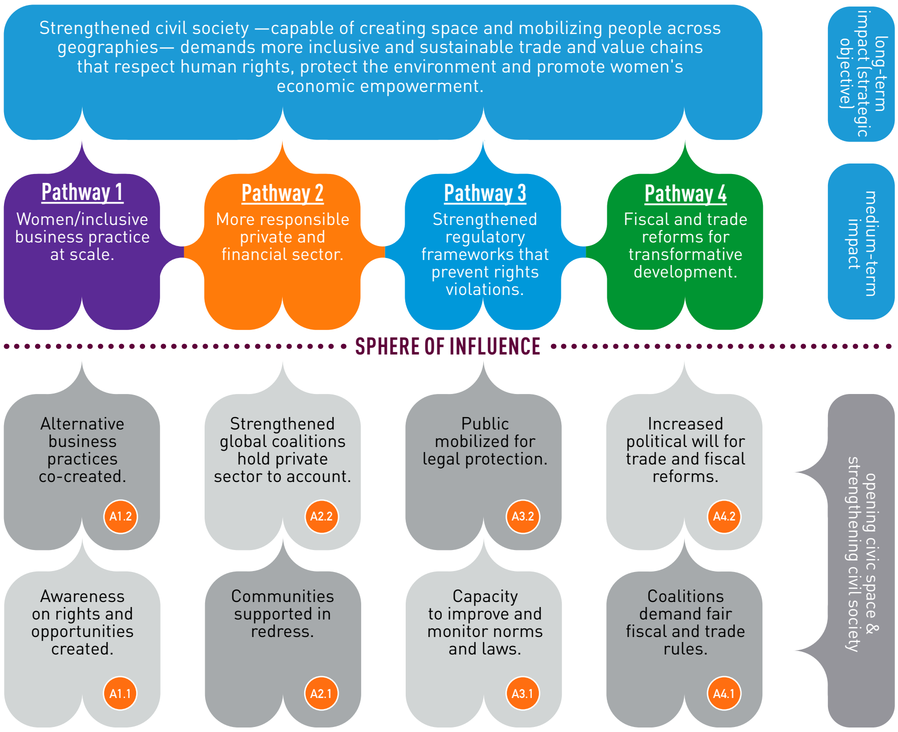
2.1 Our Theory of Change

FAIR for ALL envisions 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. To achieve this, we need systemic changes in the way production and consumption are organized, as well as wider changes in our economies and societies.

Our program contributes to this systemic 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 systems fairer, marginalized communities across the world can improve their lives and livelihoods, and build more equal, sustainable societies.

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 to 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.

Fair for All Theory of Change



The Theory of Change diagram illustrates FAIR for ALL's main pathways towards inclusive and sustainable value chains and 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 (JET) (JAT) – transitions that lead to an alternative economic system that generates shared prosperity for people and planet. In the just agricultural transition, we promote transformation towards a feminist food system: one that is socially just, ecologically sustainable, and places women front and centre. 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.

2.2 Shifting finance towards a just transition

Financial, trade and tax regimes and climate finance need to change in order to achieve a systematically different economy in which just agriculture and energy transitions can take place. Oxfam is proud to have been able to push this agenda in the public debate over the past decades, more recently supported by FAIR for ALL. In year 5, FAIR for ALL partners and Oxfam collaborated to launch global awareness and public pressure moments to highlight systemic inequalities between and within countries. This is visible through community members holding local officials to account on public spending (or lack thereof), as you will read in the just transition sections below. At the international level, for example, one such moment was at the World Economic Forum in Davos. In 2026, almost 10,000 people signed the petition 'Tax the Rich' following the launch of the international report *'Resisting the Rule of the Rich'* *and the Dutch report* *'Rijker dan Ooit, Machtiger dan Ooit'.* These reports highlighted the link between growing economic inequality and growing political power of the few billionaires globally and in the Netherlands. In Asia, social media campaigns reached 633,000 people, with top-performing posts such as 'Total Wealth of Asian Billionaires' and '56% of the globe's poor were found in South and East Asia'.

Participant in the 'Tax the Super Rich' march in Valencia, July 2025

CASE:
TAXING THE FEW FOR MANY

A growing global movement for wealth taxationy

CASE

TAXING THE FEW FOR MANY

A GROWING GLOBAL MOVEMENT FOR WEALTH TAXATIONY

With the support of FAIR for ALL, partners across Africa, Asia and Europe have played a prominent role in putting tax injustice at the centre of discussions on inequality, sustainable development and the financing of just transitions.

At its core, the case for wealth taxation is not that wealthy individuals are a convenient source of revenue, but that current tax systems are structurally unfair. Due to preferential treatment of capital income, weak property and inheritance taxes, and widespread tax avoidance, the wealthiest individuals pay a lower effective tax rate than middle- and lower-income groups. Wealth taxation is therefore about restoring balance in tax systems that have become increasingly regressive.

FAIR for ALL's work on wealth taxation has resulted in a coherent global movement. What began as isolated national efforts has evolved into a coordinated, multi-level strategy linking local evidence to global rulemaking, national fiscal debates to international obligations, and progressive taxation to the broader struggle for a just energy and agricultural transition. As Henrique Alencar, tax specialist at Oxfam Novib, explains: "Fiscal policy sits at the heart of development. It determines how much governments can do for their citizens and how effectively they can hold companies and wealthy individuals accountable."

EXTREME WEALTH ALONGSIDE PUBLIC SHORTAGES

Across the globe – but particularly in the Global South – people face mounting pressure on national budgets, widening inequality, and rising costs related to climate action and social protection. These pressures coexist with unprecedented concentrations of private wealth.

In South Africa, austerity policies and deep structural inequality make progressive taxation a pressing concern. But according to Jaco Oelofson, tax justice expert at the South African Alternative Information and Development Centre (AIDC), "In practice the state chooses to increase VAT, the low-hanging fruit, because that's easier than going after the ultra-wealthy." As a result, the tax burden weighs most heavily on those least able to carry it.

Globally, economists estimate that several trillion US dollars in wealth are siphoned away each year through preferential tax regimes, offshore structures and weak enforcement – resources that could otherwise fund education, healthcare, climate adaptation and social protection. A coordinated tax on extreme wealth could help reverse some of this flow, turning private accumulation into public investment.

FROM PROMISES OF 'TRICKLE DOWN' TO A RACE TO THE BOTTOM

This imbalance is not accidental. The neoliberal promise was that lower taxes on capital would stimulate investment and benefit all of society as the benefits of growth 'trickle down'. Instead, the outcome has been a global race to the bottom. Governments have become increasingly reliant on regressive taxes such as VAT and consumption levies, while wealth and capital income escape taxation. Wealth taxation is a correction of this long-term erosion of the public revenue base – a way to rebalance tax systems after decades of fiscal retreat.

Over the past five years, partners and Oxfam have played a pivotal role in putting this growing imbalance on the agenda. Oxfam's inequality reports, for example, strategically launched around the annual World Economic Forum in Davos, expose how extreme wealth has surged while billions of citizens have been pushed deeper into poverty. By bringing these findings into elite spaces and amplifying them through alliances such as Patriotic Millionaires and the global Tax the Super-Rich movement, this influencing work is helping to refute the narrative that taxing the rich is economically reckless or politically unthinkable.

PUTTING WEALTH TAX ON THE GLOBAL AGENDA

A major development of recent years has been the elevation of wealth taxation debates to the level of global governance, notably at the G20 and the United Nations. At the G20, FAIR for ALL partners such as Prakarsa in Indonesia successfully put wealth tax on the agenda during Indonesia's 2022 presidency, sustained the momentum under India's presidency, and achieved unprecedented traction during Brazil's presidency. "For the first time ever, the G20 presidency brought wealth tax issues into a high-ranked debate," recalls Ah Maftuchan, tax expert at Prakarsa. Although Brazil's proposal for a 2% minimum tax on billionaires was blocked, the political signal was unmistakable: extreme wealth and inequality can no longer be ignored. Momentum has shifted decisively to the United Nations, where negotiations for a UN Framework Convention on International Tax Cooperation are underway. For the first time in over a century, global tax rules may be negotiated under a 'one country, one vote' system, significantly increasing the influence of Global South countries.

Zandile Ndebele of Tax Justice Network Africa (TJNA) sees this process as transformative for wealth taxation:

> **"It will strengthen legitimacy in the taxation of wealth, improve transparency and exchange of information, and make it harder for high-net-worth individuals to hide offshore assets."**

Box 1. A short history of taxing the rich

The concept of taxing the wealthy is centuries old: historical examples abound, from levies on Roman landowners to exceptional wartime wealth taxes in medieval Europe. Modern progressive taxation emerged in the early 20th century, when rapidly rising fortunes fuelled political pressure for redistribution. After the 1980s, many countries rolled back wealth taxes due to globalization and fears of capital flight. But since the 2008 financial crisis, and especially after the Covid-19 pandemic, increasing wealth concentration and shrinking public budgets have revived the debate. Wealth taxation is once again seen as a legitimate tool to fund public goods and reduce inequality.

COORDINATED PRESSURE, POLITICAL STRUGGLE

FAIR for ALL has played a key role in strengthening and coordinating civil society lobbying across local, national and international levels. TJNA now convenes an African civil society working group that aligns positions well before talks begin. During the UN negotiations on the Tax Convention in Nairobi, Kenya in November 2025, 70 African CSO members spoke with a unified voice – a direct result of this sustained coordination and support.

Partners stress that technical credibility matters as much as political messaging. Partner organizations routinely produce policy briefs, treaty analyses and draft legal documents that are ready for negotiators to use. This shifts civil society from a role of protest to one of proposition.

At the same time, partners are keenly aware of the political nature of wealth taxation and the challenge this presents. Henry Ushie from Oxfam Nigeria describes the dilemma faced by lawmakers in his country: "When as an official you tax the 1%, you are basically taxing your own boss." Those who are expected to tax extreme wealth are often politically dependent on the elites this tax would target. This is why partners combine pressure on global institutions with sustained national advocacy, media engagement and coalition-building.

FROM PROPOSITION TO POSSIBILITY

Progress remains uneven. Nigeria has not yet implemented wealth-tax reforms, which Ushie calls "a defeat", but the movement is now structurally embedded, with tax justice platforms active in 21 states. In South Africa, parliamentary engagement is growing and wealth tax has entered mainstream debate. Indonesia offers a clear example of policy uptake: since 2024, the Ministry of Finance has prioritized the extensification of individual taxpayers, a direct reflection of partners' recommendations.

Partners remain realistic, but optimistic. National elites resist change, administrative challenges persist and negotiations are ongoing, yet the trajectory is clear: wealth taxation has moved from being a moral argument to a political possibility. For the first time, a rule-based international system is emerging that can make the taxation of extreme wealth feasible, not only in rich countries but globally. Zandile Ndebele (TJNA) concludes:

> **"I'm definitely optimistic that we'll have an inclusive and effective framework convention... and that African countries will implement it."**

As Maftuchan from Prakarsa puts it: "You cannot solve the climate crisis, fix agriculture, or fund health and education without addressing taxation first."

Indicative annual revenue from a global wealth tax

Scenario	Who is taxed	Rate	Estimated revenue
Minimal	Billionaires	1%	US$250-300bn
Moderate	Billionaires	2%	US$450-600 bn
Ambitious	Top 0.1%	1%	US$1-1.5 trillion

Oxfam in Kenya and Myanmar, as well as Oxfam Brasil's partner CPT (see case study The Long Road Home), have all worked on land tenure and advocated for secure land rights for local communities. In the county of Turkana in Kenya, communities were able to secure land rights and successfully register community land in Kapese, Lokichar and Nakukulas. Oxfam in Myanmar supported the development of customary land-tenure guidelines. These were shared with local communities and used to improve Oxfam in Kenya and Myanmar, as well as Oxfam Brasil's partner CPT, have all worked on land tenure and advocated for secure land rights for local communities. In the county of Turkana in Kenya, communities were able to secure land rights and successfully register community land in Kapese, Lokichar and Nakukulas. Oxfam in Myanmar supported the development of customary land-tenure guidelines. These were shared with local communities and used to improve advocacy and influencing efforts with the Land and Natural Resource Governance Department, which recognized and accepted many of the recommendations made by the group.

JUST AGRICULTURAL TRANSITION

Ayomirwoth Florence, 44, a coffee farmer who also sells silver fish in the local market. She joined Avono MicroStation in Paidha subcounty, Zombo district, in Uganda.

2.3 Just agricultural transition

The FAIR for ALL program has strengthened civil society to push for a just agricultural transition, connecting partners working to support smallholder farmers in specific value chains at the local level into a global network. By appreciating each other's role more, each partner is better equipped to collectively work for transformation of the food system.

Acknowledging how the effects of neoliberalism and colonial legacies persist through structural inequalities in our current food system has been key throughout the program. In this section, we highlight FAIR for ALL's work in three domains: tax and fiscal justice; fair value chains; and responsible and accountable businesses.

Central to this transition is strengthening the capacity of (rural) women, Indigenous and local communities to challenge corporate power and advocate for fairer practices and strengthening civil society's influence in decision-making. FAIR for ALL worked to build alliances across geographies and create an international feminist food movement. A clear example of this is the Makhadzi Feminist Food Convening in Mozambique in 2023, organized by Huairou Commission and Oxfam. This was followed by online convenings in the Food for Thought series and culminated in the Global People's Summit for a Just Agricultural Transition, which was hosted in Brazil in 2025. A key achievement of the summit was the adoption of the People's Declaration and Roadmap for a Just Agricultural Transition, co-created by summit participants.

Global People's Summit for a Just Agricultural Transition in Brazil

Mea Lanh, 20, is a community forest volunteer protecting Phnom Tuntong in Ratanakiri Province, Cambodia. She prepares a fire for cooking during a forest patrol.

CASE: FAIR RUBBER, FAIR FUTURE

Women in Cambodia’s rubber forests lead a new era of fairness, forest protection and dignity

CASE

FAIR RUBBER, FAIR FUTURE

WOMEN IN CAMBODIA'S RUBBER FORESTS LEAD A NEW ERA OF FAIRNESS, FOREST PROTECTION AND DIGNITY

The mist still clings to the edges of the Phnom Tun Tong Forest when Mea Lanh starts her morning patrol. Wearing a green ranger uniform, she pads softly on a path carpeted with dry leaves. Not so long ago, these woods were pierced by the jarring buzz of chainsaws and the sting of pesticide fumes. Today, they hum with returning birds.

Despite the signs of recovery, scars of the past remain fresh in people's minds in the nearby village of Kanat. For years, local families watched as the rubber companies cleared their land, sprayed noxious chemicals, and dumped empty pesticide cans into canals once brimming with fish. "The water was poisoned, killing fish and other river life," Mea Lanh recalls. Life was a cycle of exhaustion, illness and uncertainty. The land was no longer theirs to trust, and the forest that had sheltered so many generations was under threat.

Publication of 'White Tear"

From 2021 to 2025, Oxfam with its partners worked to develop responsible investment guidelines in the rubber sector in Cambodia, integrating gender equality, community engagement, workers' rights and environmental protection. This was not a 'stop-the-harm' agenda, but an effort to build fairness into the heart of business.

FAIR for ALL offered training on effective engagement with the private sector and set up a communication platform. The program regularly brought together villagers and local officials to speak candidly with representatives of the rubber company, the Vietnam Rubber Group, about their grievances and hopes. This open dialogue led to powerful changes: workers receiving fairer wages, protective gear, and regular training on safety and sustainability. The company stopped dumping waste and reportedly adopted safer practices in managing chemicals.

"Since I started working here my income has improved and our living conditions have become better," says Chenda Pao of Taveng village. "We can finally plan for our children's education."

For the first time, women have a seat at the table – not just as workers, but as leaders. Through Oxfam's gender trainings, company managers and community members alike understand that women's empowerment is crucial for the health both of their businesses and the environment. "Women understand the forest differently," said one company worker. "They see care as strength."

In Kanat and Taveng villages, this new understanding led to a community forest agreement. With support from Oxfam and partners, the communities and the company agreed on a protected area of forest to be co-managed by both parties. Phnom Tun Tong Community Forest was born – not in a token sense, but as a living embodiment of cooperation. Mea Lanh and her team were trained as forest rangers and began daily patrols to stop illegal logging and monitor the wildlife. "Every day, I walk through the forest with my team," she says with pride. "We protect it for the next generation and teach our children how important it is to keep it alive."

CASE

FAIR RUBBER, FAIR FUTURE

HOW WOMEN IN CAMBODIA'S RUBBER FORESTS ARE LEADING A NEW ERA OF FAIRNESS, FOREST, PROTECTION, AND DIGNITY

PROTECT THE FOREST, PROTECT THE FUTURE

The impacts of the initiative have stretched beyond Cambodia's borders. In Vietnam, Oxfam's work with the Vietnam Rubber Group has brought change in corporate policy. Here, as in Cambodia, the company has started integrating gender rights, environmental conservation and community engagement into its business model across all subsidiaries. What began as a local partnership has become a regional example of how fairness can redefine an industry.

The transformation was not dramatic and loud; it was quiet and steady. The forest where exploitation once took place now houses new life. Streams that recently ran black with waste now mirror the green roof above them. Fairness has become more than a policy for workers like Chenda and rangers like Mea Lanh – it has become a way of life.

> **"When we protect the forest," Mea Lanh says, "we protect ourselves. We protect the future."**

This is the silent revolution taking place across Cambodia and Vietnam: a fair rubber movement where the price of progress is measured not in loss but in life restored. And as the sun climbs higher above Phnom Tun Tong, the forest breathes freely once more – a testament to what fairness, courage and cooperation can achieve.

Oxfam in Kenya and Myanmar, as well as Oxfam Brasil's partner CPT (see case study below), have all worked on land tenure and advocated for secure land rights for local communities. In the county of Turkana in Kenya, communities were able to secure land rights and successfully register community land in Kapese, Lokichar and Nakukulas. Myanmar supported the development of customary land-tenure guidelines. These were shared with local communities and used to improve advocacy and influencing efforts with local duty bearers and authorities for inclusive and sustainable natural resource governance, which recognized and accepted many of the recommendations made by the group.

CASE:
THE LONG ROAD HOME

Brazilian family farmers claim their rightful land

CASE
THE LONG ROAD HOME

BRAZILIAN FAMILY FARMERS CLAIM THEIR RIGHTFUL LAND

On the night of February 10, 2022, nine-year old Jonatas Oliveira was murdered in his own home. The seven heavily armed and masked men had come for his father, Geovane da Silva Santos, president of the local association of family farmers. Geovane was shot and injured, but survived the attack.

The killing of young Jonatas was a new low in a long history of violence against the community of Roncadorzinho. The attack on Geovane was not the first attempt to silence him and his community of some 400 residents, including more than 150 children.

BANKRUPT SUGAR MILLS

Roncadorzinho is located in the 'Zona da Mata' of Pernambuco state, one of the poorest regions in Northeast Brazil, which for many years was dominated by large sugar plantations. In the last three decades, many sugar mills in the region went bankrupt. Plantation owners simply left without compensating the workers or even paying the wages they owed them. Many workers and their families remained on the land that seemed of no interest to anyone, organized themselves in communities and lived from the proceeds of family farming..

This was the case in Roncadorzinho, where sugar workers' families, who had lived there for over 45 years, began farming the land following the bankruptcy of the sugar mill in 2000. But the 'sugar mill masters' did not lose control over their thousands of hectares of land – and the Brazilian state did nothing to redistribute these landholdings. As a result, land occupied by the workers' families was put up for (a fraudulent) auction after 18 years and sold to a big livestock company, Agropecuária Mata Sul S/A. The company immediately began attempting to evict the families from the area.

THE ROOT PROBLEM: LAND CONCENTRATION

The extreme inequality in the Zona da Mata is rooted in colonial history and in Brazil's key role in global value chains as a major exporter of commodities such as sugarcane, ethanol and livestock. Four pillars sustain this extractive model to the present day: land concentration, environmental devastation, social exclusion, and violence against rural communities.

Land concentration still prevents smallholder farmers from owning land. From 2010 onwards, vast stretches of land have been transferred from sugar mills to the booming livestock sector, increasing episodes of violence against the family farming communities who live there.

Livestock companies leasing or buying old sugar plantations have tried to get rid of these communities in many violent ways, including destroying houses, land grabbing, intimidation, death threats and employing private militias to attack them. In 2022, Agropecuária Mata Sul S/A even sprayed farming communities with agrotoxins. The chemicals, applied by drones, caused severe headaches and skin irritations, and contaminated crops, water and livestock – people's main sources of income.

CASE

THE LONG ROAD HOME

BRAZILIAN FAMILY FARMERS CLAIM THEIR RIGHTFUL LAND

RISING UP AGAINST VIOLENCE

Despite the threat to their lives and livelihoods, communities in the Zona da Mata decided to take a stand. By mid-2020, 17 communities had joined forces in the Forum of Communities in Conflict. Supported by the Land Pastoral Commission (CPT), and from 2021 also by FAIR for ALL, the Forum decided to fight for an end to violence and the right to remain on their land. Solidarity and resistance grew, with communities supporting and protecting each other in periods of increased violence, collectively replanting destroyed crops and exchanging agroecological production methods.

CPT and FAIR for ALL strengthened the organizational capacities of Forum members and facilitated joint strategizing based on small-scale farmers' shared knowledge. Noting the dominance of male leadership, CPT began to encourage women to take up leadership roles, which culminated in the creation of a strong Peasant Women's Forum that significantly contributed to the Forum's goals.

FAIR for ALL connected the Forum to other organizations and allies, which enabled them to mobilize national support. This in turn helped them exert effective political pressure on key stakeholders such as the Agrarian Ombudsman, the Federal Public Defender's Office and the Ministry for Agrarian Development and Family Farming. In particular, FAIR for ALL's partnership with investigative journalism platform Repórter Brasil helped draw national and international attention to the plight of the Roncadorzinhos and the region's violent land conflicts. FAIR for ALL also amplified the community's grievances at international forums; for instance, in 2024, CPT and Oxfam Brasil presented the work of the Forum at the 13th International Conference on Sustainable Development in Rome, Italy.

VICTORY FOR THE RONCADORZINHO COMMUNITY

Working together, the Forum, CPT and FAIR for ALL demonstrated that community-led strategies, grounded in solidarity and shared knowledge, offer viable alternatives to Brazil's extractive growth models. At each Forum meeting, farmers' confidence, ownership and understanding of their realities noticeably increased. One farmer said: "The exchange of knowledge in the Forum enables us to make important decisions. It results in referrals and demands to relevant authorities. The solution to the problem is not quick, but it is very important for the communities."

The 77 families of the Roncadorzinho community celebrating the recognition of their land rights.

CASE

THE LONG ROAD HOME

BRAZILIAN FAMILY FARMERS CLAIM THEIR RIGHTFUL LAND

People here know that the long-term solution lies in the implementation of Agrarian Reform: without effective and comprehensive redistribution of land, rural violence will persist. Expropriation of the sugar mill's lands has therefore remained at the forefront of the Forum's demands during many years of collective action, continued resistance, mobilization and political pressure. In October 2025, the Roncadorzinho families were finally able to celebrate a huge victory when the expropriation process was formally concluded, making them the rightful owners of the Roncadorzinho plantation lands. Honouring the murdered young boy, the community decided to rename itself as the Jonatas Rural Settlement. To date, there have been no further reports of land-related violence.

Oxfam in Asia protected civic space by building alliances and organizing platforms for engagement. An example of this was the World Social Forum that took place in 2024 in Nepal, with FAIR for ALL partner South Asia Alliance for Poverty Eradication in the lead coordination role. The Forum brought together 50,000 participants from across the globe to advance human rights, economic equality and climate justice, united under the slogan 'Another world is possible'. In 2025 an Asia-Pacific Social Forum was supported and took place in November in Thailand, also acting as a preparation for the next World Social Forum in Benin in 2026.

In South Africa, one of the program's most significant achievements has been the establishment of the Just Agriculture Transition and Food Sovereignty Movement. This brings together more than 100 grassroots organizations with a shared vision, including women- and youth-led groups. The movement has evolved into a sustained platform for meaningful civil society engagement, enabling communities to move beyond consultation towards active participation in decision-making processes that directly affect their livelihoods.

MOBILIZING FINANCIAL RESOURCES AND CALLING FOR TAX JUSTICE

Despite the fact that small-scale and subsistence food systems produce most of our food globally, government allocations and private sector investments remain insufficient and favour large-scale production. We know that enough food is being produced to feed the world, but distribution remains highly unequal. Mobilizing (financial) resources to support small-scale food systems and food sovereignty, especially among women, Indigenous and local communities, is an essential part of a just agricultural transition.

An example of this seen in Nigeria, in the establishment of 20 Village Savings and Loans Associations (VSLAs) in the final year of the project. VSLAs provide a community-based financial mechanism that enables members, especially women and young people, to save collectively, access microcredit and invest in small businesses. This strengthens economic resilience, reduces dependency on external funding, and promotes local ownership of development outcomes.

In Uganda, Huairou Commission partner UCOBAC supported the formalization, registration and certification of two farmer cooperatives and five 'savings and credit' cooperatives. As a result, grassroots women farmers, who are often excluded from financial and other support, were able to invest in their farms, increasing the productivity and generating higher incomes.

Taxation is fundamental to mobilizing resources towards a just agricultural transition, but fiscal systems are overly reliant on regressive taxes that fall disproportionately on people in the lowest income brackets, while capital income and wealth have been overlooked – deepening inequality worldwide (see case study 'Taxing the Few for the Many'). Partners in Nigeria have been addressing these issues nationally and one of the biggest achievements of the final year was the establishment of the Abuja Tax Justice & Governance Platform, which marks a significant step in strengthening civic voice and ensuring coordinated, expert-driven engagement on fiscal reform. Over the years and through various coalitions and campaigns they reached around 10 million members of the public through multiple campaigns – such as 'Next 90%' to convene policymakers, civil society and grassroot actors to co-create solutions, and the 'Follow The Money' media campaign to support advocacy work on tax justice – influencing tax reform bills and strengthening transparency frameworks.

In year 5, Oxfam in Asia focused advocacy efforts on the 4th international Conference on Financing for Development, organizing a side event to centre citizens' agendas, and supporting parliamentarian fora and national mobilization in Pakistan and Nepal. Oxfam in Uganda organized training for elected district officials and tax justice campaigners across Nebbi, Zombo and Arua districts. These enhanced civic engagement and taxpayer awareness, with community-level accountability demands leading to a 77.6% increase in Nebbi district's revenue.

FOOD VALUE CHAINS

Most of the world's food is produced in the Global South, and 60-80% of this food is produced by women. Our current system is failing these women – their essential role in global food value chains is not reflected in their income, and many struggle to earn a living. A just agricultural system requires different ways of doing business that centre the interests and needs of the farmers and women producing food, and that share value more equally. Supporting women-led businesses shows that an alternative food system is possible, as demostrated by the case study below.

Shurouq Iwaisi, helping out with the olive harvest in Palestine

CASE: MARKET ACCESS FOR WOMEN LED ENTERPRISES

Linking cooperatives in OPT to international markets

CASE

MARKET ACCESS FOR WOMEN LED ENTERPRISES

LINKING WOMEN-LED COOPERATIVES IN OPT TO INTERNATIONAL MARKETS

Since 2021, the project supported by Fair for All in OPT focused on gender equality in the economic domain, with great success. In January 2022, for the first time, a national women's coalition, 'The Coalition of Women's Status in Cooperative Work', was formed to lobby and advocate for women's participation in the economy and to ensure gender sensitivity in cooperative laws and regulations. In March 2023, the coalition campaigned to allow women to open cooperative bank accounts and form women cooperatives, so that they wouldn't have to rely on workarounds such as working with middlemen, including men among their membership or in their executive.

As a direct result, the Palestinian Monetary Authority and Banks Association collaborated with the coalition to address and simplify registration and banking procedures for women-led cooperatives, and the Cooperative Work Agency signed a Memorandum of Understanding to formalize this.

October 7th, 2023 changed everything. The local community markets, where the cooperatives and women-led enterprises traded their goods, collapsed. Israeli closure of borders, restricting movement of people and goods. Palestinians' loss of access to the land for cultivation, loss of equipment, and other barriers and repression that quickly emerged blocked international trade for exporting companies, which also meant traders los their sources of supply.

Partners supported by Fair for All in OPT - Palestinian Farmers Union, PalTrade and Rural Women Development Society – shifted their focus and explored ways for women to continue exporting access new markets and connected this to the need to continue exporting of the company. The factory in this **video clip** used to only export olive oil. Thanks to partners' work with cooperatives and women-led enterprises to facilitate trade, the factory now also exports herbs and dates, and relies on the cooperatives and women-led enterprises for supply. Together these suppliers and exporter have exhibited at several international trade fairs. While trade by road through Jordan (Allenby Bridge) was blocked, they were able, since 2024, to export via seaports and the airport in Israel and through Al-Aqaba Sea \ Land port in Jordan. The factory used to export to two countries, now it exports to 6 countries in Europe, Golf countries, and Northern America. To kick-start these new trade relations, the partnership with CSOs helped to overcome some of the high initial costs of transportation and warehousing.

In extremely difficult circumstances, the remarkable outcome is the sustainable linkage of women-led enterprises like Joyous, Farkha, Jana for Agriculture and Mariam Shadid with export markets. This connection has elevated women producers from the role of local vendors to export suppliers, strengthening rural livelihoods and embedding fairer, gender-responsive practices in the agricultural sector in OPT.

An example of supporting livelihoods while working for broader systems change can be found in the West Nile region of Uganda, where Oxfam Novib worked with local organizations to build six 'micro stations' – informal cooperatives where farmers benefit from space for shared activities like drying and sorting coffee beans, and joint investments in equipment that improve production. The stations also act as a hub for training on topics like climate-smart agronomy and gender equality. In 2025, these stations helped 2,495 farmers to improve the quality of their coffee and hence increase their income. Many households of the participating farmers have also reported a positive change in gender norms as a result of the training. This could mean, for instance, that women in the household have more control over the revenue of the coffee farm, or that housework is distributed more equally.

Food systems that prioritize people and planet need to be supported by governments. Most private sector actors are driven by profit, so governments need to provide the regulatory frameworks to incentivize companies to do what's right for farmers – and to hold them accountable if they don't. In India for example, through the work of Huairou Commission, newly established farmer producer organizations (FPOs) received recognition and approval from the government, which improved their market access and helped farmers earn a stable income. This has helped to shift social norms and provided a platform for the inclusion of women and other marginalized communities in the just agricultural transition.

Herbert Kafeero of SEATINI Uganda speaks out for the interests of smallholder coffee farmers at a dialogue on compliance with new EU regulations

CASE: DEMANDING EQUITABLE TRADE TERMS

SEATINI Uganda drives systemic change in Uganda's coffee sector

© SEATINI

CASE

DEMANDING EQUITABLE TRADE TERMS

SEATINI UGANDA DRIVES SYSTEMIC CHANGE IN UGANDA'S COFFEE SECTOR

Uganda's coffee sector – the backbone of rural livelihoods – has long been held back by structural challenges: price volatility, poor access to credit, limited value addition, and dependency on rainfall. Through the FAIR for ALL program, the Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI) Uganda is transforming this landscape, combining grassroots mobilization with high-level policy influence to defend farmers' rights, promote fair trade and challenge unjust investment practices..

In 2022, a **leaked Memorandum of Understanding** (MoU) between the Government of Uganda and the Uganda Vinci Coffee Company (UVCC) revealed that exclusive trading rights had been granted to one private investor. For millions of smallholder farmers whose livelihoods depend on coffee – the country's second-largest export – this MoU threatened to dispossess them of their economic future. While some viewed the MoU as a normal investment incentive, SEATINI recognized it as symptomatic of a larger issue: the imbalance of power between global investors and local farmers, and the absence of transparent and inclusive governance in Uganda's coffee sector.

Drawing on decades of experience in trade and policy advocacy, the organization quickly mobilized evidence, analysis and civil society voices to challenge the MoU. Through a well-crafted **civil society position paper** submitted to Parliament, SEATINI demonstrated how such monopolistic arrangements would erode competition, marginalize small-scale farmers, and undermine Uganda's broader commitments to inclusive and sustainable development. SEATINI partnered with other CSO networks to amplify farmers' concerns and worked closely with the **Parliamentary Committee on Tourism, Trade and Industry** to present alternative proposals for fairer investment terms.

A VICTORY FOR TRANSPARENCY

SEATINI's advocacy reframed the debate on the MoU as a national question of sovereignty, equity and sustainability. This multi-level influencing strategy achieved a landmark outcome: Parliament adopted key CSO proposals and the controversial MOU was quashed. This moment marked a decisive victory for transparency and accountability, and a shift in how coffee governance is debated in Uganda. It demonstrated that civil society, when equipped with credible evidence and rooted in community realities, can shape national trade and investment policy. Beyond the policy win, SEATINI's advocacy spurred broader public debate on who truly benefits from Uganda's coffee wealth – foreign corporations or local producers?

"This was not just about coffee – it was about justice, sovereignty and dignity for Ugandan farmers," explains Herbert Kafeero of SEATINI Uganda. Following the MOU's retraction, SEATINI shifted its focus towards systemic reform to strengthen the governance of Uganda's coffee value chain. The organization has been actively engaged in shaping various policy processes, including influencing the review of the Coffee Act (2021) and building the capacity of farmer groups and coffee value chain actors to meet the traceability and due diligence requirements of emerging global sustainability directives like the **EU Deforestation Regulation (EUDR)**.

A UNIFIED CIVIL SOCIETY VOICE

Through the FAIR for ALL program, SEATINI continues to connect grassroots empowerment with policy influence, ensuring that smallholder farmers are not only protected but are positioned to thrive in the evolving global market. The same farmers who rtisked being excluded under the MoU are now organized in cooperatives, leveraging digital tools and engaging directly with policymakers to demand fairer prices, climate-resilient practices and equitable trade terms. "Our advocacy is not just about compliance; it is about transforming the coffee sector into one that values farmers' contributions and ensures their fair share of the global market," says Jane Nalunga of SEATINI Uganda. "We are actively influencing the review of the draft Coffee Regulations to ensure that they are aligned with emerging sustainability measures, so that Uganda's farmers are not left behind as global markets shift toward ethical and climate-responsible trade."

SEATINI's multi-level advocacy – linking grassroots realities with global policy – puts the interests of farmers at the heart of the country's coffee transition. Through FAIR for ALL, SEATINI has also convened Africa-wide dialogues on the implications of the EUDR, promoting a unified civil society voice on sustainability and equity.

> **Jane reflects:**
> **"Sustainable change in Uganda's coffee sector will come not from promises, but from policy transformation that puts power back in the hands of farmers – where it belongs."**

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RESPONSIBLE AND ACCOUNTABLE BUSINESS

A fair and inclusive economy is built on responsible businesses that are accountable for their impact on society and the planet. To contribute to a just agricultural transition, we adopt a variety of strategies to influence different types of businesses. We collaborate with the frontrunners who are innovating to facilitate just transitions, and use a confrontational strategy for companies that are lagging behind.

Palm Oil Indonesia Fair Partnership

After strong advocacy by civil society in 2024, the watering down of Free, Prior and Informed Consent (FPIC) principles was officially blocked in 2025 at the RSPO annual gathering in November, and additional revisions of the Roundtable on Sustainable Palm Oil (RSPO) standards were adopted. Encouraged by this win and building on past experience, a subsidy program for responsible business was launched, connecting upstream small holder palm fresh-fruit producers in Indonesia with downstream retailer AS Watson Benelux (owners of Kruidvat and Trekpleister) to explore mechanisms for living income purchasing practices in the palm oil value chain.

Oxfam Novib's work on fair prices for cocoa over the past decade

An example of the confrontational approach comes from the Netherlands, where Oxfam has advocated and campaigned to get supermarkets to pay a living income for cocoa. This took another major step forward in 2025, when the multi-stakeholder initiative DISCO (Dutch Initiative on Sustainable Cocoa) dedicated its July 2025 General Assembly to responsible purchasing practices, fostering stakeholder-led knowledge sharing and joint problem-solving on the topic. In 2025, Oxfam also mobilized the Dutch public with a press release for the launch of the report Raising the Bar, specifically calling on Lidl NL and Jumbo to follow Albert Heijn's example of committing to ensure that farmers will be paid a living income reference price for the supermarkets' own-brand cocoa products.

Sinterklaas campaign at Lidl supermarket in December 2025

© Suzanne van de Kerk / Oxfam Novib

CASE: HONEST CHOCOLATE

Supermarkets respond to consumer pressure for fairer cocoa trade

CASE

HONEST CHOCOLATE

SUPERMARKETS RESPOND TO CONSUMER PRESSURE FOR FAIRER COCOA TRADE

If you're a fan of chocolate, you'll have noticed a sharp increase in the cost of chocolate products over recent years. How is it possible that while consumers are paying so much for a bar of chocolate, cocoa farmers at the other end of the value chain are struggling to make a living? The answer lies with supermarkets.

Earning a living income is a human right. But in Ghana, the second-largest cocoa-producing country after Côte d'Ivoire, 91% of farmers surveyed in 2024 did not earn a living income. On average, they earned a meagre 47% of a living income. This means farmers continue to live in poverty and struggle to put food on the table or send their children to school, let alone invest in sustainable farming practices. As such, farmer poverty is a major driver of nearly every systemic issue in the cocoa sector, from hazardous child labour to deforestation.

CHANGE NEEDS TO BE SYSTEMATIC

Meaningful change is hard to achieve when only one problem is addressed; in fact, when only one issue is tackled, others usually worsen. Traditional sustainability approaches, like supporting farmers to adopt better agricultural practices or helping them diversify, don't address the core issue of low farmer income and low levels of income security. To do this, we need to change the way value is distributed in the supply chains.

Systemic change in the cocoa value chain depends on many independent but interconnected actors, each with a different role to play. CSOs like Oxfam Novib are essential in defending the rights of farmers and holding the private sector, such as supermarkets, to account. Most companies in the cocoa and chocolate supply chains have indicated their willingness to contribute to living incomes for cocoa farmers and have taken action through their sustainability programs. However, they fail to opt for the most direct way of supporting farmers – which is by fundamentally changing their corporate purchasing practices.

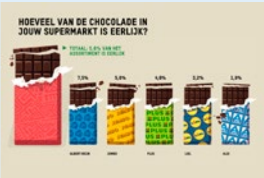
Box 2

The cocoa sector is facing a serious crisis caused by long-standing environmental, social and economic problems. In countries like Ghana and Côte d'Ivoire, cocoa harvests fell sharply in 2024 due to climate change, plant disease, ageing trees and land grabbing by small-scale gold-mining companies. But these aren't the only problems facing farmers. When cocoa supplies dropped and global prices rose in 2024 and 2025, farmers did not benefit as expected from the higher prices. In Ghana and Côte d'Ivoire, farmgate prices (i.e. the actual income earned by the farmer for the raw, unprocessed product, at the 'farm gate') increased slowly and remained too low, partly because of existing pricing systems. Now that global prices have dropped again, the state-regulated prices far exceed these falling global market prices – leading to beans not being sold and farmers not getting paid.

CASE
HONEST CHOCOLATE

SUPERMARKETS RESPOND TO CONSUMER PRESSURE FOR FAIRER COCOA TRADE

Supermarkets have a unique position in the chocolate supply chain, both as producers of own-brand chocolate and as retailers for other chocolate brands. Supermarkets are the ones who decide what to offer to consumers, and at what price. The Netherlands is the largest importer of cocoa **worldwide**, and is one of only five countries that have established a national multi-stakeholder initiative, jointly referred to as the Initiatives on Sustainable Cocoa. Yet Oxfam Novib calculated that in 2025, only 6% of chocolate products on the shelves of Dutch supermarkets are 'honest' products. All of the top five Dutch supermarkets (Albert Heijn, Aldi, Jumbo, Lidl and PLUS) had at that time taken initial steps to enhance living incomes for cocoa farmers by contributing to a Living Income Reference Price (LIRP) – the price a typical cocoa farmer needs to receive to earn a living income. However, because this was only for a limited number of their own-brand chocolate bars, its impact on farmers was also limited.



CAMPAIGNING WORKS

Oxfam Novib, as a partner of the VOICE network – a global network of NGOs that work on sustainability in cocoa – has a long history of campaigning to create change through consumer pressure. From its 'Groene Sint' campaign (2006-2009) to 'Raising the Bar' (2025-26), Oxfam Novib has been working to inform and mobilize the Dutch public on human rights abuses in the cocoa value chain, and to leverage the collective power of our supporters to pressure supermarkets to take living incomes of cocoa farmers seriously.

In 2024, following Oxfam's campaign demands, Albert Heijn became the first supermarket globally to commit to purchasing all the cocoa for its own-brand cocoa products through **Tony's Open Chain** by 2027, and to five-year contacts to provide greater income security for cocoa farmers. Superunie (the buying company for supermarkets like PLUS and /Dirk) committed to adopting the LIRP for all its own-brand chocolate products by 2030. On the eve of Easter in 2025 – peak time for chocolate consumption – we kicked off the second iteration of our Raising the Bar campaign with a new research report and press release, social media posts, print advertisements, radio commercials and stunts in front of Jumbo and Lidl supermarkets, to get the second- and third-largest supermarkets in the Netherlands to make a similar promise.

These campaigning efforts and behind-the-scenes conversations paid off. In December 2025, Jumbo **announced** that it will ensure a fair price is paid to cocoa farmers for all its own-brand chocolate products. Under increased pressure, **Lidl** quickly followed with a similar commitment in February 2026. Together with the earlier commitments from other major supermarkets, this means that over 90% of the market share of Dutch supermarkets will now be honest own-brand chocolate. Lidl's pledge even had international impact, as it made the same commitment for the chocolate it sells in its supermarkets in Austria, Belgium, Germany and Luxembourg. We are now calling on Aldi, the last supermarket in the top five, to commit to a living income reference price for cocoa farmers.

The current global economic system reinforces a race to the bottom, i.e. a competition to offer consumers the lowest price. There is increasing acknowledgment that the price of goods cannot come at the cost of cocoa farmers earning a living income. The fact that most large Dutch supermarkets are now recognizing this an important step forward – one that will help to make sure that everyone involved in the production and consumption of our much-loved chocolate can benefit from and enjoy it fairly.

In 2025, CSOs used investigations by Oxfam partner Repórter Brasil into forced labour in coffee supply chains to file formal complaints and lawsuits in the United States against multinational buyers, expanding corporate accountability beyond domestic regulation. Looking back, FAIR for ALL achieved a similar significant result in 2022, when findings on the beef supply chain contributed to European supermarkets suspending purchases of Brazilian beef linked to deforestation and labour violations. These findings pressured companies such as JBS (the largest meat-processing enterprise in the world) to strengthen their monitoring of indirect suppliers.

In Cambodia, Oxfam partner CCC empowered worker representatives to engage constructively with their employers by providing targeted training, equipping them with strategic planning skills and tools. This paid dividends when the workers began having dialogue with Sovann Reachsey Company. Initially resistant, the company eventually agreed to all four of the workers' core demands: registering employees under the National Social Security Fund (NSSF), granting paid leave, improving workplace safety, and ending discrimination against union leaders.

Over the last five years FAIR for ALL's work has demonstrated how alternative business models – cooperatives, producer groups and community-led value chains, rooted in Indigenous knowledge and collective ownership – can create fairer market relations, better price negotiation and diversified, sustainable livelihoods for minority ethnic and rural communities. By combining capacity building, multi-stakeholder dialogue, and empowerment of women and marginalized groups, these models shift power towards local people, resulting in community-driven standards, shared benefits and long-term resilience (see case study 'Roots of Resilience').

Hau Thi Cuong, member of the Dong Tien Cooperative, Phu Luong commune, Thai Nguyen province.

CASE: ROOTS OF RESILIENCE

Valuing traditional knowledge in rural Vietnam

CASE

ROOTS OF RESILIENCE

VALUING TRADITIONAL KNOWLEDGE IN RURAL VIETNAM

Across Vietnam, from Khao village in Lao Cai, where an ancient red silk cotton tree bursts into vivid red blossoms, to the rolling hills of Thai Nguyen and the windswept land of Nam Hai Lang, FAIR for ALL has witnessed communities in the midst of change.

Change is visible in village meetings that are livelier than before, farmer groups that are more closely connected than before, and voices that are more confident than before. In Khao village, livestock groups have been reorganized; farmers who once "sold at whatever price we were told" now know how to calculate capital and labour together, discuss prices collectively and negotiate as a group. In Dong Tien and Phu Luong, herbal groups and cooperatives led by San Chay, Nung, Dao and Tay women have taken their first steps on a path that preserves Indigenous knowledge of plants and brings products to market with clear names, stories and standards.

In Nam Hai Lang, local residents, authorities, and businesses are engaging in open dialogue on resource extraction, seeking ways to balance development and environmental protection. Along the Truong Son mountain range, through bamboo-growing and shoot-harvesting livelihood models, the Bru Van Kieu people and local authorities have entered into dialogue with stone-mining enterprises to ensure legitimate rights and long-term livelihoods for local communities.

What is most valuable is that this process begins with the preservation of Indigenous values and the shared efforts of multiple stakeholders; from there, the seeds of new habits and new ways of working are being sown in each village, with the belief that they will yield positive outcomes. Another common thread weaving through these initiatives is a focus on gender equality, leading to fairer sharing of housework and freeing up women's time to earn an income or take part in community life. Everyone benefits; as one man put it: "One person working is tiring. Two people working is less tiring. And two people working will be happier than one."

DOING THINGS DIFFERENTLY

In a village in the Truong Son range, a Bru Van Kieu woman speaks about bamboo, about shoots, about chicken coops and pig pens, and then suddenly about the bamboo weaving craft of her ancestors. She dreams of one day opening a weaving class for her own community, even though the bamboo-shoot project has only been underway for a few months. It is a dream of holding on to a reservoir of communal knowledge that in recent years has been slowly fading from the map. When she enthusiastically shows a fish trap she wove herself, and when she talks about learning from DIY tutorial videos, it is clear that "empowerment" doesn't just come from learning new skills – it comes from a person taking pride in and preserving their traditional knowledge and identity.

The shoots now emerging, both literally and figuratively, are found precisely here: in families learning to work together rather than dividing tasks along gender lines; in minority ethnic communities seeing their knowledge heritage as a valuable asset that they themselves should preserve and decide how to use, rather than as mere 'material' for tourism.

From village meetings to multi-stakeholder dialogue roundtables, three parallel currents are running: active citizenship, collective action and empowerment. Active citizenship is when farmers know how to read their own income-and-expenditure records, ask why, and propose doing things differently. Collective action is when residents, authorities, businesses and social organizations come together, not to determine who wins and who loses, but to find the best shared solution for the community. Empowerment is when women and marginalized groups become the agents who decide the direction of projects and of their own lives.

Behind each model and each concrete outcome lies a larger question: how can equality be achieved between men and women, between urban and rural areas, between the majority ethnic Kinh people and minority ethnic groups? The journey that Oxfam and its partners have undertaken with communities across the country shows that the answer lies in respecting community knowledge, investing in people's capacities, and building spaces for equal dialogue where the voices of vulnerable people are heard. **FAIR for ALL is part of the journey** along the shared road we are travelling together, with more active citizens and more united communities working towards a nation that is increasingly fair, humane and happy.

JUST ENERGY TRANSITION

Hilda Nakabuye., one of the Make Rich Polluters Pay activists, during the Global Climate March in Belém, Brazil on November 15, 2025

2.4 Just energy transition

As well as working to change value chains for a just agricultural transition, FAIR for ALL also focused on value chains and human rights for a just energy transition, incorporating work on (artisanal) mining industries and critical minerals in the context of climate change and environmental pollution.

In this report we highlight examples of this work across the global and local levels from the final year of the program, and reflect on the past five years. Efforts ranged from globally shared calls for 'polluters pay', to supporting civil society to be part of designing nationally determined contributions (NDCs) for climate action, to community-led initiatives in regions such as Kenya's Taita-Taveta and Kwale communities, where access to credits nearly doubled, with loans for local women miners improving by nearly 98% among members of the Village Savings and Loan Associations.

In contributing to a just energy transition, over these past five years, the program worked on:

- Supporting the protection and expansion of civic space to continue generating an enabling environment for the just energy transition;
- Strengthening the establishment of alternative and responsible business models to support vulnerable groups to counter and manage the impacts of mining and extractive industries on their communities;
- Regional and global advocacy and policy change on fair climate finance, carbon offsetting and other critical topics relating to the just energy transition.

Many advances have been made in foregrounding those who are most affected by the move away from fossil fuels; power- and rights-holders in the Global South have too often been sidelined as providers of raw materials without say in decisions about their land, livelihoods and futures. As the case study from South Africa shows, FAIR for ALL has helped amplify the voices that most need to be heard if we are to achieve an energy transition that benefits everyone.

Maria Groening, resident at Kromkraans farm in Carolina, South Africa.

CASE: FROM MANIFESTO TO COMMUNITY TRANSFORMATION

Women lead the change in South Africa's coal belt

CASE

FROM MANIFESTO TO COMMUNITY

WOMEN LEAD THE CHANGE IN SOUTH AFRICA'S COAL BELT

As South Africa strives for a just energy transition, women are proving that this cannot be achieved without the meaningful participation of those most affected by the change. Through research, advocacy and grassroots action, Womxndla is turning coal's harmful legacy into opportunities for leadership, empowerment and sustainable change.

The small town of Carolina in South Africa's Mpumalanga Province has long been at the heart of the country's coal industry. Surrounded by coal-fired power stations producing 83% of South Africa's coal, about 60,000 residents have endured toxic water, polluted air, failing public services and deep gender inequality. Historically, women in Carolina have had little say in decisions affecting their families and communities.

This began to change in 2023, when the South Africa Research Watchdog (SARW), a FAIR for ALL partner, started working with local women through the Womxndla Community Development Group. With training in climate change, energy transition and rights advocacy, women began to document their experiences, speak with confidence and engage directly with stakeholders. Their efforts culminated in the **Women on Coal Manifesto**, a bold call for women's representation in local decision-making, climate education in schools, transparency from mining companies, and accessible environmental reporting.

> **Angel Mnisi, one of eight women researchers in Womxndla, reflects: "This manifesto has given women space to participate in all matters, especially on climate change."**

The manifesto quickly became more than words on paper; it became a path to real change. Womxndla secured a formal seat on the local Mining Forum, a community-based forum composed of members elected by the community in Carolina to advocate on its behalf. This gave women a place at tables where they had never been welcomed before. They became recognized stakeholders, engaging directly with mining companies and the municipality, and were invited to participate in community environmental programs linked to mining and sustainability. For the first time, women were not just asking to be heard – they were influencing the decisions that will determine the future of their communities.

ENGAGING WITH MINING COMPANIES

Since joining the Mining Forum, Womxndla has participated in more than 30 formal meetings with around 15 mining companies operating in and around Carolina. These monthly engagements have allowed the women to raise issues that affect the very air and water their families depend on. They can speak openly about environmental damage, pollution, threats to community health, and the need for transparency and social responsibility commitments in mining operations. These conversations are no

CASE
RECLAIMING POWER AND JUSTICE IN EXTRACTIVE VALUE CHAINS

WOMEN ON COAL IN CAROLINA, SOUTH AFRICA

longer one-off consultations: they are sustained, structured and ongoing dialogues that ensure the concerns of the community are continuously addressed.
The growing influence of Womxndla is reflected in leadership milestones. One member was elected Deputy Secretary of the Mining Forum, a position that strengthens women's representation within mining governance structures and signals growing confidence in the group's expertise and credibility. Beyond mining, Womxndla has expanded its engagement across multiple institutions. Members meet regularly with municipal offices, and have presented their manifesto along with research reports and a documentary to ensure that the local government understands the realities facing coal-affected communities. They are now invited to participate in climate discussions at local and provincial levels, bringing the voices of women and children into spaces where they were historically absent.

TRANSFORMING THE SOCIAL FABRIC

Womxndla has also taken climate awareness into schools, reaching over 300 pupils and teachers and integrating climate justice, mining impacts and storytelling into the curriculum. At the same time, the group has collaborated with the Department of Social Development to strengthen community capacity, and partnered with police services to raise awareness of gender-based violence in mining-affected areas. Its work has extended to regional and national platforms, including participation in SARW's High-Level Dialogue on Human Rights and Environmental Sustainability in Mining Areas in November 2024, establishing Womxndla as a vital bridge between community concerns and institutional decision-making.

The impact of the group's efforts is already visible in Carolina and neighbouring communities like Kromkrans, Silobela and Onbekend. Clean water now flows in Kromkrans, 200 vulnerable households receive food parcels from the government, community gardens flourish and improve food security, and recycling initiatives have created small-scale economic opportunities. Beyond these material gains, Womxndla has transformed the social fabric, empowering women to take their place as leaders and role models.

The story of Women on Coal is no longer just about survival. It is about women shaping their communities, influencing the policies that govern their lives, and writing the future of Carolina with determination, hope and courage. Today, the town's path forward is being guided by the women who call it home, ensuring that their communities are stronger, healthier and more equitable than ever before.

STRENGTHENING AND PROTECTING CIVIC SPACE

The FAIR for ALL program sought to maintain and strengthen civic space to expand access to justice and protect human rights, land and communities. The transition away from fossil fuels and towards more people-centred and just energy rests on the ability of civil society to hold those in power to account.

The status quo is designed to enable Global North countries and large corporations to continue mining – especially for critical minerals for renewable technology – with impunity, leaving local communities at a disadvantage. CSOs in the Global South therefore play an essential role in advocating for their communities and for changes in legislation and practices that will protect their interests in the long run. Civic space is the underlying factor that enables individuals and communities to hold powerful institutions accountable, and take ownership of their land and livelihoods. International solidarity and exposure can help.

Respecting human rights including community rights is central to a just transition. Fair for All supported communities to claim their rights by linking local issues to global decisions. For example, in upper Trishuli valley in Nepal, where Korean originated NWEDC (Nepal Water and Energy Development Company) obtained permission to develop a hydro-energy project, back in 2007. In 2012, the company came to an agreement with IFC (International Finance Corporation) to form a consortium of lenders to help finance the project, which by 2019 led to a financial deal with IFC, Dutch Development Bank (FMO) and 7 other financiers.

Working with IFC meant following IFC policies, including the requirement to obtain the Free, Prior and Informed Consent (FPIC) of project-affected communities. But the company started acquiring land way before and only initiated the FPIC process in 2018 – after the "damage" – the obtaining of land - was already done. In fact, this FPIC process was not about prior informed consent, but about grievances and compensation as elaborated in the tri-partite 'Indigenous Peoples Plan (IPP)'. This was documented in a report commissioned by Oxfam and Nepali partner CSRC in 2023, which, despite leading to difficult conversations within the company, marked the beginning of a constructive engagement by CSRC with the affected communities and the company on implementation of the IPP, which had been stalled since 2018.

Whereas the construction of the project is now in the final stages, many community members feel betrayed, as they are experiencing heavier social and environmental impacts than expected, and limited benefits. CSRC and Oxfam have begun documenting grievances of communities on the environmental and social impacts of the project on their lives and livelihoods.

With pressure from civil society working at local and national level to engage the company and by bringing the issues to the attention of international lenders, the program has helped communities to stand for their rights.

Betram Zagema, Policy Lead Land Rights at Oxfam Novib, on a visit to CSRC in Nepal in September 2024.

Strengthening the ability of CSOs to engage with and hold institutions accountable has been an essential part of FAIR for ALL's approach from the outset. This includes strengthening channels for raising complaints and protecting those who are brave enough to stand up to injustice. In Ghana, CEPIL created a Whistleblower Portal to give communities a safe way to report human rights abuses, corruption and environmental violations.

Several organizations have worked on empowering community members to address gender-based violence, land rights and poverty in relation to extractives. In Kenya, the Haki Madini Kenya Coalition, a community-centred network, convened over 200 stakeholders in June 2025 at a Conference about Advancing Community Rights and Responsible Mining. This helped consolidate their role in representing community interests and legitimized the coalition at the parliamentary level.

Civil society also plays a critical role in advocating for the land rights of community members. In several cases, CSOs have taken direct action to reclaim land historically owned by communities, especially those focusing on artisanal and small-scale mining. In Myanmar, for example, our partner in Kachin conducted natural resources management training to support communities to act. As a result, villagers in the project village in Kachin state reclaimed approximately 70 acres of community land in 2025 and prevented gold mining by external investors.

These actions at the grassroots and local levels play an essential role in tackling negative perceptions of CSOs at the national, regional and global levels. In the context of shrinking civic space, organizations such as those described above are helping to reposition civil society as a normal part of a broader collaborative system working towards shared goals: bringing community members, small landholders, artisanal miners and other rights- and interests-holders to the centre of debates on the future of energy. The legitimacy they carry has proven especially important in Vietnam, where civil society and government cooperation helped improve prospects for project permit approvals, thus securing funding and enabling CSOs to remain active, and improving the quality and effectiveness of their interventions.

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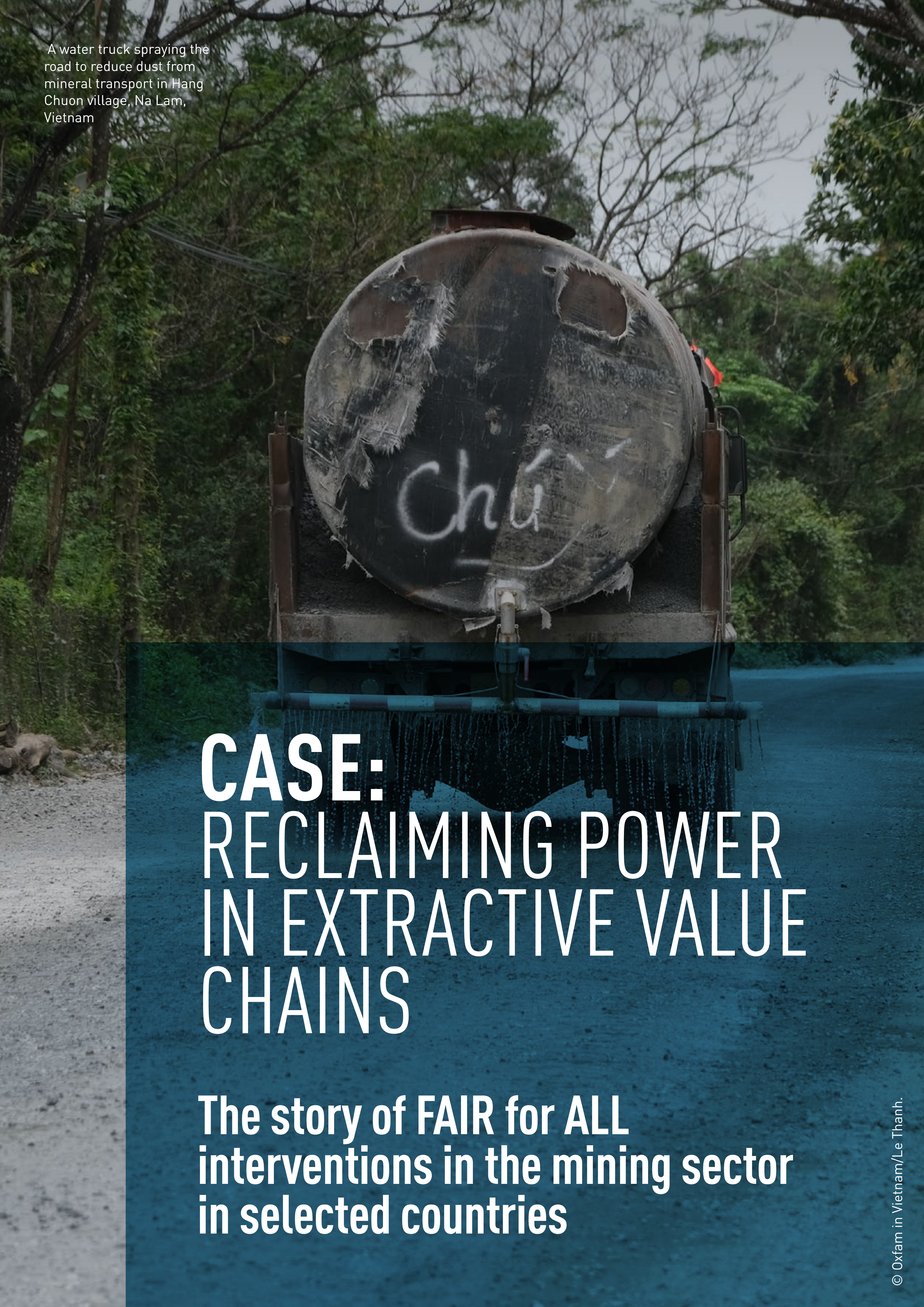

A water truck spraying the road to reduce dust from mineral transport in Hang Chuon village, Na Lam, Vietnam

CASE: RECLAIMING POWER IN EXTRACTIVE VALUE CHAINS

The story of FAIR for ALL interventions in the mining sector in selected countries

CASE

RECLAIMING POWER IN EXTRACTIVE VALUE CHAINS

THE STORY OF FAIR FOR ALL INTERVENTIONS IN THE MINING SECTOR IN SELECTED COUNTRIES

Without democratized governance, new forms of extraction – whether framed as critical minerals for clean energy or as fossil fuel divestment – risk entrenching old hierarchies and gender inequalities. FAIR for ALL has demonstrated that when communities are informed, organized and connected across different levels, from local sites to national policy to global finance, they can reshape the rules that govern natural wealth. In doing so, they demonstrate that environmental justice, fiscal justice and climate resilience are inseparable.

This case study shines a light on the results of civil society action within the FAIR for ALL program to shift power imbalances by connecting community mobilization with national advocacy, and in some cases influencing global discourse. Over five years, across six countries – Ghana, Kenya, South Africa, Nigeria, Vietnam and Myanmar – over 45 CSOs have worked persistently to challenge the structures of power.

Across these six contexts the political systems vary, the minerals are different and the historical trajectories are unique, yet a shared structure becomes visible. What appear on the surface as separate local struggles over fossil fuels, precious stones or rare earth metals reveal, on closer examination, a shared political economy of extraction. Extractive decisions are centralized in ministries, corporate headquarters or military-linked networks, far removed from the people who bear the environmental and social costs of extraction, who have limited influence over those decisions. Power and value flow upward through national elites and global commodity chains, while distributing risks downward.

Climate change intensifies this imbalance. Drought in Turkana pushes pastoralists into gold mining. Floods in the Niger Delta compound oil-related pollution. Erratic rainfall in South Africa strains already contaminated water systems. Coastal erosion in Vietnam threatens both fisheries and mining sites. In short, environmental vulnerability and extractive pressure reinforce each other.

The FAIR for ALL interventions that have unfolded across these landscapes over the last five years did not follow a single template, yet they shared a strategic logic: power must be understood before it can be shifted. In **Myanmar,** civil society networks worked within limited space, placing emphasis on community empowerment and careful documentation. Women and youth played a central role through community-led environmental monitoring and by gathering testimonies from those directly affected. These collective records became a source of protection and strength, enabling communities to safeguard their rights and resilience. By using evidence and amplifying community voices, people found ways to protect their land and environment from harmful practices. This demonstrates how shared effort, knowledge, and care can create meaningful protection, even under very challenging circumstances in Myanmar.

In **Kenya,** organizations such as Friends of Lake Turkana and the Association for Women in Energy and Extractives began with political economy analysis. They asked who controlled licenses, where traders captured disproportionate value, and how global commodity demand shaped local outcomes. Women organized into Village Savings and Loans Associations, reducing dependency on exploitative intermediaries and stabilizing income in volatile markets. Access to mobile price information weakened trader manipulation. Some women moved beyond raw extraction into gemstone cutting and polishing, symbolically repositioning themselves within value chains (the case study ''When the Mines Fall Silent" on page 96 provides an update on the case reported in year 2). Economic organization translated into greater confidence in engaging county and national authorities.

In **Ghana**, civil society coalitions combined research, legal training and national advocacy. Studies on the political economy of artisanal salt production clarified how monopoly leases undermined communal tenure. Community radio programs translated complex contracts into accessible language. Paralegal training equipped community representatives to file petitions and pursue judicial reviews. The Ada Songor Lagoon Association became a unified platform capable of engaging parliamentarians and national media. The struggle over salt thus evolved into a broader debate about land rights, fiscal regimes and development models. (See case study "Salt of Our Lives" on page 66 for an update on the case reported in year 1).

With the support of South Africa Resource Watch (SARW), women in the town of Carolina in **South Africa's** coal belt adopted Feminist Participatory Action Research as a way of reclaiming authority over knowledge. Rather than being passive subjects of external studies, they mapped pollution of water sources, documented patterns of respiratory illness, and traced links between mine retrenchments and household vulnerability. They produced a documentary transforming personal testimony into public evidence. When they engaged the Presidential Climate Commission, they did so not as token community participants but as informed stakeholders presenting clear and compelling arguments. Their Women on Coal Manifesto demanded transparency from mining companies, meaningful participation in mine-closure planning, and rehabilitation of land and water. The women's efforts reframed the just energy transition as a justice-centred conversation instead of a technical energy debate (following the case reported in year 3, the case study "From Manifesto to Community" on page 51 provides an update). SARW subsequently expanded this approach to the platinum belt in collaboration with the Sekhukhune Environmental Justice Network (SEJN), further embedding civil society intervention at both grassroots and policy levels.

In **Nigeria**, communities followed both the oil and the money. With support from organizations including CISLAC, BudgIT, Kebetkache Women Development and Resource Centre, Policy Alert, Connected Development (CODE), STEPS, the Niger Delta Budget Monitoring Group and Fair Finance Nigeria, they documented oil spills, gas flaring and the uneven implementation of Host Community Development Trusts (HCDTs). They empowered residents to monitor extractive revenues and public expenditure, used digital tools to track budgets, and engaged authorities on development commitments. Young people harnessed technology to expose inefficiencies and demand accountability, while women mobilized to advance environmental justice and equitable benefit-sharing, thereby enabling community members to become active participants in governance rather than passive victims. At the same time, the civil society built critical bridges between local communities and national institutions, forging partnerships with actors such as the Cross River State Ministry of Commerce and Trade, the Calabar Chamber of Commerce, Industry, Mines and Agriculture, and the Nigerian Ports Authority. Crucially, they traced financial flows linking oil companies to banks and investors. By connecting contaminated creeks to decisions made in distant boardrooms, they expanded the accountability chain beyond local operations to national and global finance.

CSOs in Nigeria also called for stronger environmental, social and governance (ESG) standards, responsible divestment and transparent decommissioning frameworks. Their advocacy explicitly linked environmental justice to fiscal justice and financial transparency. The video link on page 61 provides an update on the work featured in the year 4 report about the operationalization of HCDTs. To date, this has channelled over 373 billion Nigerian naira into community development, while women and young people – once excluded from decision-making – now lead in monitoring, advocacy and negotiations, demonstrating how civil society has fundamentally reshaped extractive value chains into spaces of inclusion, accountability and local empowerment. The case study on page 96 describes the role of civil society in facilitating better trade links that benefit small-scale producers and enterprises, by advocating for strategic infrastructure projects such as the Calabar Port reconstruction.

In **Vietnam**, in the context of constrained civic space, FAIR for ALL focused on supporting communities to address the social and environmental consequences of extractive-led growth. Organizations such as the Centre for Sustainable Development of Mountainous Communities, the Provincial Women's Union, and the Centre for Development and Integration of Social Enterprises worked closely with minority ethnic communities in Quang Tri, Thai Nguyen and Lao Cai to monitor and document environmental impacts, including dust and water contamination, from mining and transport activities. They equipped communities with tools to generate credible, evidence-based data and facilitated structured dialogue with companies and local authorities, creating pathways for accountability. This directly led, for example, to improved road management and mitigation measures by companies. Throughout these efforts, CSOs gained deeper understanding of the underlying trade and fiscal governance systems that perpetuate inequities. Gender dimensions were explicitly integrated into this work, with organizations such as the Research Centre for Gender, Family and Environment in Development (CFGED) elevating gender issues in the mining sector and ensuring they were recognized across national, regional and international forums. In this way, civil society in Vietnam contributed to shifting the discourse from growth-centric extraction to a debate centred on justice, equity and inclusion.

A BETTER FUTURE IS POSSIBLE

Across all six contexts, communities moved from isolated grievances to organized analysis, and civic infrastructure became stronger for continuing this work. The results of their advocacy thus far are neither uniform nor complete. Coal dust still hangs in the air in Carolina. The recent political repressions in Myanmar constrains civic action. Corporate influence remains powerful in Ghana and Kenya. Industrial expansion continues in Vietnam. But the narrative is shifting.

Across these six countries and beyond, natural resources are no longer being viewed solely as commodities. Discussions about these resources are now arenas where questions of dignity, participation and intergenerational equity are contested. Women who once carried water, washed ore, raked salt or cared for children with coal-induced asthma now draft manifestos, interrogate contracts, produce documentaries and track financial flows. Their authority is grounded in lived experience transformed into structured evidence.

The convergence across Myanmar, Kenya, Ghana, Nigeria, South Africa and Vietnam offers a broader lesson for a world accelerating towards a green and digital transition. It has shown that a different future is possible. Yet across Africa, even as communities reposition themselves as co-architects of the unfolding mining and energy transitions, the scramble for critical minerals threatens to reverse these hard-won gains. The language may have shifted from 'resource curse' to 'energy transition', but the structural risk remains the same: extraction accelerated without democratic governance can deepen dispossession, marginalize artisanal miners, and re-entrench Africa's role as a supplier of raw materials rather than a builder of value-added industries.

The struggle over critical minerals is not only about geology; it is about policy space, industrial strategy and civic power. Partners in FAIR for ALL have linked local resistance to continental frameworks like the African Mining Vision and global forums such as the Alternative Mining Indaba, insisting that Africa must not enter the green era on extractive terms that have been defined elsewhere. Recognition and support for artisanal and small-scale mining, domestic value addition, transparent supply chains and strong regulation are not anti-development positions – they are prerequisites for equitable development. To ensure that civil society partners brought together by FAIR for ALL remain connected and continue to play a vital role after the program ends, in December 2025 Third World Network-Africa organized a convening in Accra for civil society from African and European countries and the USA to strategize their influencing actions for the coming years and envision pathways to sustainable development.

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Pathway 3
Pathway 4
4. How we work
5. Conclusions and lessons learned
6. Annexes

Responsible and accountable business

An essential part of the just energy transition is protecting and strengthening the ability of small-scale and artisanal miners – especially women and informal mining groups – to create and strengthen their business practices. Small-scale and artisanal mining add comparatively more economic value to national economies than large scale foreign investments, while environmental and social impact can be mitigated. To achieve that, they require support of government institutions.

Ghana's adoption of the National Action Plan on Business and Human Rights in July 2025 and the revocation of Legislative Instrument 2462 (LI2462) in December 2025 were major policy wins for FAIR for ALL partners in Ghana. The action plan established a national corporate accountability framework for extractive and energy sectors, and the repeal of LI 2462 removed permissions for mining in forest reserves, protecting biodiversity and carbon sinks. Complementing these policy victories, partners advanced local accountability and civic capacity. For example, Friends of the Nation trained 108 local auditors (32 women) to monitor Ghana Gas and Eni S.p.A., companies that are active in oil/gas exploration and production. Africa Centre for Energy Policy secured a formal commitment from the Public Interest and Accountability Committee, a Ghanaian statutory body that ensures transparency and accountability in the management of petroleum revenue, to integrate gender mainstreaming into petroleum revenue monitoring. Centre for Social Impact Studies, Livelihood and Environment Ghana, Savanna Research and Advocacy Network provided training to communities and mining watch groups in three major mining areas —Obuasi (Binsere), Sunyani and Bolgatanga — that have grown more organized. Trained on Ghana's mining laws and regulations, these groups have engaged both local and national policymakers and mining companies to raise community concerns and submit concrete proposals during the mining law and regulation reform process. Centre for Public Interest Law (CEPIL) launched a Whistleblower Portal for reporting rights and environmental violations and documenting human-rights related incidents that highlighted state and company accountability failures.

Host Community Development Trusts in Nigeria

Ensuring that women are at the forefront of these initiatives is especially important. Too often, women's experiences are overlooked and they remain at the sidelines of debates and decision-making. Nigeria's Kebetkache conducted a training on Gender Equality and Social Inclusion in 2024, which allowed a local woman, Pastor Glory, to become a trailblazer for women in her community. She was part of the Host Community Development Trusts (HCDT) management committee of her community and local government, and continues to serve as a community liaison for her ward and the Mining Investment Company Nigeria, leading to better, more informed decision-making that serves the interests of local people.

Support to strengthen women's access to alternative forms of business and markets can also take place through mentorship on agribusiness, climate-smart production and export support, as conducted by South Africa's Graça Machel Trust (GMT). It included tangible support, such as providing vehicles to transport artisanal products to market, as seen in the case of Kenya's Shibuye Community Health Workers. Shibuye developed a private partnership initiative enabling women to access better markets and sell more of their energy-saving cooking stoves.

While carbon offsetting provides opportunities for some communities to earn income and protect the environment, for others it proves a false solution to climate change. As part of the FAIR for ALL program, SOMO conducted research to inform its advocacy with policymakers on this emerging sector. SOMO revealed that private sector driven carbon-offsetting schemes are, just like many other commodities, linked to companies violating the rights and trust of local communities (see case study below on the Kasigau Corridor REDD+ Carbon Offset Project). At the same time, for remote communities and grassroots organisations like those in the Huairou Commission network, carbon-offsetting projects are often welcomed as a rare opportunity to generate revenue. FAIR for ALL provided the space for 36 people from 7 community groups – of whom some travelled 3hrs to a venue where they could join-in the webinar - to share and appreciate different perspectives with SOMO, 3 county government representatives and 4 NGOs, strengthening each

In October 2025, community groups in Kenya gather to participate in an online meeting with SOMO, Huairou Commission and Oxfam Novib about the impact of carbon credits

© Shibuye Community Health Workers

CASE: AFTER THE EXPOSÉ

Building fairness into the carbon-setting sector

CASE
AFTER THE EXPOSÉ

BUILDING FAIRNESS INTO THE CARBON-SETTING SECTOR

In the heart of Taita-Taveta County in Kenya, the Kasigau Corridor REDD+ Carbon Offset Project was once heralded as a beacon of hope in addressing climate change. But in November 2023, a joint report by FAIR for ALL consortium member SOMO and the Kenya Human Rights Commission (KHRC) revealed years of systemic sexual abuse, harassment and exploitation at Kasigau. Thirty-one testimonies by staff, ex-staff and community women documented assaults, rape attempts, demands for sex in exchange for promotions, humiliation by rangers, and threats.

Within days of the report's release, Wildlife Works – the US-based firm behind the Kasigau project – issued a statement expressing deep regret and promising a third-party internal investigation. It confirmed the suspension of at least two staff members and the HR manager of Kasigau, pending the outcome of the investigation.

SOMO and KHRC warned that a process led by Wildlife Works was insufficient to restore trust. In response, Verra, the global standard for voluntary carbon credits, suspended further credit issuance for Kasigau and launched its own review. Advocates hailed this suspension as a critical leverage point – proof that even high-profile climate projects could be held to account.

In February 2024, Verra published its findings and lifted the suspension, restoring Kasigau's ability to generate carbon credits. The review identified sexual offences, inadequate reporting mechanisms, negative community impacts and employment practices, but found that Wildlife Works had launched corrective measures. Verra allowed the project to proceed conditional on staff terminations, mandatory gender-sensitivity training and the establishment of anonymous grievance channels. It also required the formation of a gender equity task force, and full implementation of reforms within a year.

The news elicited varied reactions. While some companies, like Audi and Shell, pledged to cease future purchases of carbon offsets from Kasigau, others awaited the outcome of further independent reviews before taking action. Local women's groups, who had been instrumental in bringing the testimonies to light, urged the adoption of robust measures to prevent future abuses. As SOMO was quick to point out, Verra's review appeared to be a case of the judge and the jury being one and the same – relying heavily on Wildlife Works' internal findings, with minimal independent scrutiny.

A few survivors of the abuses shared that they now feel safer speaking out than they did before, but many survivors remain invisible. After the exposé, Wildlife Works asserted that all rangers had been retrained and reminded that misconduct would result in termination. Yet the training remains meaningless if deeper cultural change is yet to take root. This tension reveals the darker underside of carbon-offsetting schemes. The logic that underpins the industry – that communities must protect carbon to earn benefits – easily morphs into coercion when corporations hold both the purse strings and the power. When reporting abuse threatens those benefits, accountability becomes a luxury that few people can afford. As one SOMO representative said: "No community anywhere should have to make a choice between reporting abuse or losing benefits."

For the communities impacted by the project, the immediate priority remains safety and justice. The KHRC's advocacy has been crucial in keeping attention focused on the need for survivor protection and meaningful remedies – ensuring that the voices of those most affected by the abuses are heard and their needs addressed.

DEMANDING TRUE ACCOUNTABILITY

Between May and July 2025, Shibuye Community Health Workers – working in partnership with the Huairou Commission, SOMO and Oxfam – conducted a baseline survey on community understanding and participation in the carbon-offsetting initiatives underway in Kakamega and Trans Nzoia counties. The survey targeted farmers, community groups and key county leadership, gathering evidence on what people know about carbon projects, how they are engaged, and what they expect in terms of benefits and protection. The findings and recommendations from this survey are intended to guide how fair benefit sharing, stronger safeguards and coordinated oversight can be built into the growing carbon-credit sector in Western Kenya. To this end, Shibuye convened a stakeholder validation meeting, bringing together participants from the baseline study as well as actors involved in ongoing carbon initiatives. This created a shared platform for communities, civil society and county governments to collectively shape the principles that should govern carbon projects – ensuring transparency, justice, informed consent and meaningful benefit sharing.

If the experience of Kasigau teaches us anything, it is that carbon markets cannot be left to police themselves. True accountability demands independent scrutiny, survivor-centred remedies, and a separation between the companies who profit and those who regulate them.

Strengthening communities has also been critical to efforts to ensure that mining companies are held to account. For example, Third World Network Ghana (TWN-Africa) undertook an extensive study of cases in Ghana where state authorities had failed to address conflict between communities and mining companies, with a focus on the AngloGold Mine in Obuasi, the Newmont Mine in Ntrotroso, and Electrochem's Songor Lagoon in Ada (see case study below). In partnership with the Africa Trade Network, they organized an 'activist lab' for 45 young activists from different regional economic blocs in Africa to develop and champion a shared perspective for an African future among others in the energy transition. TWN-Africa remains committed to addressing systemic oppression through research, legal action and capacity building to protect the rights of artisanal (women) miners.

Salt winner at Songor Lagoon, Ghana

CASE: SALT OF OUR LIVES

The battle for Songor Lagoon goes on

© Nyani Quarmyne

CASE

SALT OF OUR LIVES

THE BATTLE FOR SONGOR LAGOON GOES ON

The Songor Lagoon in South-East Ghana continues to be a battleground where the hopes and aspirations of artisanal miners clash with corporate ambition and the weight of systemic injustice. Third World Network-Africa and others have been working to support the communities whose livelihoods are under threat. This case study looks at what has happened since we first reported on the situation in early 2022.

For centuries, the people of Ada – particularly women – harvested salt from the Songor Lagoon through communal labour, governed by ancestral traditions. Salt was more than an economic resource; it was a cultural inheritance, often described as 'the cocoa of Ada'. Families worked cooperatively, guided by a law which recognized the lagoon as a communal resource to be shared equitably.

As reported in the first FAIR for ALL annual report, in October 2000 Ghana's Parliament granted Electrochem Ghana Limited a 15-year lease covering nearly 41,000 acres of the Songor Lagoon. The company presented its activities as a step toward 'modernization' and 'inclusive development', promising outgrower schemes, employment and improved salt production through community pans. However, any hopes these pledges raised were quickly dashed. Local miners and residents reported forced evictions, human rights abuses, restricted access and even fatalities. Traditional salt-winning practices were criminalized, while the company fenced off large portions of the lagoon.

This corporate consolidation, enabled by weak institutional oversight, revealed the gaps in Ghana's governance of natural resources – where national economic interests often supersede community rights. Between 2021 and 2023, the area witnessed at least 28 violent confrontations involving residents and company security. Communities accused Electrochem of heavy-handed tactics, while workers at the company reported exploitative conditions.

THE CALL FOR JUSTICE GROWS

Amid this turmoil, resistance began to organize. TWN-Africa, National Coalition on Mining (NCOM), The Environmental Report and local groups, with the support of FAIR for ALL, began working with the Songor community as tensions mounted. The Ada Songor Lagoon Association (ASLA) – a grassroots coalition of traditional Atsiakpo salt workers, dispossessed women and youth – became the rallying voice for justice under the banner 'Songor Livelihoods for All'. ASLA leaders took part in training on resource rights, gender advocacy and non-violent organizing. TWN-Africa facilitated strategic litigation workshops and media engagement sessions, ensuring that local voices reached national and international platforms.

The movement issued reports and press statements that were instrumental in prompting Ghana's First Deputy Speaker of Parliament, Joseph Osei Owusu, to direct the Parliamentary Committee on Lands, Forestry, Mines and Energy to investigate the Songor lease in 2023. Around the same time, The Environment Report issued a public statement urging the Ada East District Assembly to withdraw its eviction order until the Parliament's investigation was completed –

an appeal rooted in evidence compiled jointly with TWN-Africa. In July 2024, the committee released its report, concluding that there was "no legal basis" to revise Electrochem's lease in a verdict that heavily favoured the company. Undeterred, civil society redoubled its efforts, demanding full implementation of the long-neglected Songor Lagoon Master Plan – a framework that once envisioned equitable access between the state, communities and private stakeholders.

SUSTAINING THE PRESSURE

In January 2025, the growing frustration led to irate residents entering Electrochem's concession area and reclaiming their confiscated salt-panning tools and equipment. While the company accused them of vandalism, ASLA leaders said they were retrieving property seized by Electrochem's guards. By April, investigative journalists – supported through TWN-Africa's media collaboration – published evidence of human rights abuses, including arbitrary arrests and harassment. Their findings amplified calls for reform and renewed parliamentary attention. In September, TWN-Africa, ASLA and their allies submitted petitions calling for a review of Electrochem's operating licence, parliamentary oversight of lease expansions, and protection of artisanal mining rights.

civil society protests to create pressure for holding government and private sector actors to account

While government responses have so far remained muted, the civil society coalition continues its sustained advocacy to keep the Songor issue at the forefront of Ghana's debate on natural resource governance. Throughout the Songor Lagoon crisis, TWN-Africa has implemented a series of targeted interventions combining research, advocacy and grassroots empowerment as well as training on existing legislation, policy analysis and media engagement. It also facilitated multi-stakeholder dialogues that brought together parliamentarians, traditional authorities, women's association Ada Songor Salt Women's Association (ASSWA) and CSOs to push for implementation of the long-delayed Songor Master Plan. To amplify the struggle nationally, TWN-Africa mobilized media engagement and public pressure campaigns calling for government and corporate actors to be held to account.

Through these sustained, multi-level interventions, the FAIR for ALL program not only empowered local communities to defend their livelihoods but also reinforced a broader movement for equitable and accountable governance in Ghana's extractive and natural resource sectors. TWN-Africa and its partners have elevated the Songor conflict from a local grievance into a national dialogue on inclusive governance and accountability. Together they continue to press for a reimagined development model – one where the wealth beneath Ghana's soil and salt flats truly benefits all of its people.

Just energy transition on the global stage

As the policy framework around extractives, climate finance, carbon offsetting and critical minerals continues to evolve, partners in FAIR for ALL have built and nurtured connections across the sector to define a strong and united position on the just energy transition, and have sought to represent the needs, challenges and interests of impacted communities in all that they do.

Over five years, Third World Network-Africa TWN-Africa has continued to convene key players in African civil society to shape their role and position in ensuring that African nations are adequately and meaningfully represented in policy spaces regarding the just energy transition and critical minerals. TWN-Africa remains focused on reclaiming Africa's voice and ensuring a structural economic transformation of the continent. In year 5, it organized a civil society convening to highlight the disconnect between local struggles and regional- or policy-level platforms, stressing the need to link diverse communities – ranging from farmers to Indigenous peoples, unions and artisanal miners – to global policy spaces to ensure that decisions reflect and respond to communities' lived realities.

Alongside key policy institutions, such as the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Economic Commission for Africa (UNECA), as well as private sector players in South Africa and the Democratic Republic of Congo (where battery production initiatives, for example, are skyrocketing in response to energy transition demands), TWN-Africa remains committed to addressing historical injustices, social inequalities and economic disparities. In February 2025, together with several other FAIR for ALL partners, including Oxfam in South Africa, it participated in the Alternative Mining Indaba (AMI), where more than 350 participants collectively reaffirmed their commitment to a just and inclusive energy transition.

SOMO supported strategic litigation, advocated for the land rights of Indigenous people and held large corporations accountable for damage caused by petroleum extraction. Alongside Oxfam Novib, and through its work with the OECD's National Contact Point (NCP) in the Netherlands, it filed a formal complaint against the company PetrolPlus for pollution caused in Peru's Loreto region. (see case study "The Land Belongs to its Defenders" on page 70).

Oxfam Novib remains focused on redirecting finance to renewable energy sources and away from fossil fuel projects. This includes putting pressure on investors, for example through the Stop the East African Crude Oil Pipeline (EACOP) coalition. As a result of this advocacy, two Dutch investors ultimately withdrew their shares from TotalEnergies, the company backing the pipeline.

Aurelio Chino (middle) on the day of the court case at the Supreme Court in Peru

CASE: THE LAND BELONGS TO ITS DEFENDERS

Guardians of the Peruvian Amazon fight back

CASE

THE LAND BELONGS TO ITS DEFENDERS

GUARDIANS OF THE PERUVIAN AMAZON FIGHT BACK

This story of Indigenous peoples from the Peruvian Amazon is a tale of resistance and resilience. It's also a story of solidarity across borders, and of joint advocacy for international regulations that hold large corporations to account. But above all, it demonstrates that long-term commitment is the only way to meaningfully support affected communities that dare to challenge corporate power.

This is the kind of commitment that Oxfam Novib and SOMO made to communities through FAIR for ALL. Throughout the program's lifetime – and even long before it started – we stood behind the Quechua, Achua, Kukama and Kichwa Peoples in their fight for justice against oil giant Pluspetrol.

PLUSPETROL POISONS INDIGENOUS LANDS

The story begins in the 1970s, when oil extractions impacted the lives and ancestral grounds of Indigenous peoples in Cuatro Cuencas, a remote corner of Peru's Loreto region. Although Cuatro Cuencas is home to dozens of Indigenous communities, they were not consulted or compensated for the use of their lands.

> **"Who will defend our rights? If the state doesn't care for us, we have to take care of ourselves."**
> – Quechua leader Aurelio Chino

Each day, the oil company dumped one million barrels of toxic wastewater into local rivers, while oil leaked from its poorly constructed wells. Wildlife, plants, soil and water were continuously contaminated with heavy metals, leading to a high incidence of multiple cancers and other severe health impacts. In 2015, more than 60 communities – who called themselves Las Cuatro Cuencas – decided to fight back. They filed a complaint against Pluspetrol and the Peruvian state.

The international poster campaign The Land Belongs to its Defenders

INTERNATIONAL SOLIDARITY

Land Rights Now, a coalition of 700 NGOs initiated by Oxfam Novib and SOMO, has supported Las Cuatro Cuencas since 2016. The need for support became even more pressing in 2000, when the Peruvian government granted Pluspetrol the right to extract oil in this vast area. Under the FAIR for ALL program, we used the power of our international networks to double our efforts. When Pluspetrol and the Peruvian state appealed the Court of Loreto's order to compensate communities and grant them land titles, Land Rights Now scaled up its actions. In 2023, when the elders of the 60 communities stood before the Supreme Court in their appeal trial, we launched an international poster campaign across 20 countries, **The Land Belongs to its Defenders**. This drew messages and photos of solidarity from supporters from across the globe, from Vietnam to Colombia and from the Netherlands to the Philippines.

FAIR for ALL contributed to the fees of the leaders' legal teams and submitted an **Amicus Curiae** – a statement of support for their legal claims – with three other international organizations, including Indigenous Peoples Rights International. It showed the court the international pressure on the case, and argued that the state and Pluspetrol had violated international law. Although the jury did not confirm the Court of Loreto's decision that Pluspetrol should compensate Las Cuatro Cuencas, it did require the Peruvian state to continue granting land titles to the communities.

"I will keep fighting until Pluspetrol takes responsibility and our territory is remediated." – Aurelio Piñola, President of Indigenous federation FECONACOR

The Amicus Curiae, written by Oxfam America's lawyers and four Indigenous federations represented by the three leaders, remains a powerful tool for Peruvian lawyers in future court cases. As a next step, Indigenous leaders are trying to take the case to the Constitutional Court, while also defending their case in the Netherlands and in international spaces such as the OECD.

THE IMPACT OF IMPROVED REGULATIONS

Pluspetrol is headquartered in the Netherlands through a 'letterbox company' – a firm set up with the intention of circumventing legal and conventional obligations. To the company's detriment, this has allowed the Peruvian communities, with the support of FAIR for ALL, to file a complaint with the OECD's National Contact Point (NCP) in the Netherlands. Thanks to previous cases in which SOMO and Oxfam played a strong role, this is one of the best-functioning NCPs worldwide. It was hoped that the new case would benefit from our successful advocacy in 2011 for the inclusion of Indigenous rights in the OECD Guidelines.

Over a decade later, the new case would test whether these Guidelines could be used to address harm and violations caused by a corporation that was only registered as a letterbox company in the Netherlands. In September 2025, the NCP concluded that Pluspetrol had violated the human rights of Indigenous communities and is responsible for the pollution of their territories. Three Indigenous leaders invited to the Netherlands by Oxfam Novib, joined by Dutch supporters, protested outside Pluspetrol's letterbox office and celebrated the NCP's statement.

> **"The OECD's recognition that Pluspetrol is responsible gives us hope that justice will finally be done."**
> – Robinson Sandi, President of Indigenous federation OPIKAFPE


Protest outside Pluspetrol's letterbox office in the Netherlands

The NCP urged Pluspetrol to remedy all damages caused by its extractive activities and offered the company mediation, which it refused. In September 2026, the NCP will evaluate the situation. With Peru aiming for OECD membership, civil society has a strong case to put pressure on the state to respect the NCP's conclusions.

Thanks to the persistent efforts of these Indigenous communities in standing up to a foreign oil company, supported by an international movement, a precedent has been set for Indigenous peoples across Peru. It demonstrates that they can claim their rights in court and international spaces. In the meantime their struggle for justice continues, as does their need for international support. Aurelio Chino points out that the outcome matters to us all: "Please help us defend ourselves and our forests. The Amazon forests are the lungs of the world."

Protest outside Pluspetrol's letterbox office in the Netherlands

2.5 Climate

Value chains are not only impacted by climate change but also contribute to it. Generally, within the FAIR For ALL program, our focus was mostly on supporting civil society and communities to adapt to climate change, for example by applying climate-resilient practices in growing coffee in Uganda, or growing and marketing vegetables in dry regions in Kenya. At the international level, partners continued to organize and advocate for sufficient climate adaptation funding and community access to climate finance. A key achievement that the program contributed to is the Loss and Damage Fund that was agreed upon at COP26 in 2022 and operationalized at COP27 in 2023.

However, through lobbying and advocacy, the program also focused on mitigating human activities that contribute to climate change. An important step in the Dutch context, for example, was when ABP pension fund in 2021 announced that it would no longer invest in fossil fuels after mounting pressure from civil society, using tools like the Eerlijke Geldwijzer. Another example was in Cambodia, where CSOs got a seat at the table during the drafting stage of the third generation of Nationally Determined Contributions (NDC 2025-2035). The program played a key role in facilitating civil society consultation sessions at sub-national level, compiling CSO feedback on draft versions of the country's NDCs, and ensured participation of civil society at the national level consultation workshop. And generally, the UN NDC synthesis report noted increased civil society participation. Lastly, SOMO built its expertise on carbon offsetting and continued its advocacy by exposing the flaws in the carbon-offsets industry and dismantling common narratives about its social and environmental benefits. With this carbon offset and strategic litigation expertise, it supported various communities affected by carbon-offsetting projects, particularly those run by Wildlife Works, including (Indigenous) communities in Brazil and Kenya.

An important outcome in 2025 was the delivery July 22 of the International Court of Justice historic Advisory Opinion on Climate. The Court established that states must take and regulate climate action to protect human rights, and that they are accountable if they fail to do so, including through reparations. Civil Society movements played a vital role in achieving this outcome. Through FAIR for ALL, Oxfam has been supporting student movements such as the Pacific Island Students Fighting Climate Change and World's Youth for Climate Justice to campaign, influence and gain media traction.

The Hon Ralph Regenvanu, Vanuatu's Climate Minister, speaks at a rally outside of the International Court of Justice in the Hague as the ruling was announced.

This is a clear example of the power of strengthening civil society alliances and widening civic space. Movements also played a key role in bringing the 'just transition' agenda to COP30. We supported the Draw The Line activities in September 2025 and the Renew Our Power event, organized by 350.org, which brought together more than 200 climate leaders from over 70 countries to learn from different campaign strategies on how people power and communities can advance a just energy transition. On the final day of the event, Brazilian Environment and Climate Change Minister, Marina Silva took part.

Youth-led climate mobilizations: An alliance of 350.org and the Climate Action Network in the Draw The Line Campaign for people and the planet, with their (youth) climate mobilizations that took place in the run-up to the UN Climate Summit in Brazil (COP30) in November 2025. The #DrawtheLine hashtag reached over three million people online (3,364,389,421). More than 500,000 people participated in the in-person events, which took place in over 500 cities in 87 countries across the globe.

Acting as a connector between grassroots realities and global policy spaces, Huairou Commission has ensured that grassroots women's knowledge, leadership and lived experience shape decision-making in different international-level policy spaces. For example, a seven-member delegation of grassroots women attended COP30 and shared the People's Declaration and Roadmap for a Just Agricultural Transition from the Global People's Summit held in October 2025 in Salvador, Brazil. This outlines eight core pathways for a just agricultural transition: agroecology; eliminating agrichemicals; food sovereignty and seed protection; land and water rights; climate resilience; Indigenous knowledge systems; grassroots women's leadership; and solidarity economies. The Declaration serves as a coordinated global agenda for movement-led food systems transformation.

2.6 Conclusion: Working for Just Transitions

The Theory of Change and the four pathways set out the program's scope and reflected partners' proposed objectives and interventions to strengthen civil society for challenging power imbalances in value chains and contributing to just agricultural and energy transitions. In this report we have captured key achievements and interventions both from the last year and from these past five years of programming.

JUST AGRICULTURAL TRANSITION

Looking at the pathways through the lens of a just agricultural transition, most progress in pathway 1 was achieved through work by communities and grassroots organizations building businesses for economic resilience, claiming space for women-led enterprises in agricultural value chains, and providing evidence that alternative business practices that share value and power more equally are not only possible but a cornerstone of systems transformation.

In pathway 2, direct confrontation with agricultural private and financial sector actors to hold them accountable and influence their practices to uphold land rights, decent work, women's and environmental rights mostly took place in the Global North, for example in relation to the cocoa value chain, but also in contexts like Brazil and South Africa. In the Global South, private sector influencing was often less confrontational, but no less effective.

Influencing government to regulate the private and financial sectors or in support of scaling alternative business practices took place at all levels, with advocacy targeting local authorities to national governments and international institutions. The diversity in topics and themes was equally broad, ranging from municipal by-laws for land ownership to EU corporate due diligence regulation. Interventions to mobilize citizens for fiscal and trade reforms, reported under pathway 4, were often integrated in local civil society interventions to ensure that community members benefited from their fair share of public finances (e.g. in Uganda).

JUST ENERGY TRANSITION

On the just energy transition, several partner interventions on developing and scaling sustainable, inclusive and women-centred business practices (pathway 1) evolved around artisanal mining. This included advocating for artisanal miners' rights and promoting a positive public framing of women's contribution to national and household economies (e.g. in Kenya and Ghana). Community-led advocacy was also key in pathway 2, which aimed to contribute to a more responsible private and financial sector. In several cases, the local-to-global connection was instrumental in holding large corporations to account, as seen in Ghana and Uganda.

Work in pathway 3 – on influencing local and national government interventions to regulate private and financial actors to prevent rights violations in extractives value chains – largely focused on community-led objectives of redress, respect for community land rights and recognition of artisanal miners. There was also considerable emphasis on natural resource governance at continental and international levels. As seen in the program's work on the just agricultural transition, interventions to advocate for trade and tax reforms (pathway 4) were often integrated into local civil society interventions with communities (e.g. in Nigeria). Work on climate finance and especially climate adaptation was also captured here.

The above reflection, and this report, echo two important findings from the external program evaluation that was finalized while this report was written. First, the program and its Theory of Change were flexible enough for partners to adapt to changing contexts, priorities were shaped with local communities, and capacities grew strongest among community-based organizations. Second, opportunities for influencing may have gone un(der)used because of the broad and varied nature of interventions. This could be addressed through more joint planning at the consortium level and in-country.

These are important lessons that the consortium members will consider in future programming. At the same time, it is important to reflect that FAIR for ALL was established to support rights-holders and strengthen civil society actors to challenge power imbalances. Our way of working allowed for sharing, learning and adapting. Given the complexity of the economic systems – local, national and international – that the program sought to transform, the power of the FAIR for ALL program lay in the sheer diversity of actors involved (both as influencers and advocacy targets), as well as in the broad range of themes and the wide range of interventions employed.

Keyenypamungu Aksa, 34, Nebbi district, Uganda, has transformed from a quiet observer in meetings where women rarely spoke to a confident community leader who can freely share her thoughts.

3. RESULTS IN NUMBERS PER PATHWAY

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

Y5 Target	7
Y5 Result	82
Target end 2025	48
Overall Result	187

OUTCOME

WOMEN/YOUTH PARTICIPATING IN AWARENESS-RAISING ACTIVITIES ON RIGHTS

Y5 Target	4,220
Y5 Result	10,222
Target end 2025	100,495
Overall Result	84,622

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

Y5 Target	70
Y5 Result	397
Target end 2025	288
Overall Result	926

CASES OF PRIVATE-AND/OR PUBLIC SECTOR ACTORS ENGAGED

Y5 Target	39
Y5 Result	52
Target end 2025	147
Overall Result	476

CASES OF PRIVATE SECTOR ACTORS IMPLEMENTING ALTERNATIVE BUSINESS PRACTICES

Y5 TARGET	20
Y5 RESULT	17
TARGET END 2025	77
OVERALL RESULT	67

INFLUENCING EFFORTS BY CSOS TO PROMOTE ALTERNATIVE BUSINESS MODELS/PRACTICES

Y5 Target	29
Y5 Result	80
Target end 2025	342
Overall Result	319

PROGRESS

Results for pathway 1 over the past five years show that outcomes greatly exceeded the targets on implementing alternative business models and inclusive practices (187 vs a target 48) and engaging with private and public sector actors (476 vs 147). Although falling slightly short of the target number of women participating in awareness-raising activities, outcomes on influencing systemic barriers to women's economic empowerment almost tripled the target (837 vs 288), which shows that grassroots activities were particularly effective in achieving more results with fewer people.

At the end of the program, we have largely achieved the target on how many private sector actors have implemented alternative business models/how many CSOs have promoted them.

Pathway 1 has shown us that civil society is an influential actor in changing the way companies conduct business with grassroots entrepreneurs, small to medium enterprises and large conglomerates. We've seen this from having (often) women-owned businesses develop alternative business models (SSP video, page 6), engage private sector actors to market new products (e.g. jaggery, laddoo, chikki and organic vinegars – by-products of sugarcane in India, case study year 1), influence processing techniques (e.g. cassava in Uganda, case study year 4), and show that it is possible to convince existing companies to implement alternative business models (see rubber case study, page 30).

1. Introduction
2. Working in a world in transition
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

Y5 Target	26
Y5 Result	16
Target end 2025	99
Overall Result	91

PRACTICE CHANGES IN PRIVATE AND/OR FINANCIAL SECTOR ACTORS

Y5 Target	30
Y5 Result	20
Target end 2025	75
Overall Result	168

OUTCOME

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

Y5 Target	42
Y5 Result	110
Target end 2025	234
Overall Result	410

CASES OF DEFENDERS OF (WOMEN) RIGHTS SEEKING REDRESS

Y5 Target	243
Y5 Result	278
Target end 2025	1,433
Overall Result	1,515

CASES OF INFLUENTIAL STAKEHOLDERS ENDORSING COMMUNITIES IN PROTECTING THEIR RIGHTS

Y5 Target	68
Y5 Result	113
Target end 2025	323
Overall Result	720

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

Y5 Target	99,429
Y5 Result	33,766
Target end 2025	219,573
Overall Result	123,479

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

Y5 Target	17,000
Y5 Result	32,332
Target end 2025	190,000
Overall Result	131,145

PROGRESS

Pathway 2 results show that outcomes were almost double the target number of coalitions engaged in policy dialogues with private- and financial-sector actors (410 vs 234). We can conclude from this that communities increased their influencing capacities through working in coalitions and became more powerful (see Ghana example, page XX), or that communities and groups seek safety in coalitions as they reduce individual risk. This strong result is mirrored by the program's achievement the target number of influential stakeholders supporting communities protecting their rights (386 vs 323), and is endorsed by the conclusions of the end evaluation.

On practice changes, the outcomes were more than double the target (168 vs 75) (see the coffee case, p XX); however, on policy changes we fell slightly short (91 vs 99). This could indicate that while companies may change their practices in reaction to community complaints, policy change processes take much longer and require long-term negotiations and expertise.

These results show that despite lower than expected mobilization numbers in both the Global South and North, communities' capacity to influence has increased (see, for example, the Rede Pintadas case study, p XX).

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

Y5 Target	29
Y5 Result	19
Target end 2025	66
Overall Result	89

 # IMPROVED ENFORCEMENT OF POLICIES/REGULATORY FRAMEWORKS

Y5 Target	20
Y5 Result	12
Target end 2025	57
Overall Result	56

OUTCOME

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

Y5 Target	17
Y5 Result	28
Target end 2025	105
Overall Result	142

 # CSOS DEMONSTRATING INCREASED EXPERTISE TO INFLUENCE

Y5 TARGET	133
Y5 RESULT	239
TARGET END 2025	674
OVERALL RESULT	112

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

Y5 Target	71
Y5 Result	97
Target end 2025	329
Overall Result	643

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

Y5 Target	69
Y5 Result	104
Target end 2025	395
Overall Result	421

 # CASES OF INFLUENTIAL STAKEHOLDERS ENDORSING POLICY ASKS ON PROTECTION

Y5 Target	58
Y5 Result	54
Target end 2025	299
Overall Result	326

PROGRESS

What stands out most in pathway 3 is that the program achieved double the target number of CSOs demonstrating increased capacity to influence (1,039 vs 674), which is likely due to significant progress in grassroots women's groups entering decision-making spaces (as seen in the cover case study, pXX). Simultaneously, we see the diversity of the FAIR for ALL network paying off, in the effects of partners and communities learning from each other and being able to connect local problems to global issues to contribute to systemic changes.

Increased ability to influence is also visible from influencing efforts by CSOs in monitoring the implementation of laws and regulatory frameworks, with outcomes around double the target (643 vs 329). This confirms civil society's increased private sector engagement capacities, as discussed in the introduction to the report.

Overall, the program demonstrates that although results on formal policy changes were lower than targeted, long-term investments in capacity, accountability and advocacy systems have resulted in meaningful and sustained impact on legal protection for producers and workers in global value chains.

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

Y5 Target	39
Y5 Result	14
Target end 2025	96
Overall Result	65

 # PRACTICE CHANGES ON TRADE, TAX AND/OR INVESTMENT

Y5 Target	28
Y5 Result	9
Target end 2025	70
Overall Result	28

 # CASES OF GOVERNMENTS WITH MORE TRANSFORMATIVE DEVELOPMENT POLICY AGENDAS

Y5 Target	11
Y5 Result	8
Target end 2025	46
Overall Result	40

OUTCOME

 # CSOS DEMONSTRATING INCREASED EXPERTISE

Y5 Target	43
Y5 Result	162
Target end 2025	275
Overall Result	773

 # CASES OF COALITIONS USING SHARED AGENDAS

Y5 Target	19
Y5 Result	61
Target end 2025	520
Overall Result	228

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

Y5 Target	13,308
Y5 Result	16,817
Target end 2025	165,900
Overall Result	266,194

 # CSOS DEMONSTRATING INCREASED EXPERTISE TO DEMAND INCLUSIVE, TRANSFORMATIVE DEVELOPMENT

Y5 Target	37
Y5 Result	107
Target end 2025	247
Overall Result	571

 # CASES OF INFLUENTIAL PUBLIC SECTOR STAKEHOLDERS ENDORSING POLICY ASKS

Y5 Target	37
Y5 Result	65
Target end 2025	399
Overall Result	404

PROGRESS

As was concluded in the end evaluation, pathway 4 shows more visible overall progress in strengthening capacity, mobilization and engagement, but lags in achieving policy changes (65 vs 96) and practice changes (28 vs 70) on trade, tax and investment. This can to a large extent be explained by the drastic changes in the international context due to geopolitical tensions and the start of US President Trump's second term.

Important progress was made in strengthening the foundations for longer-term change. CSOs demonstrated increased expertise on transparent, accountable and progressive fiscal, trade and value-chain regulations that went well beyond expectations (773 vs 275), and more CSOs showed strengthened capacity to demand inclusive and transformative development (571 vs 247). In combination with managing to mobilize many more people than expected (266k vs 166k), this contributed to project activities integrating budget monitoring and accountability as well as pushing for increased public spending on community-based value chain interventions (e.g. coffee in Uganda).

While these kinds of policy and practice changes are gradual and often require longer timeframes to materialize, the pathway reflects steady and meaningful progress in strengthening the capacities, alliances and public support needed to contribute to more inclusive and transformative trade and tax systems over time.

A learning visit exposure in Cambodia inspired Ugandan partners to adopt greenhouse farming

4. HOW WE WORK

From the start of the program the Huairou Commission, Third World Network-Africa, SOMO and Oxfam Novib made clear agreements on their partnership and associated ways of working, which were formalized through the consortium agreement. Over the next five years we continually learned from each other and built mutual trust, and our ways of working evolved accordingly. Similarly, relations among the XXX partner organizations that the program directly supported evolved and matured through increased interaction and trust, both between partners themselves and between the consortium members and implementing organizations. More intentional activities to foster collaboration, such as the Oxfam Novib Authentic Partnership learning trajectory, reflected the program's investment in greater equality in relationships. The program created new communication channels that overcame communication barriers and helped partners to connect and interact. This was particularly reflected in the growing and increasingly active online community, with partners celebrating achievements together, sharing funding opportunities and supporting each other's influencing objectives.

Consortium partners were united by our common belief that a more equitable future is possible, and that it can only be achieved by addressing systemic power imbalances. Retrospectively, while the consortium agreement mainly addresses managing shared risk and liability rather than proactively investing in collaboration and co-creation, our ways of working and relationships have undoubtedly led to the successes reflected in this report.

Our relationships were underpinned by respect and value for each organization's unique role and perspective, respect for each other's autonomy, and respect for each other's constituency. The Huairou Commission is a grassroots membership organization, SOMO is a corporate multi national watchdog, Third World Network-Africa is a continental network of expert organizations, and Oxfam Novib is rooted in Dutch society while operating in a worldwide confederation. We shared a common desire to centre the voices and perspectives of frontline communities, and an understanding of the power of promoting women's voices and leadership in their communities and overcoming harmful gender norms. Together we learned to harness our complementarity and play to each other's strengths. In retrospect, we also see this common understanding reflected in the program's way of working through localization, learning, community-building and solidarity.

4.1 Localization and shifting power

The FAIR for ALL evaluation's clearest conclusion is that the program was strongly rooted at local level. It demonstrated a high degree of relevance across diverse contexts, consistently driven by the priorities of local communities and adapting to rapidly changing political, economic and civic space conditions. We are proud of this conclusion as it shows that our approach, in terms of design, learnings and efforts during implementation, achieved results.

The Global Advisory Board linked local voices to the steering group of consortium directors, providing a platform to share community perspectives and needs. While it took some time to establish, the lessons were rich – the most important one being not to fear shifting power (more detail can be found in the Partos publication). The Board's advice following the mid-term review was profound in steering the evaluation to be more representative of local partners, and therefore being more useful to them. As a result, the evaluation is not only a donor compliance product, but also one that will help improve partners' programming and provide a track record to support future financial sustainability.

Oxfam's Authentic Partnership learning trajectory brought partners and different Oxfam country office colleagues around the table to discuss sticking points in the relationship. Finding solutions together brought renewed focus on power and it built trust. This created the space for each office to progress at their own speed and learn from each other: for example, where a flexible budget contingency was incorporated in partner contracts in Myanmar before the start of the trajectory, Ghana only learned about this possibility as a result of the dialogue.

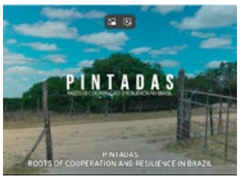
Control over budget is often at the core of localization and debates on shifting power. In FAIR for ALL, we applied participatory decision-making on allocating 'unspent' budget after the initial slow start to the program in the context of Covid-19. While decisions ultimately lay with the project management unit, the process of creating joint scenarios and 'voting' helped to steer investments. For Oxfam Novib in particular, the program provided a steep learning on adjusting systems to release flexible funding, enabling it to resource more movements and groups driving just agriculture and energy transitions.

In year five, an important step was taken towards localization and power sharing when over 17 partners participated in a learning event to prepare for leading large programs. Capitalizing on the relationships built in the FAIR for ALL community, four new consortia emerged: Development Justice Network (Ghana, Uganda, Brazil); Money in the Pocket (Uganda); Rural Women Breaking Barriers (Uganda, South Africa, Kenya); Skills, Employment, Empowerment (Nepal, Brazil, India, Ghana).

4.2 Learning through capacity strengthening

FAIR for ALL supported partners to strengthen their own capacities to act, operate and connect on themes relating to the program. To achieve its objective of strengthening civil society, the program also placed great emphasis on partners learning from each other by facilitating mutual capacity sharing. Interventions ranged from establishing thematic Communities of Practice, organizing small-group peer exchanges, and employing feminist participatory monitoring, evaluation, accountability and learning (MEAL) and coalition/movement building. Towards the end of the five years, a review of the program's capacity-sharing component concluded that the learning was effective, as it built on each consortium members' existing learning approach and created meaningful spaces for partners to engage with new ideas, knowledge and ways of working.

1. Introduction
2. Working in a world in transition
3. Results and Reflections
Pathway 1
Pathway 2
Pathway 3
Pathway 4
4. How we work
5. Conclusions and lessons learned
6. Annexes



Documentary about 40 years of the Pintadas social movement in Brazil

A good example of engaging with new ideas, knowledge and ways of working is seen in how Rede Pintades – a grassroots network in Pintades, Brazil and a member of the Huairou Commission – changed its influencing strategy in response to mutual capacity sharing. Rede Pintadas is an organization with a strong motivation to learn and share knowledge: after each online training, meeting or workshop in which few people from the secretariat participated, they shared the learnings with colleagues across the network, and hired a local expert to help translate new insights into concrete actions. This expert proposed establishing a link with the Federal University of Bahia, triggering a transformative new line of work. The FAIR for ALL program offered the flexibility to experiment with this idea, allowing adjustments to activities and budget lines, which in turn increased motivation, ownership and initiative among the team.

The new collaboration with the university fundamentally strengthened Rede Pintadas' evidence base, visibility and credibility. For the first time, network members were able to anchor their stories and climate experiences in academically supported research – mapping traditional foods and documenting how climate change affects food and nutritional security. The partnership also enabled large-scale community training in the Jacuípe Basin, involving more than 400 participants and over 60 'community multipliers', while giving university students their first direct exposure to issues facing people in semi-arid regions.

The university's involvement brought institutional legitimacy as well as practical support, helping to build strong, respectful relationships between academics and local leaders. Together, these results significantly increased Rede Pintadas' influence in dialogues with local authorities and global climate actors to muster livelihoods support for people in semi-arid regions of Brazil. As women leaders became better equipped to document their work and articulate their messages, they gained access to decision-making spaces they had never previously entered, including the COP28 and COP30 global climate negotiations.

One of the recommendations from the review on capacity sharing that we will carry forward into future programming is to integrate a strong culture of learning in all project implementation interventions and not just those specifically designed to enable sharing and learning.

The evaluation of FAIR for ALL's capacity-strengthening approach confirmed that a multi-tiered, flexible and mutual sharing model can effectively strengthen the capacities of diverse stakeholders and, in turn, directly influence positive outcomes and systemic change. After the first year, we noted that partner organizations were using their budget mainly to implement activities to influence, and less so to strengthen their own capacity. In response, in year 2 we set up a mutual capacity-strengthening fund which in total was used by 29 organizations across 10 countries. The review established that these organizations strengthened their systems, empowered individuals and created resilient networks for collaborative approaches.

The program placed particular attention on safeguarding capacity, and capacity to transform gender norms. All local partners designated a safeguarding focal person and can access safeguarding learning resources (in English, Arabic, French and Portuguese). In year 5 specifically, 25 project managers from 17 organizations in Uganda, Ghana, Kenya, South Africa, Brazil and India received training on safeguarding, safe programming, and conflict and fragility. On transformative gender programming, all partner organizations identified a gender ambition ('gender responsive' or 'gender transformative') which allowed them to be more intentional with their choice of interventions. Analysis showed that of the 47 organizations who completed both 2023 and 2025 outcome-harvesting surveys, 46 reported having achieved their stated gender ambition, with two-thirds of them pursuing gendertransformative objectives.

4.3 Civic space

Since the start of the program in 2021, civic space has continued to shrink across most countries, and in some cases drastically. We were challenged to find new ways and spaces to continue our work despite legal repression, excessive corporate influence, restricted civic participation, and weak systems for disputes and collective bargaining. Throughout the five years we provided (security) training in person and online, amplified human rights defenders' voices, and influenced both governments and the private sector. As patterns of civic space repression are systematic and transnational, we created space for cross-learning and sharing lessons from different contexts.

To support partners to continue their work after the program closes, we shared lessons, insights and experiences from FAIR for ALL in **a publication** presented at the Civicus International Civil Society Week 2025, as well as the Civic Space Monitoring Tool that underpinned the program. Together with the international citizens' movement Tournons la Page, we facilitated an in-person training in Istanbul in October 2025 on detecting, preventing and responding to security risks, creating space for participants to exchange experiences and solutions. This training was organized particularly for partners in contexts where online participation in trainings was unsafe or impossible.

4.4 Sustainability

FAIR for ALL representatives at the GSEF Conference in Bordeaux, October 2025.

In view of the drastically changing funding landscape, the program invested in partners' financial sustainability, particularly in the last two years. FAIR for ALL supported over 100 partners to enhance their fundraising skills through webinars (focusing on fundraising strategy, proposal development and local fundraising), diaspora-led resource mobilization, and by deliberately sharing donor intelligence with the partner community, combined with follow-up where requested. In 2025 alone, more than 30 funding opportunities were shared and several partners have been awarded funding as a result.

In November 2025, in partnership with the Wilde Ganzen's **Change the Game Academy**, we held in-person training in Yogyakarta, Indonesia for representatives of 17 partner organizations from 7 countries to share and consolidate lessons on financial stability. In addition, 25 organizations from 10 countries were supported to participate in events including the International Fundraising Congress 2025 in Noordwijk, the Netherlands, the Global Forum for Social and Solidarity Economy (GSEF) in Bordeaux, France and the International Conference on Sustainable Development (ICSD) in Rome, Italy. This enhanced their ability to generate publicity and create compelling communications to showcase their work and attract financial and other support.

Sky view of Global Climate March in Belém, Brazil on November 15, 2025

5. CONCLUSION

Over the past five years, FAIR for ALL contributed to transforming systems and we continually learned about what this entails. Insights from partners across the program highlighted that there are many perspectives on what systems change looks like – and that there is no one-size-fits-all approach to achieving it.

Partners generally agreed that systems change is a nonlinear, long-term process of transforming socio-political-economic structures, customs, norms and power dynamics to solve the root causes of social issues. They articulated that FAIR for ALL has contributed to systems change by continually nudging in different ways and in different spaces: local communities, the private sector and public policy. This involved each actor working within their own sphere of influence but also in cross-geographical and interdisciplinary partnerships.

At its heart, systems change is a people-centered process of shifting power and relationships so that communities can shape the decisions that affect their lives. FAIR for ALL has allowed us to zoom in and out of specific issues related to critical topics, such as climate change, economic inequality, human rights, and humanitarian crises, to work on them both separately and as part of interconnected systems to address harmful norms and power imbalances. One of the main barriers to change, as identified by partners, is lack of time and resources to connect and reflect. The program provided this time and space for partners to continually learn, connect with others, and draw on diverse perspectives and approaches.

Particularly among the FAIR for ALL consortium, we saw and acknowledged how the breadth of approaches to shifting systems has helped strengthen the breadth of our results. From Third World Network-Africa and the Huairou Commission's commitment to advocating for and including grassroots farmers in decision-making, to SOMO and Huairou Commission's perspective on global carbon offsetting and the need to integrate community perspectives in climate risk mitigation, our agendas from local to global levels have continued to be shaped by rights-holders' needs and interests.

Across the five years, more than 250.000 times people around the world spoke out for socioeconomic justice. We pulled together 1,834 pieces of evidence to strengthen our influencing work, organized 2,558 events to make people aware of injustices, rights and opportunities, and brought together more than 84,000 participants. We organized or took part in 410 policy dialogues, implemented 471 influencing campaigns and undertook 1,657 lobbying and advocacy actions. This led to 259 policy or practice changes by private sector actors, 145 policy changes or improved practices among public actors to regulate the private sector, and 93 policy or practice changes on trade, tax and/or investment. All these results are substantiated in 749 outcome statements produced and validated by a strong evaluation. This year 5 and final report has highlighted only a few examples of these results, but each one of them contributes to creating systems that prioritize the wellbeing of people and the sustainability of our planet.

Sunset on Leticia's cocoa farm, Ghana

6. ANNEXES

CONTENTS

CASES

Stepping Stone and Power Positive women during harvesting

CASE: RIPPLES OF CHANGE

Women on Lake Victoria ending exploitation and reshaping the system

CASE

BREAKING THE CHAIN

WOMEN ON LAKE VICTORIA ENDING EXPLOITATION AND RESHAPING THE SYSTEM

Along the shores of Lake Victoria in Homa Bay County in Western Kenya, a practice that once defined the lives and livelihoods of women in the most painful terms is fading into history. 'Jaboya', or 'sex-for-fish', was all about survival. Pressed by poverty, desperate to feed their children, women fish traders were forced to negotiate access to fish with their bodies.

"You would go to the beaches and wait," one woman remembers. "You would not get fish unless you gave in. If you refused, your children would sleep hungry." Three years ago, the transformation began when Shibuye Community Health Workers, a member of Huairou Commission, highlighted the jaboya practice and reinforced local partnerships that helped women to turn feelings of shame and outrage into positive action. And today, in Homa Bay County, these women are rewriting their story – not as victims, but as leaders of systemic change.

Instead of waiting on the beaches alone, the women started to organize themselves into groups to pool labour and resources. The Stepping Stone Grassroots Women Group, a member of Huairou Commission, was among those who sparked the change. Starting with about 20 members, the women dug and stocked their own ponds. The results exceeded expectations, and Stepping Stone set aside US$500 in group savings from the harvest to plough back into pond upkeep and livelihood improvements.

These ponds are no longer experimental; they are productive and profitable. The women supply fish to local markets under their own control. Today, they report steady harvests, expanded income streams, and reinvestment into improved pond management. Some women have even diversified into poultry and horticulture, further cushioning their families against economic shocks.

The ripples of change spread fast. The Power Positive Women's Group – originally founded as an HIV and AIDS support network in Kendu Bay – took up the fishponds idea in 2023. With mentoring through FAIR for ALL partners, the group built its first pond, and women leaders from six counties came to see the first harvest with a view to sharing the lessons in their own communities. This success gave Power Positive members the confidence to expand – building a second pond for fingerlings, leasing land for horticulture, and planning a catfish pond aimed at Kisumu's growing urban market. "When we sold our first harvest, we knew we could do more," said one member of Power Positive. "Now we are thinking about bigger markets."

GAINING GOVERNMENT SUPPORT

These steps showed how women-led aquaculture could evolve into a commercial model connecting grassroots groups to regional economies. As the groups grew, so did their visibility. The Governor of Homa Bay County and the Ambassador of the Kingdom of the Netherlands visited the ponds in Rangwe to hear the women's stories first-hand. The County Government of Homabay provided support in the form of training on aquaculture management, fishing net distribution for the groups, and exchange visits to Kamuya Fish Farm in Kendu Bay. Here, the women were able to witness more advanced fish farming systems, stimulating ideas on what they could achieve if such support and resources were scaled up.

CASE

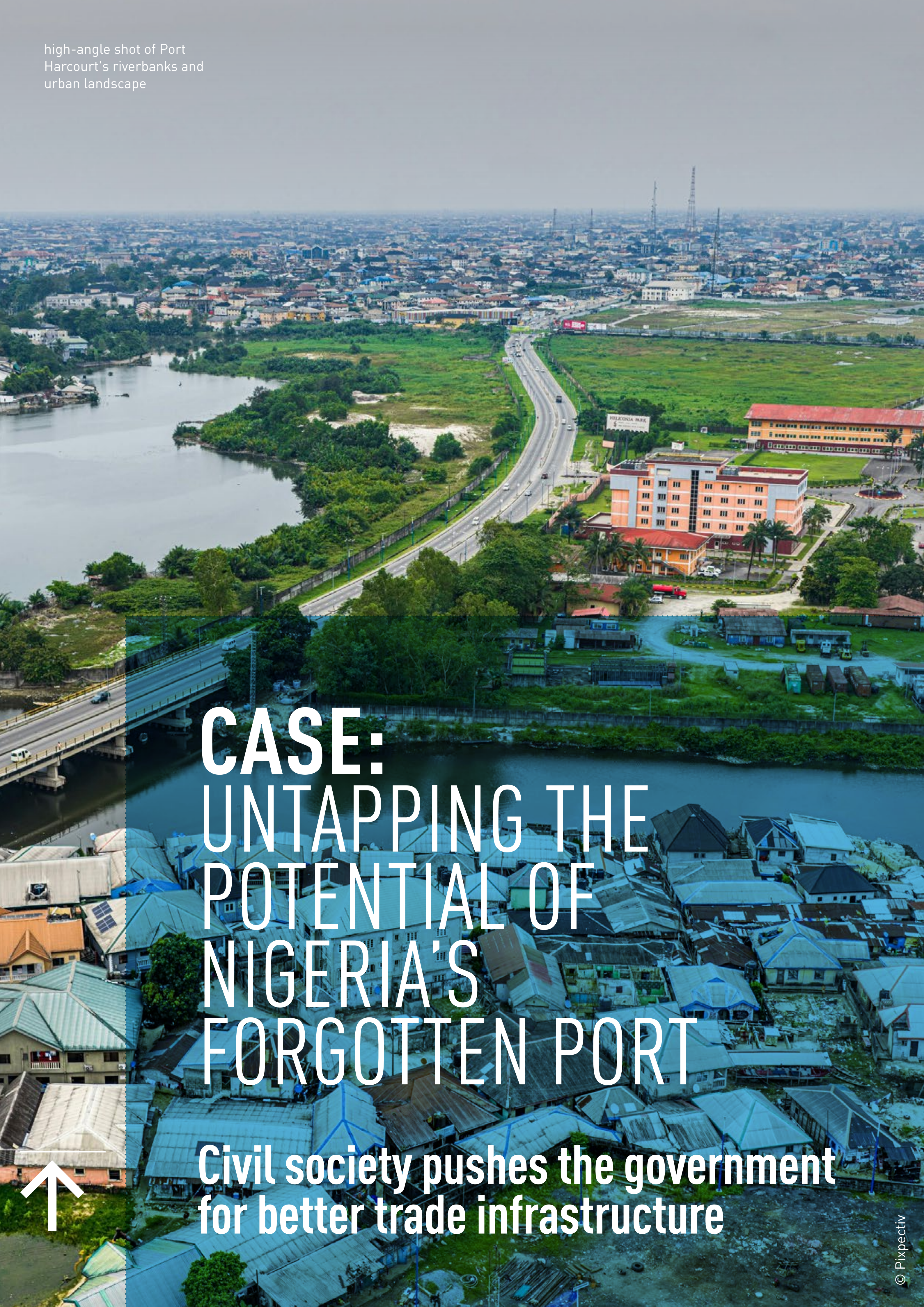
BREAKING THE CHAIN

WOMEN ON LAKE VICTORIA ENDING EXPLOITATION AND RESHAPING THE SYSTEM

Groups that started with only 20 women now have nearly 100 members, reflecting the demand for alternatives to jaboya and the pull of visible success. Larger groups mean stronger savings schemes, more pooled labour, and louder voices in local and county dialogues. "We are no longer invisible," said Evelyne, a member of Stepping Stone. "Before, no one asked us what we thought about fisheries. Now, we sit in the meetings."

At the institutional level, progress is uneven, but momentum is growing. The advocacy of women's groups – supported and amplified through FAIR for ALL's networks – has started to open doors. Power Positive and allies such as Simama Imara and Nyar West CBO, have campaigned for women's land rights and pressed for budget allocations in county programs. Together they have called for events to bring women producers into direct dialogue with county leaders. However, systemic support is still only partial. In addition to scaling up women-led ponds, social systems are vital – institutionalizing psychosocial support, safe reporting mechanisms and legal assistance for survivors. Without these, traumatic experiences keep surfacing even as women achieve economic empowerment. Finally, the law must be enforced: jaboya should not only be condemned morally but prosecuted legally.

The women of Homa Bay are writing a new chapter where exploitation is not inevitable; livelihoods can be built on dignity, not coercion; and grassroots innovation is leading the way toward systemic change. Their ponds may be modest in size, but the ripples of change are felt across households, communities, and even international policy spaces. When women control production, they can control their destiny.



high-angle shot of Port Harcourt's riverbanks and urban landscape

CASE: UNTAPPING THE POTENTIAL OF NIGERIA'S FORGOTTEN PORT

Civil society pushes the government for better trade infrastructure

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CASE

UNTAPPING THE POTENTIAL OF NIGERIA'S FORGOTTEN PORT

CIVIL SOCIETY PUSHES THE GOVERNMENT FOR BETTER TRADE INFRASTRUCTURE

Civil society engagement in Nigeria is seeking to ensure that port investments translate into fairer, more accessible, and more accountable trade systems that benefit small-scale enterprises and traders.

For several decades, the Nigerian trade system has suffered from extreme congestion, with just two ports responsible for the majority of import and export goods. Other ports that once were key to intra-African trade have gradually fallen into disrepair. They include Calabar Port in Cross River State, which used to be one of the most vibrant ports in the southeast region. For the traders who depend on the free flow of goods, this has meant lost revenue, increased costs, and frustration.

The FAIR for ALL program brought together civil society groups, Chambers of Commerce, government representatives and the private sector to discuss the barriers facing micro, small and medium enterprises (MSMEs). These discussions build on earlier policy dialogue efforts led by Civil Society Legislative Advocacy Centre (CISLAC), Oxfam, and the Calabar Chamber of Commerce, Industry, Mines and Agriculture (CALCCIMA) to lay the groundwork for a formal cross-border trading ecosystem in Cross River State. The objective was to position Cross River as Nigeria's most business-friendly sub-national economy and a strategic gateway for regional trade.

While port rehabilitation is often viewed as a purely commercial or infrastructure issue, Nigerian CSOs led by CISLAC are driving this agenda because port reform has direct consequences for communities, small traders and workers who are systematically excluded from the benefits of large-scale trade infrastructure. Congestion, informal fees, opaque customs processes and poor 'last-mile' connectivity disproportionately affect MSMEs, women traders, transport workers and port-adjacent communities, increasing the cost of goods and limiting access to markets.

As part of this engagement, in June 2023 stakeholders undertook assessments of the Calabar Port. This revealed several operational challenges including slow dredging of channels, incomplete access roads and the absence of fully digitised cargo-release systems. Despite these constraints, stakeholders emphasized the port's strategic location and its potential to ease congestion at Lagos ports and reduce trade costs. In the meantime, the ports in Lagos continue to handle all the maritime traffic, resulting in losses estimated at millions of Nigerian naira per year for businesses and the government.

A STRATEGIC MOMENT FOR INFLUENCE

In February 2025, CISLAC organized a two-day workshop on improving intra- and inter-state trade for MSMEs. Participants made resolutions and recommendations to enhance inter-state trade facilitation, including prioritizing investment in trade infrastructure, simplifying regulatory processes, and providing access to fiscal incentives and financial tools.

The advocacy project gathered momentum as it coincided with a World Bank assessment of the Nigerian port road network on the route from Lagos to Calabar. FAIR for ALL partners led by CISLAC seized the opportunity and held discussions with state administrators and port stakeholders, highlighting Calabar's untapped potential in the context of overall trade reform efforts in Nigeria. This was followed

CASE

UNTAPPING THE POTENTIAL OF NIGERIA'S FORGOTTEN PORT

CIVIL SOCIETY PUSHES THE GOVERNMENT FOR BETTER TRADE INFRASTRUCTURE

by a high-level advocacy visit to the Governor of Cross River State, where CSOs, Chambers of Commerce and the private sector came together with media and development partners. Their message was clear: that the rejuvenation of Calabar Port could help decongest Lagos, unleash economic activity in the Southeast, and enhance Nigeria's regional trade routes. In response, the Federal Government of Nigeria approved a 48-month reconstruction and dredging project for Calabar, Port Harcourt, and Lagos Ports at a cost of US$1bn – a transformative step towards bringing these vital trade gateways up to global standards.

FAIR for ALL partners, together with allied CSOs and trade stakeholders, shifted their focus to sustained monitoring and accountability to ensure that the government's commitments translate into concrete action. Partners are monitoring procurement processes to try to ensure that these processes are transparent and aligned with public interest objectives.

Crucially, this monitoring extends beyond physical infrastructure to economic and social outcomes. FAIR for ALL partners are working to connect improvements in port infrastructure with measurable trade results, including increased exports, job creation, enhanced logistics performance and stronger value chains, while also assessing how these gains translate into tangible benefits for port-adjacent and trade-dependent communities.


Signing of agreement on the reconstruction and dredging project for the Calabar, Port Harcourt and Lagos Ports.

The goal is not merely to remove physical obstructions from waterways, but to ensure the emergence of fully functional trade corridors through which Nigerian commodities can move efficiently within the country and across regional and international markets – in ways that are inclusive, rights-respecting, and beneficial to the communities most directly affected by port operations and trade expansion.

Holiness Mwadime

CASE:
WHEN THE MINES FALL SILENT

Finding strength in reinvention

© Sven Torfinn

CASE

WHEN THE MINES FALL SILENT

FINDING STRENGTH IN REINVENTION

After her inspiring rise in Kenya's artisanal gemstone sector, as reported in our year 4 annual report, Holiness Mwadime's journey continues to reflect both resilience and adaptability. Building on the milestones of 2022-2023, when she led women miners in Taita-Taveta and amplified their voices through the platforms of the Association of Women in Energy and Extractives in Kenya (AWEIK), Holiness has faced new realities that have tested her determination and creativity.

Holiness returned to the mining sites, where she continues to work. However, the returns are unpredictable: "Mining is like planting a seed and not knowing when it will germinate," she says. "Sometimes you invest everything – money, labour, even hope – and the results take a long time to come." Increasing costs of machinery, water and explosives, as well as unpredictable access to markets, have turned mining into a difficult venture to sustain.

Undeterred, Holiness drew on her training with AWEIK and the lessons it taught her in business diversification. She reinvested part of her savings in a complementary enterprise – a small shop selling foodstuffs and occasionally catering for local events. This new venture provides a steady source of income, which enables her to support her three sons, sustain her household and continue financing her mining activities when possible.

> **"The shop keeps us going," she explains. "When the mines are quiet, at least the business is running and feeding my family."**

Though the market for gemstones remains volatile, Holiness continues to participate in the mine-to-market value chain and community leadership. She still mentors a small group of women miners and is involved in networks including the IPF and Oxfam-supported initiatives that promote women's participation and fair value in artisanal mining.

Her story shows both the fragility and strength that surround artisanal mining in Kenya. Women like Holiness are demonstrating that resilience is not just about retrieving precious stones from below the ground, but also about carving out sustainable livelihoods from the land above it – transforming the skills learned from mining into broader entrepreneurial success. As Kenya's extractives coalition Haki Madini continues to champion more equitable policies and inclusive governance, the lived experiences of women miners like Holiness remain vital in shaping the sector so that it values equity, sustainability and dignity.

Outcomes and Outputs

Overall, year 5 results show a mixed but generally positive picture across the program when compared against both annual targets and the cumulative program targets.

In year 5, several indicators exceeded the targets, including: collaborations among public and private actors on alternative business models (52 against a target of 39); influencing efforts to promote alternative business models (80 vs 29); coalition engagement in policy dialogues with private and financial sector actors to prevent rights abuses (110 vs 42); alongside strong increases in cases of increased or protected civic space across pathways (e.g. 38 vs 18 in pathway 2, and 61 vs 21 in pathway 4).

While some mobilization indicators in Global South countries under pathway 2 fell below annual targets (women 18,361 vs 49,535; men 15,405 vs 49,894), and a number of impact-level indicators, including private sector policy changes (16 vs 26) and trade, tax and investment reforms (14 vs 39) did not fully meet anticipated levels, they nevertheless reflect continued engagement and contribution to longer-term change processes. Importantly, pathway 1 shows clear overachievement at impact level in year 5, with a strong increase in alternative and more inclusive business models and practices in value chains (82 vs 7), indicating meaningful shifts in how value chain actors are engaging with more inclusive approaches.

Looking at the overall five-year results, the program shows strong achievements in enabling outcomes, including expanded coalition activity, sustained policy dialogue, and increased or protected civic space. Several indicators are well above target, such as coalition-based regulatory demands (228 vs 19), women and men organized around inclusive development (women 138,239 vs 82,480; men 127,955 vs 83,420), and cases enabling engagement to influence fiscal and trade reforms (220 vs 64). For 20 out of 50 outcome indicators, the achievements doubled or even tripled the target. In most of these cases (12), the results relate to CSOs showing more expertise. This can partly be explained by the program placing greater emphasis on the financial sustainability of CSOs in the final two years.

Overall, FAIR for ALL has made significant contributions to strengthening collective action and enabling environments over five years, while also supporting continued progress towards longer-term structural and policy change processes.

TABLE 1. YEAR 5 & OVERALL ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 1

INDICATORS PATHWAY 1	Planned year 5 Result year 5 5-Year Target Overall Achievement	Total
1 # Alternative business models / more inclusive practices in existing value chains	Planned year 5	7
	Result year 5	82
	Overall Result	187
	5-Year Target	48
	Overall Achievement	390%
1.1.1 # of women and youth participating in activities to raise awareness about rights and economic opportunities	Planned year 5	4220
	Result year 5	10222
	Overall Result	84622
	5-Year Target	100495
	Overall Achievement	84%
1.1.2 # CSOs showing more expertise to influence systemic barriers to economic empowerment	Planned year 5	70
	Result year 5	308
	Overall Result	837
	5-Year Target	288
	Overall Achievement	291%
1.1.3 # CSOs showing more expertise in Monitoring, Evaluation and Learning	Planned year 5	14
	Result year 5	38
	Overall Result	176
	5-Year Target	61
	Overall Achievement	289%
1.1.4 # CSOs showing more expertise in Financial Management	Planned year 5	20
	Result year 5	96
	Overall Result	342
	5-Year Target	64
	Overall Achievement	534%
1.1.5 # CSOs showing more expertise in integrity including prevention of Sexual Exploitation, Abuse and Harassment	Planned year 5	30
	Result year 5	72
	Overall Result	237
	5-Year Target	62
	Overall Achievement	382%
1.2.1 # Collaborations among public or private sector actors on alternative business models/practices	Planned year 5	39
	Result year 5	52
	Overall Result	476
	5-Year Target	147
	Overall Achievement	324%

INDICATORS PATHWAY 1	Planned year 5 Result year 5 5-Year Target Overall Achievement	Total
1.2.2 # Cases of private sector actors implementing alternative business practices	Planned year 5	20
	Result year 5	17
	Overall Result	67
	5-Year Target	77
	Overall Achievement	87%
1.2.3 # Influencing efforts by CSOs to promote alternative business models/ practices	Planned year 5	29
	Result year 5	80
	Overall Result	319
	5-Year Target	342
	Overall Achievement	93%
1.2.4 # CSOs showing more expertise in co-creating alternative business practices with private and public sector actors	Planned year 5	26
	Result year 5	48
	Overall Result	128
	5-Year Target	55
	Overall Achievement	233%
1.2.5 # Shifts in the terms of debate about value chains and economic development.	Planned year 5	9
	Result year 5	11
	Overall Result	48
	5-Year Target	45
	Overall Achievement	107%
1.2.6 # Cases of increased space for individuals or groups to collaborate on alternative business models/practices	Planned year 5	18
	Result year 5	30
	Overall Result	90
	5-Year Target	38
	Overall Achievement	237%
1.2.7 # CSOs showing more expertise on relevant value chains	Planned year 5	12
	Result year 5	91
	Overall Result	161
	5-Year Target	16
	Overall Achievement	1006%

TABLE 2. YEAR 5 & OVERALL ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 2

INDICATORS PATHWAY 2	Planned year 5 Result year 5 5-Year Target Overall Achievement	Total
2A # policy changes in private and/or financial sector actors to be more accountable in trade and value chains	Planned year 5	26
	Result year 5	16
	Overall Result	91
	5-Year Target	99
	Overall Achievement	92%
2B Impact: # practice changes by private and financial sector actors to be more accountable in trade and value chains	Planned year 5	30
	Result year 5	20
	Overall Result	168
	5-Year Target	75
	Overall Achievement	224%
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 5	42
	Result year 5	110
	Overall Result	410
	5-Year Target	234
	Overall Achievement	175%
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 5	243
	Result year 5	278
	Overall Result	1515
	5-Year Target	1433
	Overall Achievement	106%
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 5	16
	Result year 5	30
	Overall Result	126
	5-Year Target	82
	Overall Achievement	154%
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 5	47
	Result year 5	127
	Overall Result	282
	5-Year Target	93
	Overall Achievement	303%
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 5	51
	Result year 5	86
	Overall Result	404
	5-Year Target	162
	Overall Achievement	249%

INDICATORS PATHWAY 2	Planned year 5 Result year 5 5-Year Target Overall Achievement	Total
2.2.1 # Influential stakeholders showing support for communities to protect their rights in trade/value chains	Planned year 5	68
	Result year 5	113
	Overall Result	386
	5-Year Target	323
	Overall Achievement	120%
2.2.2a # Women mobilized in southern project countries around protecting communities' rights in trade and/or value chains	Planned year 5	49535
	Result year 5	18361
	Overall Result	65899
	5-Year Target	109443
	Overall Achievement	60%
2.2.2b # Men mobilized in southern project countries around protecting communities' rights in trade and/or value chains	Planned year 5	49894
	Result year 5	15405
	Overall Result	57580
	5-Year Target	110130
	Overall Achievement	52%
2.2.3a # Women mobilized in the Netherlands around protecting communities' rights in trade and/or value chains	Planned year 5	8500
	Result year 5	16701
	Overall Result	69147
	5-Year Target	95000
	Overall Achievement	73%
2.2.3b # Men mobilized in the Netherlands around protecting communities' rights in trade and/or value chains	Planned year 5	8500
	Result year 5	15631
	Overall Result	61998
	5-Year Target	95000
	Overall Achievement	65%
2.2.4 # CSOs showing more expertise to hold private and financial sector actors accountable	Planned year 5	40
	Result year 5	129
	Overall Result	428
	5-Year Target	132
	Overall Achievement	324%
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 5	18
	Result year 5	38
	Overall Result	144
	5-Year Target	73
	Overall Achievement	197%

TABLE 3. YEAR 5 & OVERALL ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 3

INDICATORS PATHWAY 3	Planned Year 5 Result Year 5 5-Year Targets Overall Achievement	Total
3A # New (elements in) policies or regulatory frameworks ensuring human rights in (inter)national trade and value chains	Planned year 5	**29**
	Result year 5	**19**
	Overall Result	**89**
	5-Year Target	**66**
	Overall Achievement	**135%**
3B Impact: # Improved enforcement of policies or regulatory frameworks ensuring human rights in (intern)national trade and value chains	Planned year 5	**20**
	Result year 5	**12**
	Overall Result	**56**
	5-Year Target	**57**
	Overall Achievement	**98%**
3.1.1 # Changes in (inter)national expectations that trade/value chains should safeguard people's rights	Planned year 5	**17**
	Result year 5	**28**
	Overall Result	**142**
	5-Year Target	**105**
	Overall Achievement	**135%**
3.1.2 # CSOs showing more expertise in influencing (inter)national policies, laws, and norms on trade or value chains	Planned year 5	**133**
	Result year 5	**150**
	Overall Result	**1039**
	5-Year Target	**674**
	Overall Achievement	**154%**
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 5	**71**
	Result year 5	**97**
	Overall Result	**643**
	5-Year Target	**329**
	Overall Achievement	**195%**
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 5	**19**
	Result year 5	**17**
	Overall Result	**113**
	5-Year Target	**78**
	Overall Achievement	**145%**
3.2.1 # Influencing efforts by CSOs towards legal protection of people in value chains	Planned year 5	**69**
	Result year 5	**104**
	Overall Result	**421**
	5-Year Target	**395**
	Overall Achievement	**107%**

INDICATORS PATHWAY 3	Planned Year 5 Result Year 5 5-Year Targets Overall Achievement	Total
3.2.2 # Influential stakeholders showing support for policy asks for legal protection of people in value chains	Planned year 5	**58**
	Result year 5	**54**
	Overall Result	**326**
	5-Year Target	**299**
	Overall Achievement	**109%**
3.2.3 # CSOs showing more expertise to mobilize influential stakeholders towards stronger legal protection of people in value chains	Planned year 5	**56**
	Result year 5	**98**
	Overall Result	**347**
	5-Year Target	**177**
	Overall Achievement	**196%**
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 5	**4118**
	Result year 5	**30419**
	Overall Result	**60654**
	5-Year Target	**11035**
	Overall Achievement	**550%**
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 5	**5339**
	Result year 5	**28342**
	Overall Result	**54514**
	5-Year Target	**11535**
	Overall Achievement	**473%**
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 5	**47**
	Result year 5	**20**
	Overall Result	**292**
	5-Year Target	**279**
	Overall Achievement	**105%**

TABLE 4. YEAR 5 & OVERALL ACHIEVED OUTCOMES AGAINST PLAN FOR PATHWAY 4

INDICATORS PATHWAY 4	Planned Year 5 Result Year 5 5-Year Targets Overall Achievement	Total
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 5	39
	Result year 5	14
	Overall Result	65
	5-Year Target	96
	Overall Achievement	68%
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 5	28
	Result year 5	9
	Overall Result	28
	5-Year Target	70
	Overall Achievement	40%
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 5	11
	Result year 5	8
	Overall Result	40
	5-Year Target	46
	Overall Achievement	87%
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 5	43
	Result year 5	162
	Overall Result	773
	5-Year Target	275
	Overall Achievement	281%
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 5	19
	Result year 5	62
	Overall Result	229
	5-Year Target	520
	Overall Achievement	44%
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 5	26
	Result year 5	38
	Overall Result	456
	5-Year Target	154
	Overall Achievement	296%
3.2.4a # Women mobilized for ensuring their legal protection in value chains	Planned year 5	6532
	Result year 5	7792
	Overall Result	138239
	5-Year Target	82480
	Overall Achievement	168%

INDICATORS PATHWAY 4	Planned Year 5 Result Year 5 5-Year Targets Overall Achievement	Total
3.2.4b # Men mobilized for ensuring their legal protection in value chains	Planned year 5	6776
	Result year 5	9025
	Overall Result	127955
	5-Year Target	83420
	Overall Achievement	153%
3.2.5 # Cases of human rights defenders better managing civic space related risks	Planned year 5	37
	Result year 5	107
	Overall Result	571
	5-Year Target	247
	Overall Achievement	231%
4.2.3 # nfluential public sector stakeholders showing support for policy asks for inclusive, transformative development	Planned year 5	37
	Result year 5	65
	Overall Result	404
	5-Year Target	399
	Overall Achievement	101%
4.2.4 # Cases of increased or protected civic space to influence governments on trade and fiscal reforms	Planned year 5	21
	Result year 5	61
	Overall Result	220
	5-Year Target	64
	Overall Achievement	344%

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.

TABLE 5. OUTPUTS REALIZED VERSUS PLANNED YEAR 5

	PATHWAY 1		PATHWAY 2		PATHWAY 3		PATHWAY 4		Total year 5		Total project period
OUTPUT indicators	Planned	Realized	Planned	Realized	Planned	Realized	Planned	Realized	Planned	Realized	Realized
# of pieces of evidence	31	53	57	264	47	104	23	70	158	491	389
# of events organized to make people aware of key issues	181	228	52	63	92	125	105	56	430	472	499
# of efforts to strengthen the capacity of partner organizations	40	106	30	47	35	70	35	88	140	311	419
# of cases in which consortium partners supported joint agendas of networks, alliances	12	13	17	66	19	31	24	42	72	147	124
# cases of support to communities for business model development	62	21	12	26	18	29	34	6	126	82	113
# of public influencing campaigns implemented	15	66	23	14	27	27	31	58	96	165	100
# of media efforts undertaken	33	110	26	29	46	115	23	70	128	324	212
# of lobby and advocacy initiatives or initiatives for building partnerships	42	171	26	41	48	68	33	65	149	345	381

The program delivered very strong outputs in year 5, exceeding targets across all indicators, with the exception of support to communities for business model development. The biggest gains were seen in evidence generation (especially through the global project and in Uganda), media engagement, advocacy, and strengthening of partner organizations (particularly through the Nigeria project, where 53 cases were reported in the final year). This indicates a significant final push in activities in the final year.

Overall, cumulative outputs over the full program period exceeded the combined annual targets, indicating that all outputs were generally delivered above planned levels.

The results for several output and outcome indicators are disproportionately high in year 5 compared to results reported in previous years. In some cases, they account for a significant share of the overall total results achieved by the program on an individual indicator.

There are two main explanations for this. Firstly (in addition to travel and mobility restrictions imposed by the global pandemic in year 1), the program was implemented in a context of repression and significantly reduced civic space to operate. In India, for example, Oxfam lost its Foreign Contribution Regulation Act licence; in Myanmar, a military coup was followed by internal conflict; and in Vietnam, project permit processes intensified and delayed activities. The program and partners had to continually adapt to these changing contexts, which took time, and they succeeded. This is visible in the very strong results of year 5.

The second reason is that, in several contexts, foundational work in the early years came to fruition in the final year. For example, in South Africa, with support from the program, a Just Agriculture and Food Sovereignty Movement was established in 2024 to strengthen grassroots participation. By 2025, the movement had grown to include over 100 grassroots organizations, supported with trainings and coalition-building meetings. This enabled many of the grassroots organizations to engage in key platforms including the Just Agriculture Transition and Food Sovereignty Indaba 2025, the Alternative Mining Indaba 2025, the G20 Leaders' Summit 2025 and its related engagement groups, namely Think 20 (T20), Women 20 (W20), and Civil 20 (C20).

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 annual reports and now in the Year 5 report and overall results.

TABLE 6. MOFA SCS BASKET INDICATORS

MOFA SCS BASKET INDICATORS		Year 5
SCS1 # of Laws and policies for sustainable and inclusive development that are better implemented as a result of CSO engagement	Planned year 5	78
	Result year 5	41
	Overall Result	252
	5-Year Target	202
	Overall Achievement	125%
SCS2 # of Laws and policies blocked/ adopted/ improved for sustainable and inclusive development as a result of CSO engagement	Planned year 5	40
	Result year 5	27
	Overall Result	129
	5-Year Target	112
	Overall Achievement	115%
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 5	265
	Result year 5	417
	Overall Result	1,873
	5-Year Target	1,424
	Overall Achievement	132%
SCS4 # of Advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	Planned year 5	140
	Result year 5	294
	Overall Result	1,150
	5-Year Target	971
	Overall Achievement	118%
SCS5 # of CSOs with increased Lobby & Advocacy capacities	Planned year 5	133
	Result year 5	150
	Overall Result	1039
	5-Year Target	674
	Overall Achievement	154%
SCS6 # of CSOs included in SPs programmes (up to 2nd tier organizations)	Planned year 5	86
	Result year 5	138
	Overall Result	194
	5-Year Target	131
	Overall Achievement	152%

TABLE 7. MOFA DDE BASKET INDICATORS

MOFA DDE BASKET INDICATORS		Year 5
PSD001 # of companies with a supported plan to invest, trade or provide services (Dutch/non-Dutch; male/female; youth; fragile states)	Planned year 5	**39**
	Result year 5	**52**
	Overall Result	**476**
	5-Year Target	**147**
	Overall Achievement	**324%**
PSD12 # of strengthened (farmer/workers/entrepreneurs/traders) organisations for a sustainable local business climate	Planned year 5	**70**
	Result year 5	**308**
	Overall Result	**837**
	5-Year Target	**288**
	Overall Achievement	**291%**
PSD14 # of legal or policy reforms implemented	Planned year 5	**65**
	Result year 5	**30**
	Overall Result	**156**
	5-Year Target	**195**
	Overall Achievement	**80%**

COLOPHON

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