

OXFAM NOVIB ANNUAL REPORT 2020-2021



OXFAM
Novib

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In line with Oxfam International, our reporting period covers the fiscal year April 1, 2020 to March 31, 2021. The Annual Report and Annual Accounts are available online at oxfamnovib.nl/jaarverslag.

We set high quality standards for all our work; that's why we regularly check the quality and accuracy of the results registered in our systems. This may mean that the results registered in our systems are corrected after the publication of this Annual Report. For regular updates of project results, please visit atlas.oxfamnovib.nl/#.

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OUR RESULTS

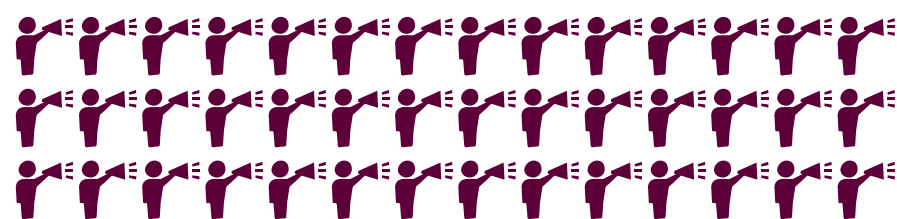
1.85 MILLION PEOPLE IN 17 COUNTRIES WERE TRAINED TO ENHANCE THEIR CAPACITY

knowledge and skills to improve their income or bargaining position, and fulfill their civic rights; they benefited from credit through, for example, microfinance or climate-change-resilient farming systems.

117,000

CITIZENS CHANGED THEIR ATTITUDES

117,000 men and women in Afghanistan, Mozambique, Niger, Vietnam, and Occupied Palestinian Territory and Israel demonstrated increased awareness of – and changed their norms and attitudes regarding – women’s rights and the potential of youth.



510,000 CITIZENS RAISED THEIR VOICES

510,000 people in 12 countries raised their voices as a result of our national and global campaigns; they took action to claim their rights, and provided hope for real change and greater empowerment in their lives.

338

GOVERNMENTS IMPROVED POLICIES

338 cases of international bodies improving their policies, such as the EU and the UN and governments in Afghanistan, Burundi, Cambodia, Greece, Indonesia, Mozambique, Myanmar, Niger, Nigeria, Somalia, South Sudan, Occupied Palestinian Territory and Israel, the Philippines, Uganda, and Vietnam; they now promote issues that are vital for women, including tax justice, access to land and water, climate justice, and pro-poor value chains.



2020/21¹

2,9 MILLION

WOMEN AND MEN RECEIVED LIFESAVING RELIEF

2.9 million women and men affected by conflict and natural disasters in 11 countries, such as Uganda, Somalia, and Occupied Palestinian Territory, received humanitarian aid.



CIVIL SOCIETY SPACE WAS STRENGTHENED

3,200

3,200 civil society organizations in 29 countries are better able to lobby and advocate for issues that are key to defeating poverty, such as protecting civic space, promoting local humanitarian leadership, land rights, and tax justice.

300

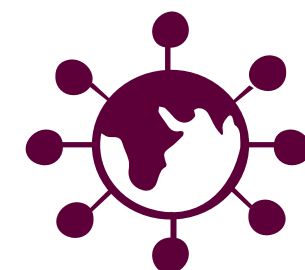
CASES WHERE POLITICAL WILL HAS INCREASED

300 cases in which those in power in Afghanistan, Greece, Indonesia, Niger, Mozambique, Myanmar, Occupied Palestinian Territory and Israel, Pakistan, South Africa and Uganda have endorsed our policy asks on issues such as inclusive agribusiness investments, protection of civic space, tax justice, women-inclusive security provision, peacebuilding, and conflict transformation.

185

COMPANIES BEHAVED MORE RESPONSIBLY

185 cases in which local and international companies in Belgium, Brazil, Cambodia, Germany, Indonesia, Japan, Mozambique, the Netherlands, Norway, Sweden, Uganda, and Vietnam promoted or implemented gender-sensitive policies on vital issues such as land rights, tax transparency, and inclusive agribusiness.



WORLDWIDE INFLUENCING NETWORK GAINED POWER

184 alliances across the world have become more influential advocates, in particular for tax justice and land rights; they add to a worldwide influencing network that leverages citizen power.

¹ All numbers in this chapter are rounded off and based on Oxfam Novib’s Outcome Framework, which combines the results of projects that we implement with partners worldwide. For individual projects, we gather results based on a more detailed and context-specific monitoring plan.

MESSAGE FROM THE EXECUTIVE DIRECTOR



GETTING THROUGH THE CRISIS TOGETHER

It is impossible to reflect on the year 2020-21 without considering the impact of the Covid-19 pandemic. Everything changed all of a sudden. Just like most other people in the Netherlands I was working from home on my laptop. I was concerned about my loved ones and I tried – and regularly failed – to keep all the balls in the air; both privately and professionally. We scrolled from one virtual meeting to another. We were no longer able to visit countries or projects or to meet partners offline.

Obviously, this small domestic distress was nothing compared to the unprecedented impact that the pandemic had on people and societies around the world. And certainly not just the people who caught the virus. Hundreds of millions of people lost their source of income from one day to the next. Within one year, the number of people suffering from food shortage and famine doubled. Ten years of progress in combating poverty was wiped away in an instant. It was even more painful to see that true international solidarity for the most vulnerable was absent. Poor countries are missing out when it comes to acquiring vaccines.

CONNECTED AND COMBATIVE

The Covid-19 crisis has deeply affected me and my colleagues, but it has never discouraged us or made us feel powerless. Despite the physical distance, our feeling of being connected and our sense of combativeness were perhaps stronger than ever before. I do hope that when you read this annual report that you appreciate how much work was done and what we achieved together. I would like to highlight four achievements that make me feel particularly proud of the efforts of our team and our partners. First of all, nearly all projects carried on

regardless and achieved good results. By adjusting our own way of working, but mainly because of the resilience and persistence of the people, organizations and movements we work with. Could a public meeting not take place? Then an online event was organized, sometimes attracting even more participants. Did the needs in conflict areas change? Then the humanitarian teams supplied face masks, clean water and information. Did we in the Netherlands have less information about situations locally? Then we trusted the judgement of our experienced partners. This is how we were flexible in adjusting to a new reality. We even managed to complete major projects on time such as the Strategic Partnership with the Dutch Ministry of Foreign Affairs.

Secondly, we exposed the ‘own-country-first’ way in which this pandemic was handled. We organized a counter message together with other organisations. From the Dutch House of Commons to the World Economic Forum, we broadcast the message that in a global crisis you cannot win on your own and that the ‘inequality virus’ is the real problem. Our message was that it’s great to express solidarity with Dutch companies helping them through this crisis, but that poor countries – without a safety net and often with a heavy burden of debt – need our support just as much or even more. As Oxfam we also contributed to the People’s Vaccin Alliance, increasing the pressure on organisations to share patents, knowledge and technology to produce vaccines. We need to make sure that Africa does not have to wait for the life-saving vaccines for years.

It is also very important that we as Oxfam Novib and in an international context have taken steps to prepare for the future. With this new multiple-year strategy in hand, we are able to make clearer choices to fight the battle against inequality. We are more powerful in aiming our arrows at the systems that keep exploitation, poverty and gender inequality in place. We stand firmer next to activists and youth movements who address injustice and demand change. In the Oxfam confederation we are on our way to a global balance with a more diverse management and a shared say – breaking down the old North-South way of thinking. Our organization in the Netherlands was redesigned to be even more flexible and effective in the way we work and so that we can achieve the best possible impact.

Finally, we see that our achievements and future plans are picked up and supported well. We invested a lot of energy into new project proposals over the last 12 months, deepening our efforts towards fairer trade and against tax avoidance, taking new initiatives in the fight against climate change and supporting women rights and LHBTI rights. We did so with more partners than ever before and we were successful: never before have this many proposals been awarded by donors. It is fantastic news that more people have now started to support our work, after a few difficult years. The number of people donating increased to nearly 300,000 with more people mentioning Oxfam Novib in their last will. More and more supporters are actively taking part in campaigns. We are very pleased about the trust they place in us, because together we are stronger, and our message will be heard more widely and we will achieve more.

CHANGE IS IN THE AIR

So we are proud and happy, but we are also looking ahead with ambition and with a healthy dose of impatience. In a world where the Covid-19 pandemic has painfully exposed extreme inequality, we also see that change is in the air. With the Black Lives Matter movement that is reaching people far outside the US and forcing them to reflect. With successful court cases and proposals for new legislation that force governments and multinationals to take sustainability and human rights seriously. With the understanding that various forms of inequality are connected to each other. Knowing that we can only come out of this crisis fairer if we really do things differently this time.

Together with everyone who believes in change, both in the Netherlands and in all those countries around the world where our colleagues, partners and courageous activists are working, Oxfam Novib continues to fight for a fairer world. If we do this together, we can make it work!

Michiel Servaes
Executive Director of Oxfam Novib

OUR MISSION & APPROACH



Oxfam Novib is a member of the Oxfam Confederation, a global movement of people who are fighting inequality to end poverty and injustice. Around the globe, we work to find practical, innovative ways for people to lift themselves out of poverty and thrive, supporting them to raise their voices and hold governments and the private sector to account.



OUR VISION

A JUST AND SUSTAINABLE WORLD

That is our vision. We want a world where people are valued and treated equally, enjoy their rights as full citizens, and can influence decisions affecting their lives. To this end, we believe that urgent, radical and systemic change is needed.

Across the world, billions of people are standing up to injustice, the trauma of war, and complex problems like climate change and economic inequality. But there is much more to be done. That is why Oxfam Novib exists: to tackle the injustices that cause and perpetuate poverty. We work to make the world safer and fairer for everyone.

OUR VALUES

When people's basic rights are respected, we can rid the world of inequality and injustice. This is what we stand for:

- **Equality**
We believe everyone has the right to be treated fairly and to have the same rights and opportunities.
- **Empowerment**
We acknowledge and seek to expand people's agency over their lives and the decisions that impact them.
- **Solidarity**
We join hands, support, and collaborate across boundaries in working towards a just and sustainable world.
- **Inclusiveness**
We embrace diversity and difference and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.

- **Accountability**
We take responsibility for our action and inaction and hold ourselves accountable to the people we work with and for.
- **Courage**
We speak truth to power and act with conviction on the justice of our causes.

OUR APPROACH

We believe sustainable development is about cooperating with people, enabling them not just to survive, but to thrive. That is why we help people around the world to stand up for their rights. Our practical, community-level work aims to demonstrate that alternatives are possible and that people can shape change. Working alongside our partners and allies, we create and implement programs and campaigns and provide humanitarian assistance, while we advocate and campaign for systemic

change as part of a worldwide influencing network.

We are committed to using feminist principles to guide our work, and we ensure that the people impacted by our programs are involved in decision-making ('nothing about us without us'). We use the evidence delivered in our programs to accelerate our influencing work and adapt our strategies and ways of working. We are open to and build new connections, expanding and deepening more equal partnerships. Adapting to new realities, we innovate and rigorously measure all that we do, in order to learn and to improve the quality of our work; we mutually develop and share knowledge and expertise with our many partners, colleagues and donors.



OUR WORK

Our work in 2020/21 reflects both our longstanding expertise and networks, and our new vision for 2030. More than ever, Oxfam Novib supports and mobilizes the power of people for social justice; in the Netherlands, in the 35 countries where we work, and at the regional and global level, together with over 500 partners. As an activist organization, committed to feminist principles, we recognize and act upon the interrelated global injustices of extreme poverty, inequality, the impact of climate change, and the denial of people’s rights and civic freedoms. We aspire to be the leading Dutch platform promoting international social justice by 2030; we will grow our Dutch supporter base and connect it to a global movement of millions.

FOUR IMPACT AREAS

By focusing on four change goals, Oxfam Novib works tirelessly to make this world more inclusive (EQUAL), secure (SAFE), equitable (FAIR) and sustainable (GREEN); we do so as part of the Oxfam confederation and in close collaboration with our partners and allies. Oxfam Novib supports and cooperates with courageous activists and movements across the world, to develop and implement their ideas and solutions, and strengthen and

amplify their voices. We challenge and encourage governments, private sector parties and citizens to take responsibility, and we engage with innovative thought leaders and key decision-makers to bring about the urgent, radical, and systemic change that is needed.

Below we present some highlights of the progress and impact we achieved in 2020/21 within our four change goal programs, EQUAL, SAFE, FAIR, and

GREEN. We show how we continuously and consistently measure our impact, share knowledge, and innovate for change. And we highlight one of our most comprehensive programs, which ended in December 2020: our strategic partnership with the Dutch Ministry of Foreign Affairs. For five years, SOMO and Oxfam Novib worked with more than 1,100 civil society organizations in 17 countries to increase civic space in three thematic areas: Right to Food, Finance for Development, and Conflict and Fragility.

In the COVID year 2020/21, Oxfam Novib managed to quickly adapt and we continued working to fulfill our mission. In addition, we raised awareness of the virus, promoted hygiene, and delivered much-needed assistance to millions of people who suffered the consequences of lockdowns and other restrictions. In addition, we published revealing reports pointing to the structural inequalities exposed and exacerbated by the pandemic, and we strongly advocated for equal access to financial support and healthcare, a fair economic rescue plan for all, and a people’s vaccine. In doing so, we mobilized the support of hundreds of thousands of supporters, including in the Netherlands.

BOLSTERING OUR DUTCH BASE

Connecting the voices and the power of people across the world as part of a global movement for change, we at Oxfam Novib have a specific role to play in our home country, the Netherlands. We are proud of our strong supporter base: people who participate in our work as well as providing financial and other support, sharing our ambition of a socially just world. Our Dutch supporters are one of our two most important stakeholder groups, the other being the marginalized people we work with and for. We aim to connect to Dutch society even better in the coming years, and to increase the number of supporters to one million by 2030. In this chapter, we show how we invest in meaningful engagement with and growth of our supporter base, and how we are increasing the impact of our influencing and campaigning agenda in the Netherlands.

Last but not least, we honor the private and institutional donors and funds that put their trust in our work and believe in the value of the impact we achieve. To us, they are crucial allies in the global fight to end inequality and mobilize the power of people for social justice.



OXFAM'S RESPONSE TO COVID-19

In March 2020, the corona crisis broke out, killing millions and affecting us all in different ways. We at Oxfam Novib and Oxfam were forced to change the scope and scale of our operations: how to continue doing our work safely? How to prevent millions of people ending up worse off than they were before the pandemic? We are grateful for the belief and goodwill of our amazing supporters and partners, who enabled Oxfam to help more than 14 million people around the world through the first coronavirus year.

WORLDWIDE

Despite access restrictions, Oxfam has been working around the clock – with almost 700 local partners in 68 countries – to deliver much-needed assistance to curb the spread of the virus and help protect communities from its economic impact. We provided millions of people in refugee camps and slums with clean water, soap, and innovative contactless handwashing stations. We raised awareness of the virus, enthusiastically promoted hygiene, and helped people in local communities to manage the risks to themselves.

Many people lost their jobs and income due to lockdowns and restrictions;

remittance flows from migrants collapsed, and global poverty and hunger were rocketing. In response, Oxfam supported people in 50 countries with food baskets, food vouchers and cash assistance, enabling them to spend money to meet their most urgent needs. But we also advocated for access to basic financial support, healthcare and medicines, warning as early as April 2020 that the economic crisis caused by the coronavirus could push more than half a billion people into poverty. In *Dignity not Destitution*, we laid out an 'economic rescue plan for all' that meets the scale of the crisis, requiring rich countries to mobilize at least US \$2.5 trillion.

In July, as COVID-19 was deepening the hunger crisis, Oxfam sounded the alarm in *The Hunger Virus*, predicting that by the end of the year 12,000 people *per day* could die from hunger related to the coronavirus. In the same report we revealed that the biggest food companies had paid over US \$18 billion to shareholders since the start of 2020 – over ten times the UN appeal for food aid at the time.

For billions of people, the COVID-19 pandemic came as a crisis on top of other devastating crises, related to armed conflicts, climate change, gender-based violence, and inequality. Communities in war-torn countries such as Yemen, the Central African Republic, and Syria were already struggling to overcome malnutrition and the spread of disease. And again in 2020/21, extreme droughts and climate-fueled cyclones aggravated the food crisis that had already driven millions to the brink of starvation.

Comparing the lack of action to combat the climate crisis with the fast moves and drastic measures that rich countries took to protect their citizens and economies, Oxfam Novib and others pointed out that this demonstrates that decisive and large-scale action by governments is

EXTREME INEQUALITY EXPOSED AND EXACERBATED

In our flagship report *The Inequality Virus*, launched in January 2021, Oxfam revealed that the 1,000 richest people on earth had recouped their COVID-19 losses within just nine months. In contrast to these happy few billionaires, the world's poorest people will take more than a decade to recover from the economic impacts of the pandemic. We showed how the rigged economic system is enabling a super-rich elite to amass wealth in the middle of a global recession. For the first time since records began, inequality rose in virtually every country on earth at the same time.

Oxfam urged governments to put the fight against inequality at the heart of their economic rescue and recovery efforts. Fairer economies are the key to a rapid economic recovery from COVID-19. Yet, as we demonstrated in our report *Shelter from the Storm*, over a third of the world's population had no social protection to

cope with the effects of the pandemic. We called on governments to provide universal social protection, and demanded that the IMF would immediately stop promoting austerity and instead advocate policies that reduce inequality.

In *Power, Profits and the Pandemic*, we laid bare that 32 of the world's largest companies stood to see their profits jump by US \$109 billion in 2020. A temporary tax on their excess profits could have raised US \$104 billion that year, enough to provide unemployment benefits for all workers and financial support for all children and elderly people in low- and middle-income countries. With that in mind, we strongly welcomed the call the IMF made on April 1 2021 for progressive and emergency taxes, including the taxing of excess corporate profits and top income levels, to fund COVID-19 recovery.

possible. “Now it is the time to incentivize a transition to sustainable energy sources and invest in resilient economies,” Oxfam told the [World Bank](#), in a call to help lead the way out of the climate crisis. We believe that financial institutions should use their investments to build back better, just as governments do.

Oxfam also joined a coalition of more than 50 organizations, the People’s Vaccine Alliance. We actively supported the proposal that India and South Africa made to the World Trade Organization: to waive intellectual property rights rules for COVID-19 vaccines, and pursue a ‘people’s vaccine’ for middle and low-income countries. Last but not least, Oxfam expressed a clear vision on building a more equal world after the corona era, for which we [defined five key actions](#). In short: fewer billionaires and more nurses.

IN THE NETHERLANDS

In 2020 Oxfam Novib launched a public campaign in the Netherlands. Together with over 42,000 people, we demanded that the Dutch government take more action against the impact of COVID-19 on the world’s poorest people. Rich countries such as the Netherlands should provide middle- and low-income countries with immediate support, and enable them to be better prepared for a subsequent crisis. Thanks to the financial support that our campaign generated from over 10,000 people, Oxfam Novib was able to offer emergency aid as well as continue our work to bring about structural change to economic systems.

Our campaign lasted six months, so we were able to inform and mobilize Dutch citizens through report launches (441 media hits), a TV and radio commercial, print ads in newspapers, and our social media channels (with a reach of 1.8 million people), and we also engaged them in lobby actions. Our media department raised media attention and influenced the political debate on COVID-19’s impact on developing countries by pushing press releases on Oxfam’s flagship reports.

ALARMING SETBACKS FOR WOMEN AND GIRLS

As in almost all crises, the COVID-19 pandemic has hit women and girls the hardest. They comprise the majority (70%) of health and social care workers, who are on the frontline of infection risk. In addition, women’s already heavy burden of unpaid care work increased dramatically as a result of illness and school closures. Women have also been disproportionately pushed out of employment by the corona crisis, and into poverty and hunger. They lost more than 64 million jobs globally in 2020; women working in the informal economy saw their income fall by 60% during the first month of the pandemic.

On top of all this, gender-based and domestic violence has increased during the crisis. Women found themselves locked down with their abusers, resulting in an increase in intimate partner violence reports of up to 33% in some countries. Due to COVID-19, the number of child marriages grew by an estimated 2.5 million. (Young) LGBTQIA+ people who were left without income were forced to move back in with hostile families, out of reach of supportive allies or safe spaces. In its COVID-19 response work, Oxfam responded by focusing even more on gender in the countries in which we work. Of the 14.3 million people we have reached since the start of the pandemic, 54% have been women and girls. We also raised the alarm in global reports such as [Care in the time of coronavirus](#), urging decision-makers to take the gendered, intersectional impacts into account in their pandemic responses. Together with six other NGOs, we launched a [‘Safety Nets’](#) program to help survivors of domestic violence.

Oxfam’s ‘Hunger Virus’ report was frequently quoted in Dutch parliamentary debates on COVID-19 support. As early as April 9, Oxfam Novib was the first to demand that 1% of Dutch support packages go to poorer countries. Our lobby for tax-related conditions to the government’s coronavirus aid also contributed to the implementation of stricter rules for large companies applying for this support.



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PREVENTION IN AN OVERCROWDED CAMP

Nurjahan has been living in Cox’s Bazar, Bangladesh, for over three years, along with 855,000 other Rohingya refugees from Myanmar. She has managed to stay strong despite the overcrowded conditions in the camp. “We face many challenges, including the hot weather. Our block has only one water pipe.” Nurjahan is glad that, since Oxfam has scaled up its hygiene promotion work in Cox’s Bazar, she has learned more about the virus and how to avoid getting infected. “We have to wash our hands regularly with soap, and maintain distance from each other. And if someone gets sick, we have to take this person to the hospital. It helps that we ourselves can contribute to preventing the spread of the disease.”



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SMART AND SOCIAL: HOW G05 IS SURVIVING COVID-19

Najimah Katete is the founder and CEO of G05 Packaging, one of the small businesses that are part of Oxfam Novib’s Impact SME Development program. G05 is a local business in Central Uganda, producing biodegradable packing bags for distributors, supermarkets and retailers all over East Africa. “Because of the lockdown, people had no money to spend and so our customers did not need packing bags. So the question was: how can we play our part in the fight against COVID-19, while at the same time ensuring the survival of G05?”

Najimah discovered that the nanogen fabric that G05 uses to make packing bags is the best fabric worldwide for making face masks. “So we went to the community, and trained less privileged women, the breadwinners who were unemployed due to the lockdown. They did an amazing job; I’m really proud to put on their high-quality masks.” Najimah hopes to get G05 certified for the production of medical masks as well. “A friend who is working in a hospital was actually shocked: ‘This mask is better than the ones we have in the hospital!’”

EQUAL:

AN INCLUSIVE WORLD

To promote inclusive societies and communities, Oxfam Novib works with movements and activists fighting for equal rights and opportunities. We support them to organize themselves, shape new narratives, raise their voices, design their own future, and foster global solidarity and support between movements. In a world where civic space is increasingly under pressure, Oxfam Novib assists civil society to create safe digital and real-life spaces, and to amplify the voices of the most marginalized and excluded. We protect activists, movements, and civil society organizations in their struggle for accountable states and responsible private sectors.

EQUAL RIGHTS FOR ALL

Young people should be the ones to decide if and when to get married and should make informed choices about their sexual and reproductive health and rights (SRHR). To empower youth in India, Malawi, Mali, Niger and Pakistan, Oxfam Novib – as part of the More than Bride Alliance – implemented [Marriage, No Child's Play](#). The program, which was funded by the Dutch Ministry of Foreign Affairs (MoFA) and ended in 2020, booked some great results that gave girls the tools, knowledge, and resilience to design their own futures. Almost 3,500 youth groups strengthened 150,400 peers' agency with regard to their SRHR, and some 21,000 girls learned income-generating skills. More than 80 laws, guidelines, and policies were changed, ranging from working on the implementation of a new provincial youth

policy in Pakistan to national decrees to improve girls' school retention in Niger. In our [Are You Listening?](#) campaign, continued during the 16 Days of Activism against gender-based violence, we reached over 600,000 people through social media, raising awareness about the impact of COVID-19 on girls.

In two different programs, Oxfam Novib empowers young people to develop livelihood opportunities for themselves. In [Work in Progress!](#), which was also funded by the Dutch government, we supported 174 enterprises and assisted 1,632 Nigerian, Egyptian, and Somali young people (520 of them women) with finding jobs, and 334 young people (254 of them women) with income-generating activities. Thanks to funding from IKEA Foundation, our program [Empower Youth for Work](#) reached 117,500 people

directly and 831,700 indirectly in climate-affected rural areas of Pakistan, Bangladesh, Indonesia, and Ethiopia to help them to obtain a decent income. We saw the amazing power of youth raising awareness of COVID-19 in their communities, setting up small soap and mask-making enterprises, and helping vulnerable people.

On International Youth Day, we showcased this inspiring youth engagement with our country teams: from the young activist in Mali who raised awareness around COVID-19 through web TV and the students in Nigeria who designed a mobile app to share corona information, to the young Palestinian refugees in Bethlehem camps who created a video about COVID-19 prevention. Strong partnerships between Oxfam and youth (movements)

were presented in the report "[Shaking Up and Moving Forward](#)"; the result of conversations with more than 350 youth in over 30 countries.

In January 2021 we kicked off our new five-year program Masarouna, a strategic partnership with the Dutch government, which will mobilize the power of youth in six countries in the Middle East and North Africa (MENA) to fight for greater freedom of choice and respect for their SRHR.

CHAMPIONING CIVIC SPACE

Across the world, governments used the pandemic to curb democratic freedoms and people's voices, raising serious concerns about a further shrinking of civic space in the long term. Uganda, for instance, restricted both public gatherings and digital space, while Myanmar,

Cambodia and Morocco tightened laws pertaining to misinformation, and Vietnam introduced measures with a high risk of privacy abuse. Oxfam's influencing work to counter these trends resulted in increased attention for the consequences that pandemic-related measures have on civic space and electoral processes in West Africa, and the need for data protection and privacy in Vietnam. On the positive side, the pandemic also opened collaboration opportunities for civil society and governments in, for example, Yemen and Pakistan. Our lobbying with the Netherlands Human Rights Network ([Brede Mensenrechten Overleg](#) or BMO) resulted in the MoFA committing to monitor the way in which the COVID-19 emergency measures affect civic space in the countries with which it has a development relationship. [Voice](#) is an innovative grant facility

financed by the MoFA and managed by Oxfam Novib and Hivos. Voice supports the most marginalized and discriminated people in ten African and Asian countries to increase their political participation and access to services. In 2020 Voice provided 400 grants – even more than had been planned for this challenging COVID-19 year. Through its 'sudden opportunity grants' Voice supported various groups, including coalitions, to counter a sudden threat or opportunity related to civic space. The Dutch government awarded this successful program an extension until 2024 with an additional €36 million in funding.



EMPOWER@ SCALE

Empower@scale is a four-year project (2018–2022), initiated by Oxfam Novib and Hivos, and supported by the International Fund for Agricultural Development (IFAD). Empower@Scale scales up the use of the successful Gender Action Learning System (GALS) in development projects, to position rural women, men, and youth as the drivers of their own development. Oxfam Novib uses GALS to support people to transform gender relations, ensure an equal voice for women and men in decision-making, and mobilize people to work together to improve their collective situation and get out of poverty. GALS is a so-called Household Methodology, meaning that it involves all household members in creating a joint vision and action plan. GALS uses simple graphics and symbols that encourage people to – mutually – shape their idea of a better future, looking at ways to escape poverty.

Empower@scale links those who design and implement projects with communities, groups and individuals who have real-life experience with GALS.

The project establishes partnerships between civil society organizations, government agencies and the private sector, and increases their GALS knowledge, skills, and expertise. In 2020/21 the project supported 17 projects in 14 African countries in using GALS. To increase information exchange and uptake of the methodology, we built an online [platform](#) that launched in April 2021.

The most innovative element of the Empower@scale platform is that users and visitors are able to make direct connections to a vast, high-quality network of GALS experts across the world. Additionally, in Uganda, Kenya, and Nigeria we have established or strengthened [Empowerment Learning Centres](#) (ELCs) that are also accessible through the platform. These centers are run by community members and are living examples of how GALS can be used in community-based organizations or groups. Representatives of potential GALS users are able to visit ELCs to see how the methodology works in practice.



IMPROVING LIVELIHOODS TOGETHER

Omanya Pato Francis (31) of Forest Village, Uganda, married young and now has four children. Before doing his first GALS training through an Empower@scale partner, he never shared much with his wife. After the training, he discussed the methodology and tools with his wife and the two agreed to develop a mutual vision for their household. They realized that they both have a role to play in improving their livelihood. “Now my wife sells tomatoes in the market and we share the work inside the home. At 8 o’clock every night we sit down together to discuss our achievements and what to do next.” Pato is so enthusiastic about GALS that he has reached out to the local health center and the markets in his village, offering to train others in its use.

SAFE :

A SECURE WORLD

Disasters, both man-made and natural, tend to hit the most vulnerable people the hardest. Supported by donors such as the Dutch Ministry of Foreign Affairs (MoFa), ECHO and the European Commission, Oxfam Novib works with communities to provide humanitarian relief where needed *and* to address the root causes of conflict and disaster. This includes measures to avoid future crises, increase communities' resilience, build accurate response mechanisms, and promote inclusive peacebuilding and local humanitarian leadership. We support those who fight for the rights of people on the move, and advocate for migration policies that put international law and human dignity first. As a Dutch organization, we are focused on defending the human rights of displaced persons along Europe's periphery.

SAFE AND RESILIENT COMMUNITIES

In 2020/21 Oxfam Novib brought lifesaving humanitarian relief in food-insecure Zimbabwe and cyclone-affected Vietnam, among many other emergency responses. In Beirut, Lebanon, we assisted people with food, hygiene kits, cash, and psychosocial support following the devastating blast in the port. Oxfam Novib also develops innovative ways to help communities be better prepared for disasters. One promising example is the DRA-funded B-READY pilot in the Philippines, where we are testing the impact of forecast-based cash transfers. This enables people to prepare before the arrival of a typhoon, for example by reinforcing their houses, buying food, or arranging transport to leave the area (see also page 48). DRA stands for Dutch Relief Alliance and is a partnership of fourteen

Dutch NGOs, including Oxfam Novib, with the MoFA, established to respond in a timely, effective and efficient manner to the most serious and complex crises.

Oxfam Novib supports local humanitarian organizations to take up leadership roles as first responders, and to access funds and decision-making spaces. We also advocate for a more locally-led humanitarian system. Within the Empowering Local and National Humanitarian Actors program, funded by IKEA Foundation and implemented in Bangladesh and Uganda, the Humanitarian Response Grant Facility (HRGF) allows local and national humanitarian actors to design and manage responses independently. The HRGF provided space for capacity development and learning through a 'learning by doing' approach. At the

same time, it offered a way to gain more experience in the full cycle of humanitarian response, from proposal writing to response implementation. In 2020/21 four consortia in [Bangladesh](#), representing a total of 26 local and national humanitarian organizations, used the HRGF to respond to COVID-19 effectively.

Oxfam Novib defends the rights of women in crises, and works to amplify their voices. We support and make visible the many women who are boldly working for peace in their communities and (inter)nationally. One of the ways we do this is by building networks and coalitions. Our partner Strategic Initiative for Women in the Horn of Africa (SIHA) and women's peace collectives achieved an important success: in June 2020, the South Sudanese government published a

joint ministerial statement calling for the elimination of gender-based violence and an end to impunity for its perpetrators, leading to the implementation of military court-martials that tried military officials involved in violence against women and girls.

RIGHTS OF PEOPLE ON THE MOVE

In 2020/21, Oxfam Novib continued to advocate for humane and rights-based migration policies, for example in light of the fire that consumed the infamous EU 'hotspot' Moria in September. Through the [Lesbos Bulletin](#), we provide decision-makers and journalists with regular updates on the abysmal conditions in Moria 2.0, and denounce the European refusal to relocate asylum-seekers from the Greek Islands. In our latest report

[Tipping the Scales](#), we show how Europe continues to replicate the policies that leave refugees in dire circumstances. Meanwhile, Oxfam Novib and partners provided humanitarian assistance to asylum-seekers in Greece, including legal aid, social and psychosocial support, food, and essential non-food supplies.



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THE LOCUST CRISIS

In 2020/21, the Horn of Africa was hit by the worst infestations of desert locust in over 25 years (Ethiopia and Somalia) and as much as 70 years (Kenya). Locusts are able to consume large quantities of vegetation and crops; this has had a devastating effect on the food security situation in the affected countries, where people were already facing hunger and malnutrition following unprecedented droughts and flash floods.

In Somalia, Oxfam worked with local partners Candlelight and KAALO in a challenging attempt to control the constantly-moving swarms of locusts as well as to improve people's livelihoods. Agricultural inputs such as seeds and tools were provided to assist farmers, accompanied by targeted agricultural practice training sessions. The seeds were distributed ahead of the rainy season to ensure good growing conditions and increase the chances of a successful harvest.

Communities also received cash grants, which families used both to cover their immediate needs (such as food, water

and medicines) and to fight the spread of the locusts. They dug trenches to bury newly-hatched locusts, rehabilitated rangeland, and ensured soil and water conservation. In addition, for two months Candlelight broadcast radio messages for rural communities to advise them on how to mechanically control locusts, and inform them on where locusts were sighted.

Candlelight, KAALO, and Oxfam supported 30,000 people in the Awdal, Togdheer, Sool and Nugal regions of Somalia and Somaliland. The support was very much appreciated by agro-pastoralists, who were interested in becoming more self-reliant and building the communities' resilience to recurring shocks.

ACHMED DOESN'T GIVE UP

In Fafam Valley, one of the most fertile valleys in the Somali region of Ethiopia, vegetable farmer Achmed Abil looks at what's left of his crops after the locusts attacked. "They arrived last week and ate all my lettuce, which was about to be sold at the market. We tried to chase them away with smoke and the noise of metal blades. We even started the generator because they hate that noise." All the same, he was unable to prevent the loss of most of his cattle weed and chili plants. But Achmed doesn't give up easily. Oxfam assists farmers like Achmed by giving them cash and varieties of early-maturing seeds. The cash will enable Achmed to buy specific seeds: "I'm determined to replant after the first rainfall."



FAIR:

AN EQUITABLE WORLD

To reverse the trend of growing inequalities, we need to press for fundamental changes to public and private sector policies and practices, so that wealth, profits, and welfare are shared more equally and transparently. Oxfam Novib contributes to a Human Economy, which includes and serves society, leaves no one behind and gives people the power, choice and means to define and realize their own wellbeing. We do so by holding businesses, the financial sector and governments accountable for their policies and practices. Oxfam Novib develops and promotes viable alternatives, highlighting best practices of tax-raising, budget mechanisms, and fair, inclusive and sustainable value chains. We urge the financial sector to invest more responsibly and demonstrate the life-changing effects of impact investment in small and medium-sized (SME) companies and microfinance institutions (MFIs).



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FISCAL AND FINANCIAL JUSTICE

Oxfam's F.A.I.R – Even it Up program, which is funded by the Dutch Ministry of Foreign Affairs (MoFa) and the European Commission, fights inequality by emphasizing government's responsibility to provide basic social services to all citizens. In 2020/21, we supported partners and activists to demand fair taxation and inclusive, pro-poor public spending. In Niger, for instance, our partners created 'citizens' participation cells' in 30 local communes. These managed to restore trust between the communal authorities and citizens, resulting in increased tax revenues being spent on basic services. As global corporate tax systems lie at the basis of the current tax race to the bottom, Oxfam Novib campaigned and advocated

for global tax reforms. In 2020/21 we welcomed EU governments' support for new rules that require multinationals to report publicly on their profits and tax-paying practices.

Supported by Sida and MoFA, among others, Oxfam Novib holds the financial sector to account by joining forces with 13 national coalitions, comprising over 80 civil society organizations (CSOs), in [Fair Finance International](#) (FFI). In 2020/21 this resulted in 26 research reports, which serve as a base for awareness-raising among CSOs, citizens and consumers; more than 100,000 people took action, demanding responsible investment practices from their financial institutions. Among the many results achieved were the commitment of seven banks and eight insurance companies

in Japan to limiting coal financing, and the large German bank Sparkasse Köln-Bonn's divestment of arms and fossil fuel producers.

INCLUSIVE VALUE CHAINS

Oxfam Novib fights for value chains that are inclusive, respect ecological boundaries, and secure the rights and voices of smallholders and workers to negotiate a more equal value distribution. In March 2021, our report [Shining a Spotlight](#) concluded that the ten largest food and beverage companies that had committed to social and environmental improvements during Oxfam's Behind the Brands campaign had failed to translate their policies into action on a local level. Working with all stakeholders, our Sida-funded Gender Transformative and

Responsible Agribusiness Investments in South East Asia (GRAISEA) program strengthens gender equity and the role of smallholders in the Southeast Asian rice and seafood value chains. In October 2020, we organized a first technical workshop in Vietnam on the Sustainable Rice Platform Standard. There were over 100 participants, including cooperatives, rural development departments, and top rice mills and suppliers.

HUMAN ECONOMY

In 2020/21, our campaigns drew widespread attention to how large corporations put profits before workers' safety and push costs down the supply chain; in particular, to how protecting pharmaceutical company monopolies leads to vaccine shortages in developing countries. In May 2020, we calculated

that providing COVID-19 vaccines for the poorest half of humanity – 3.7 billion people – would cost less than what the ten biggest pharmaceutical companies make in four months. We also provided recommendations on how corporations can support a shift towards more just and sustainable economies.

Oxfam Novib boosts the SME sector as a key venue for fair, circular and local value creation, and youth and women's entrepreneurship, with support from the Dutch Postcode Lottery and our Efe network (see page 18), among others. In 2020/21, we assisted 82 SMEs in six countries (42% women-owned) with business development services and access to finance, in order to increase their impact. These businesses provide sustainable solutions for societal

challenges as well as decent jobs for 1,900 employees (45% female). They also serve as examples of viable alternative business models. In addition, our Oxfam Novib Fund invested in 31 microfinance institutions (MFIs) in 22 countries; these provided financial services to 78,000 microentrepreneurs (79% women), mainly living in rural areas in sub-Saharan Africa and the MENA region.

MONEY TRAIL

Investigative journalism is a powerful weapon against financial injustice. The famous Panama Papers are a great example, leading to dozens of companies and politicians being tried in court, and to policy changes in 15 countries. Journalists and civil society activists who reveal financial irregularities and crimes are key to combating the tax abuse, money laundering and grand corruption that ravage developing countries' economies. The money siphoned off by these crimes is income that these countries desperately need in order to finance good healthcare, education, and public services for their citizens. According to the UN, Africa alone is being robbed of €73 billion every year due to illicit financial streams.

However, conducting and delivering journalistic investigations into illicit finance is often a complex and dangerous task. In addition to courage and persistence, this work requires practical skills and tools, and sometimes cooperation across borders. That is why Oxfam Novib, Free Press Unlimited,

Finance Uncovered and Journalismfund.eu initiated 'Money Trail' in 2018, supported by the Dutch Postcode Lottery.

'Exposing illicit finance' is the subtitle of our Money Trail project – and that is exactly what the more than 150 investigative journalists and activists trained during this project have done in the past three years. Together they have produced more than 75 stories, leading to over 200 publications in dozens of countries – as well as to citizens campaigning for fair and transparent financial policies, and revenue authorities recovering desperately needed funds.

In February 2021, we published four of the many remarkable stories by Money Trail-trained journalists in a supplement to the Dutch national newspaper Trouw. The stories cover a range of issues, for example tax evasion in Malawi via the Netherlands by telecom giant Airtel, the impact on Ivory Coast of drug trafficking through the country from South America to Europe, and the Luanda Leaks that revealed the money laundering and corrupt deals of 'African kleptocrat's daughter' Isabel dos Santos.



DIGGING DEEP INTO CORPORATE MALPRACTICE

Collins Mtika is the Malawian journalist and Money Trail participant who sank his teeth into Airtel's tax evasion practices, uncovering suspicious transactions worth millions of dollars. Investigating the powerful multinational Airtel was not easy: most of the experts Mtika approached refused to contribute to his investigation. Local newspapers were afraid to publish his story, so the journalist reached out to his audience through social media. Although Mtika hopes that his investigation will cause the Malawian tax authorities to act, he also calls on Dutch citizens to put pressure on their government. "Numerous multinationals use holdings in the Netherlands to rob poor countries like Malawi of income and resources. Malawi lost 400 million dollars due to illicit financial flows last year alone."

GREEN :

A SUSTAINABLE WORLD



DEMANDING CLIMATE JUSTICE

Where 2020 should have been the year of climate action, five years after the Paris Agreement, it instead became the year of COVID-19. Despite falls in carbon emissions in 2020 linked to the pandemic, the climate crisis continued to grow, with extreme weather disasters as a stark reminder. Supported by the Dutch Ministry of Foreign Affairs (MoFA), Sida and the European Commission (EC), Oxfam Novib advocated for climate justice in 2020/21. Calling on governments to put climate justice at the heart of the COVID-19 recovery plans, in its [Confronting Carbon Inequality](#) report Oxfam showed how extreme carbon inequality in recent years had brought the world to the climate brink.

From 1990 to 2015, the richest 1% (63 million people) were responsible for 15% of cumulative emissions, while the poorest half of the world's population (3.1 billion people) created only 7% of all CO₂ emissions. These figures make it clear that the only way we can keep the global temperature increase to 1.5°C is by building radically fairer and greener economies. To this end, Oxfam Novib supports climate activists and movements in demanding that countries transform their fossil-fueled economies and deliver on their fair climate finance promises. We assist local communities in becoming more resilient, with well-resourced adaptation plans that support their food and income security practices.

With financial support of the MoFA and the EC, Oxfam Novib increased its efforts to have the voices of climate-affected

people heard and to involve more women, indigenous people and youth groups. As part of the Dutch [Climate Crisis Coalition](#) we organized a Climate Alarm on March 14 2021, mobilizing over 35,000 people. Participants in more than 40 towns and cities across the Netherlands – and online – demanded real solutions and fair climate policies.

CLIMATE ACCOUNTABILITY

In 2009, rich countries committed to mobilizing an additional US \$100 billion per year by 2020, to be used to support developing countries in adapting to the impact of climate change and reducing their emissions. International climate finance is a cornerstone of global cooperation and underpins the Paris Agreement, so it is imperative that

developed countries deliver on their commitments. Despite this, they don't, as our [Climate Finance Shadow Report](#) revealed in October 2020. Supported by Sida, MoFA, and the Bill and Melinda Gates Foundation, Oxfam urges governments to allocate more financing to adaptation and to prioritize the most vulnerable countries and communities.

In August 2020, Oxfam raised the alarm about the [forest fires blazing across the Amazon](#) once again, mostly caused by big farmers clearing land for use as pastures and soy plantations. The flames burned millions of hectares of precious, climate-saving rainforest and savanna, and destroyed the livelihoods of thousands of indigenous people. As Oxfam Novib and others revealed in a Sida-funded Fair Finance International report, European financial institutions continue to fuel this climate crisis through their investments.

CLIMATE ADAPTATION

In 2020/21, our program [Sowing Diversity = Harvesting Security \(SD=HS\)](#) demonstrated how long-term investments in communities' resilience to climate change enabled them to survive, despite the interruption of food value chains caused by COVID-19 restrictions. For many years, farmers had worked to improve climate-resilient seeds in Farmer Field Schools and stored these in community seed banks. With only minimal external support through WhatsApp and mobile phones, they managed to continue operating the seed banks and farmers' seed enterprises, providing local communities with the right seeds when the formal input markets failed. The network of farmers' groups was also very active in distributing information about the pandemic, thus contributing to reducing the spread of the virus in their local areas. Thanks to the program's

investments in social capital and the use of local knowledge and resources, we managed to reach 73,000 small-scale farmers (55% of them women). Climate change is both a cause and a consequence of land inequality. Large-scale monocultures make a significant contribution to climate change, but the more sustainable land use practices of small-scale farmers and indigenous peoples are threatened by evictions and biodiversity loss. Governments and corporations constantly violate their land rights, resulting in an expansion of the climate-destructive monocultures. In November 2020, the International Land Coalition's report [Uneven Ground](#) (which Oxfam co-branded) and a webinar with 600 participants raised [global attention](#) for the interconnectedness of land inequality and global crises, and for potential pathways to change.

PROMOTING A FAIR PALM OIL SECTOR

Palm oil is the most-used vegetable oil, an essential ingredient of everyday products ranging from shampoo to peanut butter. But palm oil production is also responsible for enormous amounts of CO₂ emissions, both through the conversion of unique rainforests and carbon-rich peatlands into palm oil plantations and by forests being burned in order to clear land for these plantations; fires that regularly choke Southeast Asia in smog. Indonesia is one of the main producers of palm oil and in this country, in Southeast Sulawesi, Oxfam Novib prepared a five-year pilot of the FAIR company-community partnership in 2020/21 with financial support of the MoFA.

Not only do monoculture palm oil plantations drive climate change and destroy biodiversity, but they are also responsible for land grabs, pushing small farmers off their land. Left with no other option than to work in the palm oil mills or plantations for low wages in bad conditions, or to become suppliers for the plantation companies, these small-scale farmers are unable to negotiate a fair price. Oxfam Novib has been working on the promotion of sustainable and responsible palm oil production for many years in order to counter these practices.

We believe that a radical transformation of the palm oil sector is possible. We have kickstarted an alternative business model to engage with every link in the global supply chain: FAIR partnerships. These partnerships support small-scale farmers to farm sustainably and gender-inclusively, negotiate fair prices, and keep the rights to their lands. While building a sustainable value chain, we also enhance a diverse landscape through sustainable land-use planning, with space for both commodities and subsistence agriculture, natural forest, and biodiversity.

We work from local to global levels to influence palm oil companies, demand that processors and traders require their suppliers to pay fair prices to rural communities, and strongly encourage investors to put their money in sustainable businesses. Global brands must use their leverage to ensure fair and sustainable practices throughout the supply chain, and retailers should only buy and sell products made with sustainably produced palm oil. We collaborate with governments to scale FAIR partnerships, protect their citizens against land rights abuses, promote environmentally-friendly agriculture and prevent deforestation, thus significantly reducing CO₂ emissions.

AGUS OWNS HIS LAND AGAIN

Agus R. Tatu (50+) leads a local farmers' association in North Sulawesi, Indonesia. The farmers successfully reclaimed 140 out of 180 hectares of land that had been grabbed by palm oil company Wira Mas Permai, which promised the farmers that they would also benefit. When the promised profit-sharing proved to be a lie, Agus asked Oxfam partner TuK for help. TuK provided the farmers with legal advice, made them aware of their rights, and gave training on financial literacy and good agricultural practices. It also coordinated the advocacy targeting the company and obtained active support from local government agencies. Since then, the farmers have cultivated food crops on their lands with four successful harvests per year. TuK continues to monitor the company's business conduct.

OUR WORK IN THE NETHERLANDS

RUIM 70.000
NEDERLANDERS
EISEN EEN EINDE
AAN BELASTING-
ONTTOEGING

As part of a global movement to end poverty and inequality, Oxfam Novib was impacted by coronavirus through both its partners and its supporters. On the one hand, the pandemic complicated our activities to engage with our supporters, but on the other, the devastating effects of the virus in middle- and low-income countries called for urgent action by our Dutch constituency. We therefore did everything possible to explore new ways of mobilizing and connecting to our supporters, to help save lives in the countries we work in, and to campaign and advocate for fair and equal access for all to financial and medical support.



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OUR SUPPORTERS

In the Netherlands, we replaced all regular and planned face-to-face activities with a multi-channel campaign to generate support for our humanitarian and lobby activities around COVID-19 (see page 16). Through TV and radio spots, newspapers, social media messaging, and lobby work, we managed to gain traction among Dutch supporters, the media and Parliament for Oxfam reports such as *'Hunger Virus'*.

Recruiting new individual financial supporters is of vital importance to ensuring Oxfam Novib's ability to implement its mission. Door-to-door acquisition is by far our main channel for increasing our base of financial supporters, but we did not want to jeopardize the health and safety of the public or our recruiters. We therefore suspended this recruitment method during the first (mid-March to mid-May 2020) and second (mid-December 2020 to February 2021) lockdowns. We resumed it with a carefully monitored pilot using the protocols developed by the sector organization Goede Doelen Nederland and the national health institute (RIVM).

Our efforts were successful: in 2020/21 we saw the number of individual supporters rise to more than 299,200 – a 2.3% increase.

Giro555

In the event of a major disaster, Oxfam Novib joins forces with ten other relief organizations under the name Giro555. Such a disaster happened on August 4, when an explosion in the port of Beirut wiped out much of the city. It killed hundreds and injured thousands of people, leaving many homeless and without food and medicines. The pandemic meant that healthcare provisions in the city were already stretched to the limit. Through Giro555, the Dutch public raised over €15 million, enough to provide two years of emergency aid for the victims.

Online media presence

In 2020/21 Oxfam Novib engaged Dutch supporters online in a range of ways: through a fundraising and influencing campaign around COVID-19, an online-only branding campaign, and several smaller campaigns on tax evasion and climate. In November 2020 we launched our revamped online store. We improved our website's navigation menu and the layout of crucial web pages.

For our online campaigns, we still largely rely on paid advertising on Facebook and Google. We continuously monitor

the impact of our online marketing efforts, conduct experiments to get more information, and make adjustments wherever possible. All our marketing and campaigning efforts combined resulted in 1,100 online monthly donors and more than €500,000 in one-off donations. Our email base increased by more than 30,000 supporters.

Thanks to our new social media strategy for Instagram and Facebook, the monthly reach tripled. The reach of our Instagram timeline posts was 438,241 for the year, and our video content scored well above the Dutch NGO average. Creating high-quality content combined with web care optimization radically reduced negative feedback, and helped to get our messages across.

Legacies and bequests

In 2020/21 the income from legacies and bequests was at the highest level ever. We received legacy gifts from 49 people, and over 1,000 people showed interest in legacy giving. We are immensely grateful for these important commitments to supporting our work. For 2021/22 we are planning a campaign to inform non-supporters about this unique way of giving.

Major donors and private donations

We welcomed – and very much appreciated – 27 new private foundations and major donors, continuing the upward trend of previous years. Together these donors contributed a record amount of about €1 million in donations. Due to COVID-19 we were unable to meet face to face, but we maintained regular telephone contact, invited our most important donors to special IDFA home-cinema events, and sent them handwritten postcards, email newsletters and our supporters' magazine *Close Up*. For the second consecutive year we mounted a successful direct mail campaign to a selection of potential and current major donors and foundations, in order to raise funds for our youth programs in African countries.

Entrepreneurs for Entrepreneurs

Oxfam Novib's longstanding and engaged Entrepreneurs for Entrepreneurs (EfE) network of almost 420 Dutch entrepreneurs is a large and inspiring corporate social responsibility network for small and medium-sized enterprises (SMEs) in the Netherlands. The acquisition of new SME supporters was difficult due to the pandemic, and

some network members were forced to leave, hoping to rejoin in better times. The entrepreneurs support microfinance and SME development worldwide, and aim to contribute to the Sustainable Development Goals (SDGs). Rather than the engagement activities we had planned, Oxfam Novib held 15 biweekly and highly appreciated ‘Beat Corona Calls’ with about 60 entrepreneurs. We checked in with them and informed them of coronavirus’s impact on the projects they support, focusing on shared hardships. We also set up an inspiring masterclass on improving enterprises’ SDG performance, and invited the EFE network members to the online IDFA festival. We selected two Dutch entrepreneurs and quick-scanned their own businesses as well as inviting them to our webinar, in order to make their businesses futureproof by using the SDGs as a guiding framework.

Supporter contacts

Aside from regular contact moments related to our public COVID-19 campaign – including sending handwritten postcards to supporters who have been with us for over 35 years – we actively involved our donors in sharpening our strategic focus. We organized focus group discussions with participants from different age groups and backgrounds, collected quantitative data, and tested several engagement tools. As a result of the COVID-19 measures, nearly all of the colleagues handling Oxfam Novib’s supporter contacts worked from home; to tackle the associated challenges, we hired an external agency to handle inbound calls. We are proud to say that thanks to their flexibility and dedication, and that of the external partners who supported us when needed, we were able to continue to be available at all times to answer supporters’ questions, concerns and requests. In line with previous years, Oxfam Novib handled more than 55,000 inbound customer contacts in the form of emails, phone calls and letters.

MEDIA

In 2020/21, Oxfam’s flagship reports on the impact of COVID-19 on poverty and inequality around the globe resulted in an increase in media attention for the international context. They also helped to influence the political agenda and debate. We managed to raise interest in this key news topic as well as increase visibility and become a relevant source on the issue (see page 16). Once again, our biggest media hit was the inequality report Oxfam launched ahead of the (online) World Economic Forum in Davos in January 2021. All major Dutch media outlets, such as NOS, RTL Nieuws, NU.nl, and all six national newspapers, used the Oxfam report ‘The Inequality Virus’ as a source for extensive reporting on the topic. Coverage included live radio and TV interviews with Oxfam Novib’s Executive Director, resulting in 61 different hits on Dutch radio stations alone.

When it comes to our financial and economic reporting, Oxfam Novib is considered an expert. This means that we are able to actively approach media outlets and more or less determine when and where our reporting will become news. In contrast, our news and press releases on humanitarian crises are highly dependent on the external news agenda and on media interest in countries hit by natural or human-instigated disasters. We made active media pitches of Oxfam reports and press releases on refugees stranded on the Greek islands, the Rohingya refugees, and war-torn Yemen, contributing to the relatively good media coverage of these urgent and ongoing crises.

POLICY INFLUENCING AND ADVOCACY

In 2020, Oxfam Novib successfully pleaded against a decrease to the Dutch development budget. This was done in various ways, including working closely with the Advisory Council on

International Affairs (AIV). On July 10, the Dutch government committed to adding €500 million to the development budget for COVID-19-related support. We also mobilized members of political parties to have the international ODA norm (0.7% of national income) included in their election programs, which eight political parties did. Along with Amnesty International and Greenpeace, we organized a livestream of the election debate prior to the March 2021 general elections. This was watched by nearly 1,000 people.

Oxfam Novib has played an active role in two working groups on the due diligence legislation of CSR Netherlands, the Dutch networking organization for companies striving towards corporate social responsibility. We also became a member of the new [Initiative for Sustainable and Responsible Business Conduct](#), which includes NGOs, trade unions and progressive companies. Oxfam Novib’s and MVO Platform’s active support of four political parties resulted in a Bill for Responsible and Sustainable International Business Conduct in March 2021. On the EU level, Oxfam Novib and Oxfam actively supported European Parliament initiatives on CSR regulation. In March the European Parliament voted in favor of new rules to ensure that EU companies comply with labor and climate rules throughout their supply chains.

Oxfam Novib actively supported the critical motion adopted by the Dutch Parliament in June 2020, calling on the government to take measures against Israel if it executes its annexation plans of Palestinian territory. Fair Finance International (FFI) case studies on Dutch investments in controversial arms trade linked to human rights violations in Yemen resulted in parliamentary questions, as well as in the responsible minister promising to take up the issue with Dutch financial institutions; one insurance company has promised to take action. Likewise, the FFI reports on Dutch

financial institutions’ investments in the soy and beef industries that destroy the Amazon rainforest and Cerrado resulted in public responses from their CEOs as well as parliamentary questions.



CREATING A ROARING DRAGON

THE IMPACT OF A FIVE-YEAR STRATEGIC PARTNERSHIP

At the end of 2020, Oxfam Novib's largest program came to an end: the strategic partnership with the Dutch Ministry of Foreign Affairs (MoFA) that we developed and implemented, in collaboration with the Centre for Research on Multinational Corporations (SOMO) and multiple partners in 17 Asian and African countries. Recognizing that civil society organizations (CSOs) play an indispensable role in realizing inclusive, secure, equitable and sustainable societies, MoFA had established the Dialogue and Dissent framework from which it funded our program 'Towards a worldwide influencing network'.

For five years, we supported and worked with the brave activists and civil society organizations who empowered communities, created influencing space, and organized campaigns to raise and amplify the voices of people living in poverty. We joined forces as part of a worldwide influencing network to challenge and improve the policies, practices and behavior of governments and corporations, focusing on three thematic areas: Right to Food, Finance for Development, and Conflict & Fragility.

POSITIVE IMPACT, SUSTAINABLE CHANGES

It is rare for donors to fund five-year programs and is something that is highly valued by Oxfam Novib, SOMO, and our partners. This longer-term support enabled us to achieve significant impact for civil society, both in the countries in which we worked and at the global level. As a result, the

independent evaluation at the program's end was positive. We are especially proud of the conclusion that working in alliances – which was at the core of our program – proved to be of central importance. Thanks to having 'created a roaring dragon', as the evaluators called it, our joint lobby and advocacy was effective and the changes achieved are sustainable.

'Towards a worldwide influencing network' was successful in laying a strong foundation for the crucial role of civil society as a countervailing power that is capable of reaching and sustaining policy changes. Three examples underline the results of this important program.

➤ In Pakistan, our Conflict & Fragility partners relentlessly advocated for landless women farmers to become active members of water governance bodies in Sindh province. Women form the majority of users and managers of water resources, yet

they had no decision-making power. In 2017 this issue was almost settled by the introduction of a new law, but elections prevented the breakthrough. Our partners prepared for the long haul, and were able to succeed by the end of 2020. What's more, their achievement has set the bar for similar policies in other regions: this law is the first in Pakistan to recognize the importance of women's participation in decision-making.

➤ Role model Njoki Njehu from Kenya exemplifies what we aim to achieve under our Finance for Development theme: bringing the voices and experiences of those most affected by inequality into the global debate. Njoki is a grassroots mobilizer and a driving force behind initiatives against inequality. She co-organizes the annual USAWA March and festival, and is now coordinator of the African Fight Inequality Alliance (FIA), which our strategic partnership has supported from

the start. At global fora such as the 2020 World Economic Forum, Njoki represented the 200 organizations from 26 countries that constitute the global FIA, increasing awareness on inequality in relation to education, welfare, gender justice, and climate.

➤ Indonesia is one of the world's largest suppliers of seafood, but the workers and small-scale suppliers in the sector pay the price for the profits of companies higher up in the supply chains. To improve their working conditions and livelihoods, our worldwide influencing network effectively mobilized the power of people's voices. CSOs stood up against the appalling labor conditions, and coalesced with labor unions and legal foundations in the Sustainable Seafood Alliance Indonesia. In the meantime SOMO advocated for fair EU regulations, based on its research into supermarket buying alliances that coordinate their procurement to obtain the lowest prices. Oxfam Novib mobilized the public with its Behind the Barcodes campaign, resulting in human rights commitments from supermarkets including Whole Foods, Tesco, and Rewe, and of Albert Heijn, Jumbo, and Lidl in the Netherlands.

Summarized in figures, the partnership's results are equally impressive: we have strengthened 355 alliances and worked with 1,111 civil society organizations. Together we achieved 885 public policy changes and 341 policy and practice

changes by private sector actors, in part thanks to the support of more than 4.44 million people.

RESILIENCE IN AN EXTREMELY CHALLENGING YEAR

This past 'COVID year' made it clear just how resilient, strong and well-networked our partners have become, partly as a result of what we were able to jointly achieve within this program. Despite restrictions and increased oppression, partners in Morocco, for example, continued to stimulate public debate on the lack of government pandemic responses that benefit the poor. In Nigeria, our partners 'followed the money' from corona intervention funds, and Tax Justice Alliance in Uganda urged for exemptions on water and electricity tax and called for safety nets for all. Oxfam and partners supported their campaigns at the regional level by advocating for suspension of debt repayments for African countries.

TO BE CONTINUED!

One key recommendation from the independent evaluators was that there should be continued strengthening of civil society's capacities to influence the private sector. In light of the increasing power held by multinationals and the growing importance of non-Western actors, along with the security risks that come with challenging powerful interests, we consider this to be an important advice. We are therefore

very pleased that we have a unique opportunity to put this recommendation into practice and build on our achievements: the MoFA has awarded a new consortium, including Oxfam Novib and SOMO, another five-year program under its Power of Voices Partnerships. Together with consortium partners Third World Network and the Huairou Commission, we will continue to support organizations in 13 countries. Our 'FAIR for ALL' program aims to achieve fundamental, systemic change through a paradigm shift in the roles of the state and the market. We will strengthen civil society's capacities to challenge vested interests, tackle power imbalances, and help build new economic models and principles that put people and the planet before profit.



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OUR FUNDING PARTNERS

Oxfam Novib is proud of and grateful for the institutional donors, private funds and corporate donors who have supported and partnered with us for many years. Together we fight inequality and poverty, and promote social justice and inclusiveness.

Institutional donors

The Dutch government remains Oxfam Novib's main partner and was our biggest donor in 2020/21, as a result of a peak in income due to the cyclic nature of specific funding instruments. In 2020 the Dutch Ministry of Foreign Affairs launched its new policy framework for strengthening civil society, including the Power of Voices partnerships and the SDG5 Fund. Oxfam Novib successfully applied for four proposals.

Within Power of Voices, we are the lead of the Fair for All consortium, a global influencing program on fair and responsible value chains (€71.6m), and co-applicant of the African Alliance for Climate Justice, aimed at building a strong Pan-African climate movement (€12m).² Under the SDG5 Fund, we successfully applied for the SRHR Partnership Fund as the lead in Masarouna, a regional influencing program in the MENA region (€54.1m), and as a co-applicant of the Women, Peace and Security program in

Occupied Palestinian Territory (€2.3m).³ As these are five-year programs that support influencing work at all levels, these grants are key for both Oxfam Novib and the Oxfam confederation; Oxfam Novib now is the largest contributor to Oxfam's influencing work at both global and country levels.

Other key donors have proven invaluable to helping us deliver on flagship projects; we are particularly grateful to EU DEVCO, Sida, IFAD, and IKEA Foundation. And we wholeheartedly thank the various United Nations agencies, ECHO, and the Dutch government for funding our programs to provide lifesaving humanitarian support.

Private Funds and Corporate Donors

The Hans Geveling Foundation, our longstanding and loyal partner, enables us to support smallholder farmers in Africa and to maintain our Oxfam Novib Fund, which provides funding to microfinance institutions. Vivace Foundation, Books4Life, and some personalized

funds support our important programs in Zimbabwe and Zambia, in which smallholder farmers develop their own quality seeds and build their own Farmer Field Schools.

We are also very grateful for the funding from Soroptimist Club International, and a few personalized funds which support our project 'Marriage: No Child's Play', fighting child marriage in Pakistan, Mali, and Niger. Medium-sized entrepreneurs in Vietnam could count on the (ongoing) support of the GSRD (G-Star) Foundation, while SanoRice is our highly appreciated partner in the GRAISEA project (see page 28). In early 2021 we welcomed our new partner, A.S. Watson Benelux (and specifically drugstore retailer Kruidvat), who will join and support Oxfam's FAIR partnership, aiming to implement a new, sustainable business model for the palm oil value chain (see also page 34).

² This will be booked in the 2021/22 fiscal year, as the proposal was approved in May 2021.

³ The above figures are based on awarded grant income, while income as mentioned in the annual accounts is according to expenditure.

THE DUTCH POSTCODE LOTTERY

The 30-year anniversary of our partnership

One of our most loyal and longstanding partners is the Dutch Postcode Lottery, which has supported Oxfam Novib's work for thirty years. In 1990 Novib – which used to be our name – was one of the very first organizations the Dutch Postcode Lottery started to work with. Right from the start, the Postcode Lottery has made an enormous difference to what organizations like ours are able to achieve.

Our 30-year anniversary of working closely together could not be celebrated in the way we had hoped because of the Covid-19 pandemic. This doesn't mean that we are less proud of our unique collaboration. Without the financial contributions of the Dutch Postcode Lottery and its participants, many important projects that give millions of people a brighter future would not have been possible.

In addition to a fixed financial contribution of 13.5 million euros every year, the Dutch Postcode Lottery contributes to numerous projects. For example, 'Trees are turning the tide' in Myanmar. Villagers have planted mangroves along the coastline to protect themselves against cyclones. Another example is 'Sowing Well' in draught-affected Zimbabwe. This project allowed us to open field schools. Both male and female farmers are learning how to grow stronger seeds that can cope with extreme weather conditions.

The Dutch Postcode Lottery also encouraged us to work closely together with other organizations, which resulted in wonderful projects such as 'Learning to live' with War Child for war-affected children in Uganda. Another example is 'A matter of common sense', during which we worked closely together with Médecines sans Frontières to improve health education and information in Congo.

A broader base of support in the Netherlands – not only for our work but also for the work of dozens of other good causes – was something else that the Postcode Lottery proactively contributed to. On the Dutch national television show 'Koffietijd' we were invited to talk about what our partners achieved in countries such as Niger, Congo, Zimbabwe and the Moira refugee camp. Television programmes on Dutch national television including 'Miljoenenjacht' and '1 tegen 100' reported about our work, from Burundi to Mali and from Bangladesh to Cambodia. Together with Postcode Lottery directors and ambassadors including Dolf Jansen we visited projects in Cambodia, Myanmar, Zimbabwe and Vietnam.

Oxfam Novib is incredibly grateful for the never-failing support from and close cooperation with the Dutch Postcode Lottery and its participants. We will continue to work tirelessly with them towards a fairer and more sustainable future. Just like the founders of the Dutch Postcode Lottery had in mind.

In 2020/21 we received €13.5 million of unrestricted funding from the Dutch Postcode Lottery. On top of that, we were granted €1 million to boost Oxfam's Impact SME Development Program, which supports small impact-driven businesses with tailored consultancy, group training and access to finance. In addition, the Dutch Postcode Lottery has funded the investigative journalism project Money Trail, which has been very successful in exposing and sharing stories about tax abuse, money laundering and grand corruption all over the world (see page 30).





MEASURING AND LEARNING

It is essential to understand how change happens if we are to be able to guarantee relevant and effective interventions that contribute to a just and sustainable world. At Oxfam Novib we value our collaboration with local partners, peer organizations, and academia. We join forces to learn what is working well and what needs improvement; to collectively celebrate progress and reflect on failure.

We do so by:

- Systematically measuring and analyzing our results, to better understand the impact of our interventions;
- Seeking innovative ideas to test, and scaling up the ones that contribute to long-lasting impact;
- Promoting continuous learning and reflection at project and organizational levels;
- Investing in capacity-strengthening, delivering expert support and resources to staff and partners;
- Networking and brokering knowledge; harnessing expertise from staff and partners to improve our work;
- Effectively managing and sharing research and lessons learned, and being transparent about our results.

We hold ourselves accountable for the work we do and place emphasis on continuous improvement in order to achieve our goals. As we move towards implementing our new strategy in support of a world that is Equal, Fair, Safe and Green, we will continue to ensure that measuring and learning are part and parcel of the work we do.

IMPACT MEASUREMENT & KNOWLEDGE

Our impact measurement contributes to optimizing the design of campaigns and programs through evidence-based recommendations. When COVID-19 turned the world upside down our impact research became more important than ever, enabling us to include the views and worries of the people we work with in our responses. Our factsheets with recommendations supported the corona responses in several African and Southeast Asian countries. We supported country offices in designing, conducting, and interpreting research on how COVID-19 affects the lives of vulnerable groups. We also ensured that new impact assessments on child marriage, gender-based violence, and youth employment measured the effects of COVID-19 and the related lockdowns as well.

An example: COVID-19 impact on returnee migrant workers

In 2020/21 we supported Oxfam in Laos and partners to documenting the pandemic's impact on returnee migrant workers in informal employment, while contributing to the evidence base on their working conditions. Together, we analyzed the socioeconomic impacts, coping mechanisms and outlooks on the future

held by key groups of workers, based on a quantitative analysis of surveys with around 1,000 respondents in Laos. While the majority of interviews were conducted over the phone, some respondents could only be visited in person. In such cases, the enumerators carefully complied with health security protocols.

We concluded that COVID-19 has led to a rise in unemployment and income loss – mostly affecting women and cross-border migrants – as well as loss of remittances and less food access. The pandemic also aggravated gender inequalities concerning unpaid care work, discriminatory behaviors (especially towards returnee migrants) and the potential risk of gender-based violence. Additionally, workers had very limited access to social security schemes that could have helped them cope with the pandemic. Oxfam in Laos shared the research findings with the national government, consortium partners and other stakeholders, so that they could strengthen social protection efforts for these vulnerable groups of workers.

INNOVATION

At Oxfam Novib, we are constantly asking ourselves how we can improve our work. We look for new ideas to test

via our Innovation Fund, scaling up the models that we expect to have the biggest impact and that will ideally pay for themselves. We collaborate with local partners and organizations in order to adapt and respond to ever-evolving challenges, cultivating an environment in which innovative solutions can flourish.

An example: Innovation makes people disaster-ready

Oxfam Novib tirelessly works to increase people's disaster preparedness. One innovative, DRA-funded pilot is B-READY in the Philippine city of Salcedo, launched by Oxfam Novib and Oxfam Philippines in 2019. Cash transfers are an effective way to increase the resilience of poor people hit by natural disasters. The Red Cross estimates that for each dollar spent on disaster preparedness, an average of four dollars is saved on disaster response and recovery. A key element of B-READY is that cash is automatically transferred to vulnerable people prior to a typhoon hitting the country, enabling them to buy food, reinforce their houses, or leave the area.

In 2020/21, we further developed and implemented B-READY, in collaboration with PLAN International, Global Parametrics, and local partners. We gave the participating inhabitants of Salcedo step by step instruction on how to use their prepaid credit cards, and trained 52 community-based micromerchants as Money-In-Money-Out outlets who channel the digital cash handout at the onset of the incoming typhoon. We got the Tropical Cyclone Forecasting Index up and running, trained relevant stakeholders – including the local government – on its use, and tested the index in three community simulation drills. Community members indicated that having the resources to respond made them feel more confident and disaster-ready. Salcedo's local government decided to adopt the B-READY model as part of its early warning system.

On February 22, 2021, B-READY was tested for real. Three days before Severe Tropical Storm Auring hit Salcedo, the

alert was triggered and 1,975 vulnerable families had cash transferred to their cards. The cash enabled them to get to safety and prevent damage to their belongings, exactly as planned.

E-MOTIVE

Oxfam Novib's [E-Motive methodology](#) helps people and communities to understand a problem, find and exchange on solutions, and apply innovative approaches, by taking six distinct steps. E-Motive is a peer-to-peer learning exchange program; peers are the best teachers when it comes to tackling 'hard-to-crack nuts' and helping to achieve sustainable and scalable social innovations. In 2020/21 we facilitated four learning trajectories around safety for young women in refugee camps, improving gender dynamics in rural finance, community-based tourism during COVID-19, and the below case.

An example: Six steps towards youth-friendly GALS

The Empower@scale program (see also page 20) used the E-Motive methodology to determine how to make the Gender Action Learning System (GALS) more attractive for young people. In *step 1* (context analyzing), we put together a key group of changemakers from Uganda and Tanzania; they conducted field research. In *step 2* (solution-finding), they identified four conditions required to make GALS more attractive for youth: 1. linking to income-generating activities; 2. youth facilitation skills; 3. the use of role models; 4. the use of digital tools. Based on these conditions, as *step 3* (matchmaking) we composed a strong group of ten young GALS champions from local savings groups in Tanzania, and three GALS experts.

Step 4 (fostering programming) and *step 5* (exchange facilitating) were conducted online due to COVID-19. Tanzanian experts showed that women and men achieved more when they cooperated: for young people, an attractive combination of rapid benefits and gender awareness. The participants

concluded that role models should be young and from the same communities, and that venues and tools should be youth-friendly. Four weeks later, *step 6* (knowledge-sharing) resulted from the exchange: a group of young Ugandan participants started a tomato farm and they are currently testing the learnings from their Tanzanian peers. Following peer reviews, the newly-tested tools will be transformed into a new GALS toolkit adapted for young people.

KNOWLEDGE HUB ON GOVERNANCE & CITIZENSHIP

Oxfam has five Knowledge Hubs, each of which support learning, exchange, and debate on a strategic theme, both within and outside Oxfam. Oxfam Novib hosts the Knowledge Hub on Governance & Citizenship (KHG&C) on behalf of the Oxfam confederation. The hub supports staff and partners across the world in connecting to, learning from, and making use of Oxfam's experience; it focuses on civic space, fiscal justice, and active citizenship. Its core team supports a vibrant network of 300+ staff in countries and affiliate teams. The KHG&C makes the knowledge and expertise of this network visible, facilitating opportunities to learn, to apply new strategies, and to reflect and adapt our programs and influencing work.

An example: Narrative change, power and collective action

In 2020/21, KHG&C's civic space network supported partners, allies, and Oxfam teams to explore how narratives can be used to open up and strengthen civic space and spaces for activism. Narratives are made up of many stories, tweets, online content, and offline conversations, all of which keep deeply held ideas about society and people in place. One of our assumptions is that if delegitimizing narratives are used to close down civic space, they can also be used to open up that space.

Understanding how narratives work can help us to challenge harmful narratives,

or reinforce positive ones. Narrative knowledge and framing know-how can also help us to achieve better collaboration and to amplify others' work, helping us to be part of the biggest 'us' we can be. To inspire our civic space network, we have published two volumes of conversations in which narrative collaborators from across the world share their knowledge, ideas, tips and tactics from their lived experience of seeking to change prevailing narratives. We call this publication Narrative Power & Collective Action ([part 1](#) and [part 2](#)), because we can only change narratives by working in collaboration.



OUR ORGANIZATION





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HOW WE ARE ORGANIZED

OXFAM NOVIB'S CHANGE PROCESS

"However firm our base is, the world is rapidly changing and requires us to adjust," Oxfam Novib states in its strategic framework for the coming decade. Manifesto 2030 reflects both the urgency for radical and systemic change and Oxfam Novib's aspirations for meaningful contribution to such change. Our aim is to be the leading Dutch platform promoting international social justice by 2030, with a strong constituency and as part of a diverse and global network of people fighting for social justice.

In Manifesto 2030 we have redefined our strategic ambitions and ways of working, repositioning ourselves as an activist organization that walks the talk on our key values. We have aligned our ambitions with the Oxfam Global Strategy, committing to contributing to Oxfam's development as a globally balanced and diversified network. Last but not least, we have concluded that we need to

further strengthen the organization, so that all staff members feel empowered to contribute to our mission.

Futureproof and fit for purpose

In 2020/21 Oxfam Novib embarked on an organizational design process, followed by an organizational change process, to make us fit for purpose. This process was supported by a dedicated Change Team and valuable advice from the Works Council, and implemented in an inclusive manner and through a phased approach. The change process included the addition of a new Director of Engagement, in line with our ambition to increase our supporter base in the Netherlands. We also redesigned the organizational structure, removed a management layer, and reduced the total number of staff.

We firmly believe that this change process will result in a stronger Oxfam Novib, fit for the future and able to deliver on our ambitions. However, as the restructuring also needs to deliver a significant cost saving, we had to

make some tough choices with painful consequences for a number of highly appreciated colleagues who were made redundant. In relation to the country offices, we will continue to deliver support as part of programs, but will concentrate our operational support through a newly-formed business support unit within the Finance and Operations department.

On April 1, 2021, Oxfam Novib started to phase in the new organizational structure. However, this date is just one milestone on our change journey. We will continue to change in the coming years, as further work is needed to strengthen the organizational culture, move forward on diversity, equity and inclusion, and to realize our ambitions, in partnership with others.

GOVERNANCE

In 2020/21 Oxfam Novib's governance structure was composed of a Board of Directors, comprising three members, and a Board of Supervisors (see page 68). The Board of Supervisors oversees the policy of the Board of Directors and the general course of Oxfam Novib, while the Board of Directors is responsible for day-to-day policy and management,

and represents Oxfam Novib in the international Oxfam confederation. An eleven-member management team supports the Board of Directors in planning and daily operations. In 2020/21, Oxfam Novib was an Executing Affiliate (see box One Oxfam) for our country offices in Egypt, Tunisia, Niger, Nigeria, Burundi, Uganda, Somalia, Mozambique, Occupied Palestinian Territory and Israel (OPTI), Afghanistan, Cambodia and Vietnam.

Michiel Servaes is Oxfam Novib's Executive Director, Pauline Mulder is our Director Finance & Operations, and Ton Meijers remains our Director Programs and Campaigns. As part of the change process that was initiated in September 2020, a new Director of Engagement, Lilian Alibux, was recruited in December 2020; she has started on April 1, 2021.

OUR STAFF

As of March 31, 2021, the total number of colleagues employed through Oxfam Novib's office in The Hague was 340 (62% women), with 308 of them based in The Hague. In the twelve countries in which Oxfam Novib is an Executing Affiliate, another 861 people (37% of them women) were employed, with the largest offices

being Afghanistan, Uganda, Nigeria, and Niger. In 2020/21 our employees represented 59 different nationalities, with 75% coming from countries outside Europe.

Men to women ratio in The Hague office 2020/21

Organizational level	% women	% men
Board of Directors	33	67
Management	56	44
Other staff	210	90

To further monitor progress on gender justice in our organization, we will publish a gender pay gap analysis for Oxfam Novib alongside our 2021/22 Annual Report.

Staff initiatives

In 2020/21, our #WeToo group organized several online events to put sexual diversity and gender identity issues on the agenda, and to ensure that (sexual) diversity is embraced at Oxfam Novib. On International Day Against Homophobia, Biphobia and Transphobia (IDAHOT), the group showed an IDAHOT video demonstrating how colleagues spoke

out against the ongoing violations of LGBTQIA+ rights, and hosted a webinar on specific mental health issues affecting queer people. On March 31, Transgender Visibility Day, the #WeToo group hosted a webinar, and on October 11, as part of the Coming Out Day celebration, they promoted a video showing allies in solidarity with LGBTQIA+ people. Together with Oxfam Uganda and Oxfam Cambodia, the #WeToo colleagues also contributed to the development of Oxfam Sexual Diversity and Gender Identity projects.

A new staff initiative was born at Oxfam Novib in 2020: the Anti-Racism group. This informal group formed during the global outrage over the killing of George Floyd, a black man, by the police in the US in June 2020. The group members felt that Oxfam Novib should use this momentum to reflect on our own role and responsibility in relation to racist systems and institutions, and how we could progress into a more diverse and inclusive organization. The Anti-Racism group developed an action plan that was approved by the Board of Directors, and included organization-wide reflections on Black Pete (*Zwarte Piet*) and an external review on Oxfam Novib's diversity and inclusion policies and practices. Oxfam Novib is committed to ensure a fair and equal workplace for all. To this end, a Diversity, Equality and Inclusion (DEI) committee, initiated by the Anti-Racism group, has been established and will help us better understand how to progress on these core values.

Confidential counselors

Oxfam Novib's three confidential counselors provide support to colleagues dealing with personal cases of unwanted behavior in the workplace. They are independent advisors to the Board of Directors, signaling trends and changes within Oxfam Novib, based on confidential information shared by staff. The confidential counselors fall directly under the management of the Director of Finance and Operations. In 2020 they joined a training on confidential counseling during reorganizations, in order to be well-prepared to support

colleagues struggling with the organizational change process.

Training and personal development

The year 2020/21 has been marked by the COVID-19 pandemic, which brought about major changes to our working methods. In the first half of this fiscal year the HR team focused on remote work and managing the 'new normal'. One way they did this was by ensuring that colleagues had sufficient information of and access to support measures. In October 2020 they organized workshops on vitality, in order to identify and address colleagues' varying wellbeing concerns. The number of training requests approved increased significantly – by 118% – in 2020/21.

HR support in country offices

As COVID-19 turned into a pandemic, our main priority was to support our country offices with the safety and wellbeing of staff, partners and beneficiaries, and to mitigate the crisis's effects on our programs' developments. Oxfam Novib has a team that is fully dedicated to supporting country offices on HR matters. In coordination with the Oxfam confederation, the team supported country offices in developing harmonized standard operational procedures.

Following the decision of Oxfam International's Executive Board on Oxfam's country presence review in May 2020 (see One Oxfam), we have provided extensive support to each of our country offices as they prepare for their respective change processes. Country Offices that are set to be phased out have been prioritized to receive guidance and assistance from our HR support team, followed by those affected by the restructuring through clusters (a more efficient organizational distribution of resources in sub-regions). While a localized and contextualized approach remains necessary, we have maintained close global collaboration with other Executing Affiliates to ensure fair and equal treatment of all Oxfam staff made redundant as a result of the process. To the extent possible, Oxfam has sought equal distribution of the resources

needed for the fair and just payment of retrenchment benefits and other entitlements to all affected staff.

GLOBAL SECURITY TEAM

As COVID-19 forced us to drastically reduce the number of face-to-face training sessions, our global security team developed Oxfam's virtual Personal Security Training (also known as Hostile Environment Awareness Training). This is a mandatory training for any staff member entering a highly insecure area. In addition, we launched an online Oxfam WorkSafe training, which is mandatory for staff who work in or visit areas with a lower level of insecurity.

The team is dedicated to providing Oxfam colleagues with the most appropriate security training, often based on lessons learned and changing or developing security situations. Additional training materials were developed in 2020/21 and existing key documents and trainings were reviewed. We developed and field-tested a more concise, user-friendly, and location-specific security management plan, and a new threat and risk assessment tool. Both the plan and the tool include online training modules, and the security management plan is being rolled out. Successful remote Incident Management Team training sessions were conducted with the Syria and Ethiopia country offices.

In 2020/2021 there were a total of 143 security incidents involving Oxfam reported in Oxfam's security incident reporting & information system OSIRIS. This stark reduction on the number of incidents in the previous year is most probably related to the overall reduction in field activities due to the pandemic. One incident was classified as critical/crisis: on November 3, 2020, three national staff members from our DR Congo program fell into an ambush and were taken hostage. All three colleagues were released, physically unharmed, on November 12. Six incidents were classified as 'severe', 49 as serious, 39 as moderate and 48 as minor.

The contexts in Yemen, Afghanistan and Central African Republic (CAR) continue to be highly volatile; the country programs most affected in 2020/21 were Yemen, CAR, Syria, Somalia, and Bangladesh.

WORKS COUNCIL

In 2020/21 the Works Council counted nine members, including one newly-elected member. The council has a shared chairship as well as three working groups: safety & health, communications, and finance. The Works Council was able to strengthen its visibility and increase dialogues with its constituency in various ways, such as by establishing a staff panel to gather input on issues related to working from home and on the change process. The council published e-newsletters and minutes of its own meetings, as well as of the meetings with the Board of Directors (once a month) and the Board of Supervisors (once a year).

By far the most important issue for the Works Council was the organizational change process, on which it advised positively. In its advisory role, the council constantly stressed the need to include the 'soft side' of the reorganization, and make sure that staff members are willing to embrace the new organization. The Works Council highlighted crucial elements that were not sufficiently elaborated and encouraged the Board of Directors to improve its communication with staff around the change process.

The Works Council continued to collaborate positively with the Board of Directors and the Board of Supervisors, with the focus on building a safe, brave, and people-centered organization. Staying people-centered was more important than ever in this fiscal year, given the huge impact of COVID-19. In 2020/21 the Works Council reached out to staff members across the world, proposing and advocating for Oxfam-wide staff representation within the Works Council. This proposal was widely endorsed by staff throughout the confederation, and will most probably be adopted in the coming year.



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ONE OXFAM

Oxfam Novib is an affiliate of the Oxfam confederation, in which 21 likeminded organizations join forces to work towards a just and sustainable world. Each affiliate is an independent organization with its own areas of activity and work contributing its own strengths and expertise to the confederation to achieve our shared goals. The Oxfam International Secretariat has its headquarters in Nairobi, Kenya, and facilitates collaboration between Oxfam’s affiliates to increase their impact.

Affiliates work closely together with country offices, regional platforms and partners, to support long-term development, advocacy and emergency programs around the world. Some affiliates – such as Oxfam Novib – act as Executing Affiliates that also provide business support to countries and regions. We work together with more than 3,800 partner organizations, as well as allies and communities in almost 90 countries. Collectively, Oxfam reached 19.4 million people (25% youth, 62% women) worldwide in 2020/21.

In 2020/21 we were forced to change the scope and scale of our work due to the impact of COVID-19. Right now, Oxfam is on the frontlines of preventing catastrophe in some of the world’s most vulnerable places, supporting our local partners and acting to save as many lives as we can (see page 16).

Global Strategic Framework

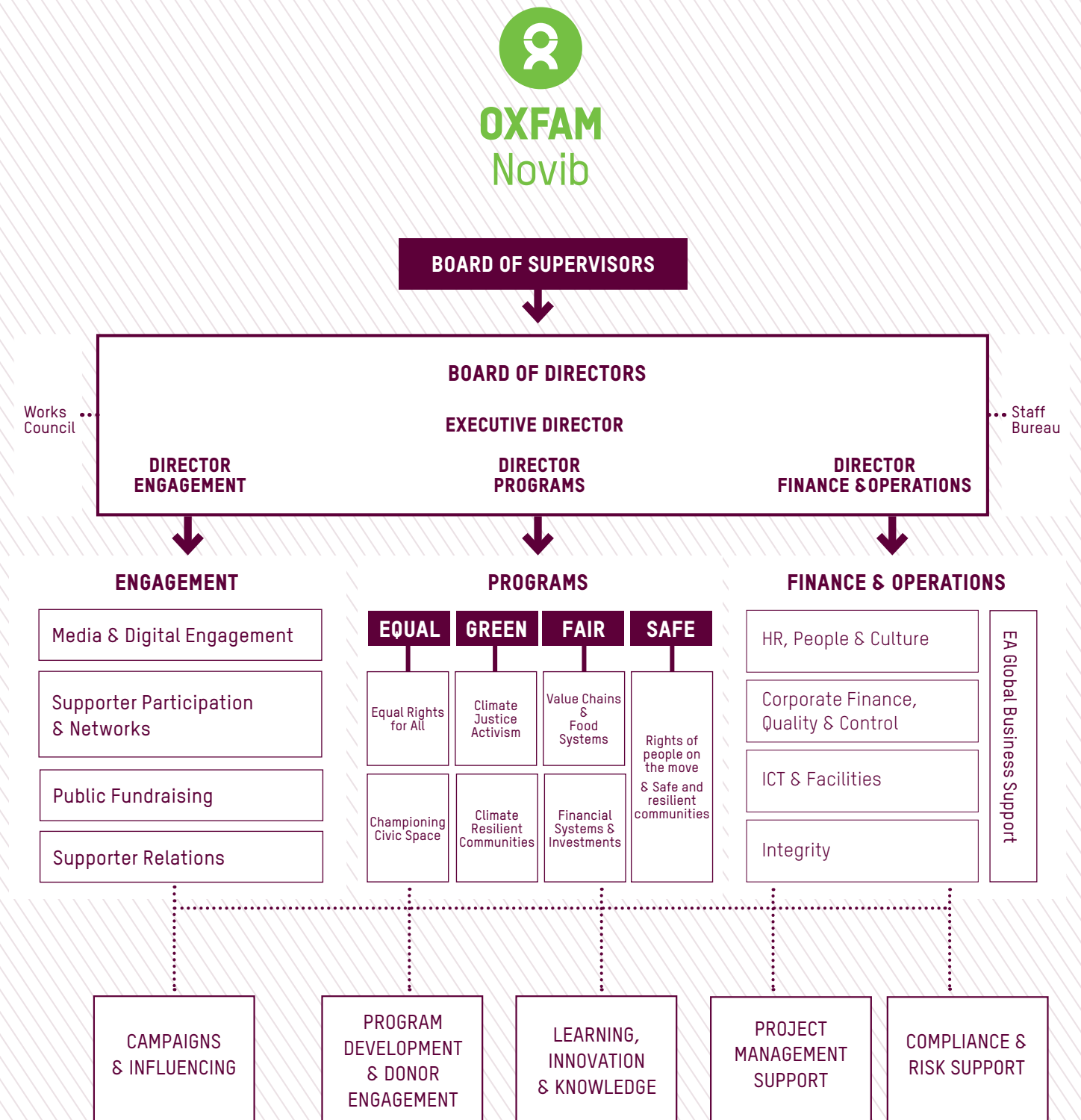
To maximize the impact of Oxfam’s work in the context of its new ten-year [Global Strategic Framework](#), Oxfam International’s Executive Board has agreed to make changes to Oxfam’s presence and scope of work in all but eight country offices. In a phased process lasting until March 31, 2022, we will transition several offices into full new Oxfam affiliates, and retain full country offices in others. Oxfam’s humanitarian programming will be concentrated in ten conflict-ridden countries. In six countries the program teams will become influencing offices, and we will rearrange 14 country programs into clusters: Southern Africa, Mekong, Central America, and North Africa. Finally, in 18 countries, Oxfam will phase out our physical presence and exit.

New governance structure

Effective July 2021, Oxfam International will have a new global governance architecture, reflecting the organization’s commitment to strengthening global balance and diversity of voice, including at leadership level.

A new International Board will comprise four independent members (with no concurrent affiliation with Oxfam) and five members from the boards of Oxfam affiliates. We will have a multistakeholder Global Assembly composed of affiliates and stakeholder representatives from the countries and regions in which Oxfam works, and an Affiliate Business Meeting. This change takes Oxfam’s current two-tier board structure to a more effective, diverse and inclusive model that invites independent perspectives to help us to continue to be relevant, resilient and impactful into the future. Oxfam Novib expects to have a seat in the Affiliate Business meeting, the Assembly and in the Executive Directors Forum, all of which are groups that are closely interacting with the international board.

OUR ORGANIZATION



TRANSPARENCY AND ACCOUNTABILITY

When the COVID-19 outbreak began, Oxfam Novib immediately responded with a series of efforts to allow us to remain focused on working responsibly, based on our sustainability commitments. Through effective risk management practices, we mitigate the risks that influence our ability to deliver on our strategic goals. Oxfam Novib's quality management system guarantees high-quality processes, effective ways of working, and accountability towards our stakeholders.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

Fighting for climate justice is one of the main priorities in both Oxfam's Global Strategic Framework and Oxfam Novib's vision towards 2030. In 2020/21, staff members throughout the organization contributed to the drafting of three specific commitments to reduce our impact on climate change and the environment. These are:

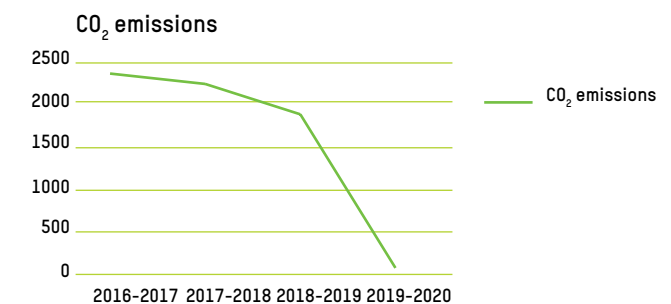
1. To reduce CO₂ emissions from air travel and energy consumption at the office by 60% by 2030, compared to the annual average in the period 2015-2019;
2. To work towards a climate-neutral office in the Netherlands by 2030;
3. To use environmental sustainability as a key criterion in our procurement activities.

A report on the climate and environmental impact of our operations in the Netherlands and our work-related air travel is given below. We are aware that the large reduction in our total CO₂ emissions and waste is a result of the COVID-19 restrictions, and may well be less if we take into account the emissions from employees' homes. The commitments we have made to reduce our impact take into account the lessons learned from this extraordinary year, helping us to minimize our environmental impact even further.

CO₂e emissions from air travel³

Air Travel	Number of flights	Total kilometers	CO ₂ e emissions in 1000 kilos
Short haul: 700 km or less	22	12,211.54	3.63
Medium haul: 700 to 2500 km	13	22,425.92	4.49
Long haul: more than 2500 km	5	36,830.06	5.41
Total	40	71,467.52	13.53

CO₂e³ emissions 2017-2021



³ CO₂ equivalent (CO₂e) emissions are calculated following guidelines from CO₂-emissiefactoren, an initiative by environmental organizations and the Dutch Ministry of Infrastructure and Water Management. Oxfam Novib uses Well to Wheel data: direct emissions (fuel used for flights) as well as indirect ones (getting fuel from well to airplane tank).

CO₂e emissions from energy consumption in 2020/21

Electricity consumption	% renewable energy (mainly wind)	CO ₂ e emissions
215,994 kWh	100%	0

Gas and fuel consumption from district heating	CO ₂ e emissions
1,829 GJ	47

Commuting in 2020/21

Almost all employees have worked from home during the entire reporting year, due to COVID-19 measures.

Water and waste in 2020/21

Water consumption	Water consumption per FTE	Residual waste	Waste paper
1,118m ³	3.29m ³	4,829 kilos	11,890 kilos

Environmental impact of purchased goods

- **Office supplies:** Oxfam Novib's supplier manufactures office furniture following cradle-to-cradle design principles.
- **Green ICT:** our hardware has several energy-saving features and was selected based on the latest edition (2017) of Greenpeace's Greener Guide.
- **Lighting:** we have LED lighting systems and motion sensors installed in appropriate locations, such as toilets.
- **Cleaning:** the company that cleans our offices works as sustainably as possible, without using chemical cleaning agents.

Environmental impact of suppliers

In August 2020, Oxfam Novib launched a Supplier Code of Conduct, which all suppliers must acknowledge and sign in order to enter into a contract with us. The code establishes the minimum standards we expect contractors and their subcontractors to meet. These include monitoring carbon emissions, and actively working to reduce the environmental impact of their activities and products.

In 2020/21, Oxfam Novib contributed to the development of [Universal Logistics Standards](#) for the humanitarian sector, which include environmental crosscutting standards.

RISK MANAGEMENT

Oxfam Novib has different layers of risk management, targeting specific elements of our work, project management and partnerships, and our worldwide Oxfam confederation structure. The senior management team conducts a risk assessment overview twice a year, which is then approved by the Board of Directors and subsequently the Board of Supervisors.

Risk at confederation level

Within the One Oxfam model (see page 56), Oxfam Novib acts as Executing Affiliate in twelve country offices, providing business support. Close cooperation within the confederation, and in particular between Oxfam International and the Executing Affiliates, mitigates the risks of interdependency. Risks are also mitigated by a clear framework on roles and responsibilities and on how, as a confederation, we are working together to prevent risk areas materializing, or mitigate them when they do occur.

Risk at organizational level

Oxfam Novib's senior management manages risks at organizational level through a Risk Register, which covers the organization's highest risks. Oxfam Novib identifies strategic risks, defines mitigation measures, and monitors the risks and its mitigation measures every six months.

Risk at country level

Country offices have separate risk profiles (although these are related to the risks at confederation level), including financial risk profiles. Oxfam Novib supports country offices wherever and whenever needed, in line with the risk management process for countries. This is managed by Oxfam International according to the OI Risk Management Operational Handbook. We minimize risks by providing support and training, and through a solid control framework. In addition, all main risk areas are tested and checked regularly through our internal audit cycle.

Risk at project level

Risks within the projects Oxfam Novib executes are managed throughout the entire process, through various teams in the program, finance, and operations departments. Until the end of 2020 we used the uniform Risk Assessment Method Oxfam Novib (RAMON), which included a partner risk classification; we combined this with an annually updated project risk assessment. In 2021 Oxfam Novib launched the Project and Partnership Risk Management (PRISMA) approach, as part of responsible, mature and accountable project management in partnerships. PRISMA replaces RAMON, and helps us to assess and manage internal and external risks for any project, as well as providing a holistic risk management approach.

Risks at personal level

Oxfam Novib works in many insecure environments and regularly faces security incidents (see page 52), which are usually handled by the immediate line management with advice and support. The confederation-wide Security Policy provides managers and employees with strategy and direction to implement Oxfam's program objectives effectively, while at the same time protecting Oxfam's employees, reputation and assets from harm (to the extent possible). Detailed practical guidance, on implementing the policy and establishing and maintaining an effective security management framework, is provided in the Security Management Toolkit.

Risk at privacy level: GDPR

To strengthen compliance with the General Data Protection Regulation (GDPR) in Oxfam Novib's business processes and activities, we:

- continuously maintain a Data Processing Register;
- notified the Dutch Data Protection Authority in the few cases data were unintentionally leaked;
- secured and updated Data Processing Agreements with relevant external suppliers and processors;
- opened up a support line through an external privacy agency, to give

employees easy access to advice and information on how to deal with the protection of personal data;

- conducted Privacy Impact Assessments for any new or substantially changed processing activity, to minimize the risk of privacy-related issues;
- have developed an Information Security Policy to further embed security awareness and practices in our ways of working.

Quality Management System

Oxfam Novib's quality management system is based on the requirements of the ISO/PARTOS 9001 standards, and serves as the framework for all our policies, processes, and procedures. The system is outlined in our quality manual, which is updated once a year to reflect the main developments in our organizational structure and ways of working. The updates are approved by the Board of Directors.

The planning and reporting cycle

One of the most important elements of our quality management system is the planning and reporting cycle. The cycle includes all management processes, which are monitored once a year by the Board of Directors and the Board of Supervisor. Implementing the PLAN-DO-CHECK-ACT principle of our quality management system, the planning and reporting cycle also serves as a learning mechanism which helps us remain accountable to our deliverables and stakeholders.

Internal audits

Our internal audit team works to ensure that the organization's management and control systems are well-designed and well-functioning. The team also increases awareness of risk management and controls among Oxfam Novib staff in The Hague and country offices, and conducts audits at country offices and on inter-departmental and inter-company processes. All internal audits are based on an annual risk-based internal audit plan, and reported upon in audit reports, including audit

findings, risk assessments, and conclusions. The team presents these reports to the Board of Directors, and conducts follow-up audits after six months.

External standards

Oxfam Novib is certified in both international and Dutch external standards that provide a transparent and independent recognition of our work.

➤ The **ISO 9001:2015** certificate guarantees that our processes are run according to the highest standards of quality. SGS audited Oxfam Novib in February 2019, and granted us a three-year certification for ISO 9001:2015 and for the special 'Partos ISO 9001:2015 version 2018', a standard for the Dutch development cooperation sector. In March 2021 we successfully passed the second

external annual surveillance audit that is part of this certification.

- The **CBF Recognized Charity** is a quality label for charities in the Netherlands, granted by the Netherlands Fundraising Regulator (CBF). Oxfam Novib participated in the annual assessment in July 2019, with a positive result; the CBF recertification audit that was planned for 2020 has been postponed to the summer of 2021, due to the corona crisis.
- Oxfam Novib complies with the **International Aid Transparency Initiative (IATI)** digital standard 2, which is a globally recognized standard. IATI makes information on the development spending of governmental and non-governmental organizations accessible and understandable. Via the IATI portal,

we publish updated project data sets on a daily basis. Oxfam Novib has been reelected as a member of the IATI governing board for a second two-year term, valid until March 2022.

- Through Oxfam International, Oxfam Novib is a member of **Accountable Now**, the accountability charter for the non-profit sector. In September 2020 we submitted an interim report that covers the fiscal year 2018/19 and some parts of 2019/20.
- In 2020, Oxfam Novib was audited and positively assessed by the European Commission, and awarded the **EU Humanitarian Partnership** certificate 2021-2027 ('ECHO certified partner').



SAFEGUARDING AND ANTI-CORRUPTION

Oxfam Novib is committed to preventing and eradicating all forms of unwanted behavior and misconduct within our work. This includes preventing and responding to allegations of safeguarding and corruption misconduct in an appropriate, proportionate and professional manner. In the past few years, Oxfam Novib has increasingly invested in improving its approach and practices with regard to safeguarding and corruption. We will continue to do so, holding ourselves – and all those working with and for Oxfam Novib – to the highest standards of behavior. Safeguarding and corruption misconduct have no place in our work. We expect all management, staff, partners, suppliers and volunteers to act in accordance with our Code of Conduct and related policies. We all have a shared responsibility to do our utmost to prevent misconduct from happening, and to report any concerns when they arise.

Oxfam Novib integrity team

The Oxfam Novib integrity team has the organizational mandate to prevent and respond to safeguarding and corruption misconduct. The team includes

anti-corruption and safeguarding specialists who lead investigations into misconduct, as well as an integrity lead, integrity advisor and reporting officer. To achieve our mandate, the integrity

team also cooperates closely with other stakeholders such as HR, security, project teams and senior management.

Despite the COVID-19 restrictions, the integrity team continued to raise awareness on safeguarding, anti-corruption and the Oxfam Code of Conduct, for instance via daily internal posts during our online 'Integrity Week' in December 2020. We also managed our responses to reported misconduct as effectively as possible.

Accessible reporting

It is key to achieving our safeguarding commitment that our feedback and complaint mechanisms are safe and accessible to all Oxfam employees and the communities we serve. For this reason, Oxfam has networks of well-trained, local safeguarding focal points in all countries where we work. These focal points work with our local partners to raise awareness, assess risk mitigation and facilitate safe reporting, including for those without access to online reporting channels.

New policies and strategies

In May 2020 Oxfam introduced the One Oxfam Safeguarding Core Standards, which summarize the commitments and requirements outlined in our One Oxfam Safeguarding Policies. The standards provide practical guidance on how they can be implemented throughout the organization, and reflect international standards developed by the Inter-Agency Standing Committee (IASC).

In the same month, Oxfam Novib's Board of Directors approved the One Oxfam Safeguarding Case Management Standard Operating Procedure. The procedure elaborates on the principles, procedures, roles and responsibilities for managing allegations of safeguarding misconduct, from the point a report is received until the case is closed or handed over to decision-makers for a disciplinary procedure.

In addition, the integrity team and HR developed a new Conflict of Interest Policy, as well as a Conflict of Interest Declaration and Management Procedure, aiming to provide clear guidance for the identification, declaration and management of any such conflicts. In August 2020, both the policy and the procedure were approved by the Board of Directors and, with the endorsement of the Works Council, are now ready for implementation.

In February 2021 we released the updated and improved One Oxfam Reporting Misconduct Standard Operation Procedure, which provides a uniform approach to reporting to donors, partner affiliates, and other actors.

Safe recruitment

As Oxfam Novib is committed to creating and maintaining a safe workplace and safe programming, it is important to have safe recruitment and screening processes in place. The One Oxfam Safeguarding Core Standards outline both minimum requirements and additional checks that must be implemented across all of the organization's departments. These

include vetting, reference checks, behavioral-based interview questions, and targeted questions on the suitability of any applicant to work with communities. Additionally, all contracts for employees and related personnel contain provisions for disciplinary action.

Safeguarding training

In March 2021 we published a new safeguarding training on Oxfam's online learning platform, which is available in English, Arabic, French, and Spanish. All Oxfam staff members are expected to complete the course, either as part of their induction or as a refresher. Additionally, the One Oxfam safeguarding shared service has completed the training of safeguarding focal points across all regions in which we work, through self-directed and facilitated modules tailored to their specific roles.

Misconduct cases

The integrity team receives and investigates allegations of safeguarding misconduct (i.e. sexual harassment, sexual exploitation or abuse, child abuse) and corruption misconduct (i.e. fraud, theft, bribery, nepotism, money laundering, aid diversion) that occur in the context of Oxfam Novib's work in The Hague and in the countries where we are an Executing Affiliate.

In 2020/21, the number of reported misconduct cases did not increase compared to earlier years. The organization noted a decrease in reports, specifically in the first months of the COVID-19 crisis, coinciding with the global transition to working remotely. Following continuous efforts to raise awareness, we observed an increase in reporting during the first quarter of 2021.

The number of reported cases as captured below on safeguarding and corruption does not include reports that do not fall within the integrity team's mandate, nor any other contacts which did not qualify as formal reports.

Global case management system

In June 2020 Oxfam Novib launched

a global case management system called Clue. All case information on reported misconduct in the organization is managed in this secure database. Simultaneously, Oxfam started using a new reporting misconduct webform which feeds complaints directly into Clue. The webform is available in several languages, for use across all affiliates and externally.

Safeguarding misconduct

In 2020/21 the integrity team received eleven reports of safeguarding misconduct. Eight of these were closed in 2020/21, as were four complaints that dated from 2019/20. Three of these twelve closed allegations concerned sexual abuse, one related to sexual exploitation, five were about sexual harassment, and three involved concerns of child abuse.

In six of the closed cases the allegations involved Oxfam staff members, three involved partner staff members, one related to a consultant, and for two cases the subject of complaint could not be determined.

In one of the closed cases, the complainant did not wish to proceed. Two cases were referred to a partner organization, and five cases lacked sufficient information to proceed with a formal investigation. One case resulted in a decision not to enter into a partnership with the organization that employed the subject of complaint. In one case the subject of complaint left Oxfam, in another case an investigation found that the allegations were unsubstantiated, and one case resulted in disciplinary action.

Corruption misconduct

In 2020/21 the integrity team received 38 reports of alleged corruption misconduct, in addition to 37 reports dating from 2019/20, making a total of 75 reports. Of the 38 new reports, 17 were closed by 31 March 2021, as were 29 of the 37 suspicions that had been brought forward from 2019/20. Sixteen corruption allegations involved

partner organizations, 43 involved Oxfam staff members and for eight reports, the subject of complaint could not be identified.

Of the 46 closed cases, 20 concerned fraud, three involved theft, five were bribery allegations, ten related to nepotism, one related to an external crime, and seven remained unclassified.



BOARD OF SUPERVISORS' REPORT





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BOARD OF SUPERVISORS' REPORT

The Board of Supervisors exists to critically monitor the functioning of the organization and its Board of Directors. It does so by fulfilling three roles. Members of the Board of Supervisors have the mandate to approve and oversee delivery of the Board of Directors' management responsibility during the strategic, planning and implementation stages. Moreover, as the formal employer of all three directors, they have the collective responsibility to appoint and monitor the functioning and integrity of the directors. Lastly, the Board of Supervisors acts as an advisor and sounding board to the Board of Directors on strategic and organizational development topics.

The mandate and tasks of the Board of Supervisors are formally laid down in the statutes and further detailed in a regulation. The Board of Supervisors upholds the principles of the Code of Good Governance for Charities, and acts accordingly.

As the Board of Supervisors is the highest body in the organization, accountability for its own functioning through this annual report is extremely important.

Composition Board of Supervisors

In 2020/21 two new members were recruited in order to replace Joyeeta Gupta, whose tenure ended in November 2020, and Laurien Koster, who ended her tenure in March 2021. Recruitment criteria reflected the Board of Supervisors' intention to increase its diversity (age, cultural background, gender, among others) and to broaden its expertise in engagement and communication, in line

with Oxfam Novib's ambition to strengthen its engagement work in the Netherlands. Following a careful recruitment process, the board welcomed Kirsten Meijer and Lawrence Cheuk as its new members.

The 2020/21 composition of the Board of Supervisors is included in Annex 2.

Functioning Board of Supervisors

In 2020/21 the Board of Supervisors met four times for the regular meetings, which were all online this year. Prior to each meeting, the finance committee, the programs committee, and the remuneration committee met with relevant Oxfam Novib employees to pre-discuss issues on the agenda. Information provided by managers or other staff also feeds into the Board of Supervisors meetings, while two board representatives discuss the agenda with the Works Council prior to each board meeting. Once a year, all members of the Works Council join a

Board of Supervisors meeting, to share their reflections on the functioning of the organization. Lastly, the Board of Supervisors maintains individual contacts within the organization, and participates in events and activities.

In addition to its regular meetings, the Board of Supervisors and the Board of Directors held a one-day strategy session in March 2021. Through in-depth interviews, both boards evaluated and discussed the functioning of the Board of Supervisors with regard to the Board of Directors and the Works Council. A follow-up discussion is scheduled for mid-2021, during a second strategy session in which the Board of Supervisors will also self-evaluate, facilitated by an external advisor.

The Board of Supervisors in its supervisory role

In its supervisory role, the Board of Supervisors approved the quarterly Board of Directors' Balanced Scorecards, the 2019/20 Annual Accounts (discussed with external accountants) and the Oxfam Novib 2019/20 Annual Report. The 2020/21 quarterly reports on Internal Audits and on Integrity were also discussed with the Board of Supervisors.

The finance committee is tasked with overseeing the financial management of Oxfam Novib, preparing related agenda items for the Board of Supervisors, and advising the board in its decision-making capacity. In 2020/21 the finance committee maintained regular contact with the Director Finance & Operations, to monitor the impact of COVID-19 and the Oxfam Novib change process on the organization's operations. Other key issues were risk management and control, especially with regard to the complicated model of cooperation within an international confederation and the restructuring of Oxfam Novib's investment portfolio. The finance committee also met with the external accountants several times to formally approve their assignment and to monitor the recommendations made in the external audit.

A second subcommittee is the programs committee. Members of this committee monitor the achievements, challenges and lessons learned from Oxfam Novib's major programs and projects, and provide advice and guidance on emerging issues in the field of development cooperation. With the new strategic framework in place, the programs committee focused on defining clear impact criteria to monitor the implementation of this framework.

By the end of 2020/21, the Board of Supervisors had decided to establish a fourth committee: the engagement committee. In the next fiscal year, the two new board members will define the focus and activities of this committee.

The Board of Supervisors as an employer

The remuneration committee supports the Board of Supervisors in its role as employer of the Board of Directors. The members of this committee conduct performance reviews and development conversations with the members of the Board of Directors. In 2020/21 the remuneration committee was responsible for the recruitment of a new Director Engagement and of two new members of the Board of Supervisors. Supported by an agency specialized in diversity recruitment, the committee successfully hired Lilian Alibux, who starts her position as Director Engagement on April 1, 2021.

The Board of Supervisors as a sounding board

The Board of Supervisors is regularly informed of and consulted on major changes and important strategic choices relating to organizational development, operations, finance, the strategic direction of Oxfam Novib, and decisions relating to Oxfam International. In 2020/21, Oxfam Novib executed an organizational development trajectory to identify potential improvements in both its structure and culture, which resulted in a restructuring process. The Board of Directors regularly involved the Board of Supervisors in both trajectories, in order to reflect on important findings and proposed actions.

Oxfam International

The Oxfam International Board of Supervisors usually holds two meetings each year. The chair of Oxfam Novib's Board of Supervisors participates in these meetings on behalf of the organization. The change process in the Oxfam confederation meant that the Oxfam International Board of Supervisors met more often in 2020/21. It was responsible for designing a new global governance model and for supervising all other changes in the confederation. A new global governance model was approved by the International Board of Supervisors in March 2021. This new model reflects more simplicity and efficiency, and a more globally balanced organization.

Compensation

Members of the Board of Supervisors perform their duties unremunerated. Costs of travel and accommodation made in the performance of their function are reimbursed, based on a regulation applicable to all Oxfam Novib staff members and volunteers. No expense reimbursements were paid out in 2020/21.

Closing remarks

In this fiscal year, the world experienced a pandemic crisis that has no precedent in the past few generations. As a board, we have proudly witnessed how Oxfam has initiated and voiced global calls for solidarity. For example, Oxfam actively supported the People's Vaccine Alliance initiative to pursue a people's vaccine for middle- and low-income countries (see page 16).

The Board of Supervisors also wishes to express its deep respect for the willingness of our staff and management to absorb the consequences of the corona crisis for Oxfam Novib as an organization, which was amplified by their courage to stand up as a true global activist organization. Last but not least, we wholeheartedly thank our donors and our supporters, who enable us to do our groundbreaking work to fight inequality on a global scale.

Peter Verbaas
Chair, Board of Supervisors Oxfam Novib

FINANCIAL SUMMARY & AUDITORS REPORT



3.1 CONSOLIDATED BALANCE SHEET AS AT MARCH 31 AFTER APPROPRIATION OF NET RESULT

Amounts in thousands of Euros	FY 2020-21	FY 2019-20
ASSETS		
Tangible fixed assets	7,339	7,567
Financial fixed assets	39,832	49,888
Inventories	13	11
Receivables from governments		
Long-term	6,490	5,312
Current	12,053	9,866
	18,543	15,178
Receivables	27,840	47,320
Cash and cash equivalents	111,530	67,643
TOTAL	205,097	187,606
LIABILITIES		
Reserves and funds		
Reserves		
Contingency reserve	12,953	13,251
Earmarked reserves	56,324	47,929
	69,278	61,179
Funds	33,353	39,705
	102,631	100,884
Provisions	4,922	2,347
Debts		
Long-term	425	852
Current	16,200	16,757
	16,625	17,609
Project liabilities		
Long-term	28,322	23,368
Current	52,598	43,398
	80,919	66,766
TOTAL	205,097	187,606

3.2 CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of Euros	FY 2020-21	BUDGET 2020-21	FY 2019-20
INCOME			
Income from private individuals	27,538	25,289	23,861
Income from companies	14,332	9,849	10,405
Income from lottery organisations	13,510	16,800	14,500
Income from government subsidies	83,964	95,703	63,423
Income from affiliated non-profit organisations	39,460	32,577	45,421
Income from other non-profit organisations	2,000	0	0
Income raised	180,803	180,218	157,610
Income from deliveries of products / services	4,249	4,609	4,524
Other income	103	0	64
Income from fundraising activities	185,155	184,827	162,198
EXPENDITURE			
Food, Land and Climate	38,418	37,361	32,945
Governance and Financial Flows	53,038	48,544	43,314
Conflict and Fragility	14,390	10,449	9,920
Gender and Youth	13,282	15,939	13,435
Emergency	46,588	55,577	46,695
Public Engagement	7,580	7,642	7,639
Expenditure on goal 'structural poverty alleviation'	173,296	175,511	153,948
Direct fundraising	6,458	7,179	6,178
Third-party campaigns	189	510	372
Securing government grants	1,599	1,753	1,717
Costs of generating income	8,246	9,443	8,267
Management and administration costs	2,327	2,449	2,193
Expenditure from fundraising activities	183,869	187,403	164,407
Financial Income	2,692	3,926	1,219
Financial Expenses	2,232	2,768	2,026
Balance of financial income and expenses	461	1,158	(807)
NET RESULT	1,747	(1,418)	(3,016)
APPROPRIATION OF NET RESULT			
Added / charged to: contingency reserve	(296)	(1,260)	(1,603)
Added / charged to: project reserve	775	(1,712)	(2,711)
Added / charged to: other earmarked reserves	7,648	2,384	6,679
Added / charged to: funds	(6,380)	(829)	(5,380)
NET RESULT	1,747	(1,418)	(3,016)
Costs of direct fundraising as a % of income from direct fundraising	19.7%	24.4%	19.5%

3.7.9 EXPENDITURE ALLOCATION

	GOAL OF STRUCTURAL POVERTY ALLEVIATION					COSTS OF GENERATING INCOME				MANAGEMENT & ADMINISTRATION	TOTAL		
	FOOD, LAND AND CLIMATE	GOVERNANCE AND FINANCIAL FLOWS	CONFLICT AND FRAGILITY	GENDER AND YOUTH	HUMANITARIAN/ EMERGENCY	PUBLIC ENGAGEMENT	DIRECT FUNDRAISING	THIRD-PARTY CAMPAIGNS	GOVERNMENT GRANTS		FY 2020-21	BUDGET 2020-21	FY 2019-20
Amounts in thousands of Euros													
1. Grants and contributions	22,343	30,997	9,455	6,273	23,200	0	0	0	0	0	92,268	101,327	62,666
2. Fees and other payments	802	971	198	339	1,236	0	0	0	0	0	3,546	4,855	5,030
3. Publicity, communication, other	(350)	1,237	(58)	(5)	(666)	4,203	4,649	37	6	154	9,207	14,389	9,920
4. Staff costs	8,039	10,566	2,662	3,420	10,969	2,589	1,575	121	1,084	1,558	42,585	32,388	46,635
5. Provision for reorganization	437	519	136	238	713	239	71	10	131	105	2,598	0	0
6. Housing costs	103	122	32	56	168	56	17	2	31	25	613	892	698
7. Office and general expenses	6,888	8,444	1,918	2,879	10,718	416	124	14	302	453	32,155	32,463	38,526
8. Depreciation	155	184	47	82	251	76	23	3	45	33	898	1,089	932
TOTAL	38,418	53,038	14,390	13,282	46,588	7,580	6,458	189	1,599	2,327	183,869	187,403	164,407
Publicity and communication (except if allocated to goals):							4,649	37	6	154	4,846		
Other internal operating costs	15,186	19,316	4,659	6,437	22,105	3,138	1,739	141	1,462	2,068	76,251		
Total internal operating costs											81,097		

Maximum size of contingency reserve (1.5 times the annual internal operating costs):

121,645

STAFF COSTS

Amounts in thousands of Euros

	FY 2020-21
Salaries The Hague	19,170
Salaries local contracts and expats	18,199
Social security contributions	2,728
Pension costs	2,037
Temporary workers	263
Commuting costs	147
Other costs (incl. participations)	41
TOTAL	42,585

AUDITORS' FEES

Amounts in thousands of Euros

	AUDIT OF THE FINANCIAL STATEMENT	OTHER AUDIT SERVICES	OTHER SERVICES	TOTAL
Mazars NV	116	227	2	345
SGS	0	0	4	4
KPMG	0	34	10	43
Deloitte	0	0	18	18
TOTAL	116	261	33	410

KEY PERCENTAGES

Amounts in thousands of Euros

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	BUDGET 2020-21	FY 2020-21
Income from direct fundraising	37,845	40,723	36,876	30,186	31,692	29,426	32,724
Costs of direct fundraising	7,310	6,821	6,929	4,774	6,178	7,179	6,458
as a % of income from direct fundraising	19.3%	16.8%	18.8%	15.8%	19.5%	24.4%	19.7%
Management and administration	2,099	2,539	2,234	2,126	2,193	2,449	2,327
as a % of total expenditure (own criterion max. 2%)	1.2%	1.4%	1.1%	1.2%	1.3%	1.3%	1.3%
Expenditure on goals	144,116	171,707	188,799	174,129	153,948	175,511	173,296
as a % of total income	89.4%	95.4%	96.6%	95.2%	93.6%	93.7%	94.2%

2020/2021 15

AUDITORS REPORT

INDEPENDENT AUDITOR'S REPORT

To the Board of Supervisors and Board of Directors of Stichting Oxfam Novib

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 March 2021 and changes in cash flows for the year then ended, and related notes, are derived from the audited financial statements for the year ended 31 March 2021 of Stichting Oxfam Novib. We expressed an unqualified audit opinion on those financial statements in our report dated 15 July 2021. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Stichting Oxfam Novib.

Management's responsibility

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the notes.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Dutch law, including the Dutch Standard on Auditing 810 'Engagements to report on summary financial statements'.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements for the year ended 31 March 2021 of Stichting Oxfam Novib are consistent, in all material respects, with those financial statements, in accordance with the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board.

Rotterdam, 15 July 2021

Mazars N.V.

Original has been signed by: drs. S. Boomman RA



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ANNEXES



ANNEX 1: COMPOSITION OF THE BOARD OF DIRECTORS

MICHEL SERVAES (1972)

Michiel Servaes started as Executive Director in October 2018. As Executive Director and chair of the Board of Directors, he has final responsibility for the strategic direction and organizational development of Oxfam Novib. Michiel Servaes is also the director responsible for the Public Engagement Unit, the Corporate Communication Unit and the Innovation Team, until April 1, 2021. On that date, the new Director Engagement will take over these responsibilities.

Within Oxfam International, Michiel Servaes is a member of the Executive Board, the Executive Board Operational Committee, and the Executive Board Humanitarian Committee. He represents Oxfam Novib on the Board of the Foundation of Cooperating Aid Organizations (Samenwerkende Hulporganisaties), the Dutch umbrella organization for emergency appeals.

TON MEIJERS (1958)

Ton Meijers started as Director of Programs & Campaigns in September 2017 after managing the Program, Support & Impact Unit at Oxfam Novib. He is responsible for the Thematic Units, the Program, Support & Impact Unit, and the Humanitarian Team.

Ton Meijers represents Oxfam Novib as shareholder in Triple Jump, which manages the Oxfam Novib Fund. Furthermore, he is chair of the CEO meeting of the Dutch Relief Alliance (DRA) and a member of the Board of Partos. Within Oxfam International, Ton Meijers is a member of the Long Term Development, Knowledge and Institutional Funding platform.

PAULINE MULDER (1974)

Pauline Mulder started as Director Finance & Operations in September 2018. She is responsible for the Corporate Groups: Institutional Fundraising and Donor Relations, Human Resources, ICT & Facilities, Quality Finance & Control, and the Integrity team. Pauline Mulder holds consultation meetings with the Works Council and negotiates with the union on the collective labor agreement on behalf of the Board of Directors. She is also a member of the Board of Supervisors of Triple Jump.

Within Oxfam International, Pauline Mulder is a member of the Executing Affiliate Working Group and the Safeguarding Task Force. She is also chair of the Board of Oxfam Sweden.

ANNEX 2: COMPOSITION OF THE BOARD OF SUPERVISORS

PETER VERBAAS (1959)

Peter Verbaas was first appointed in November 2012, and his maximum period of tenure will end in 2021. He was appointed chair of the Board of Supervisors in November 2018. He is also a member of Oxfam International's Board of Supervisors and of its Finance, Risk and Audit Committee (FRAC).

Peter Verbaas is a partner at Charistar, a not-for-profit consultancy for impact with clients in the charity sector, culture, education, and sports. His other positions include a non-executive position at VU Medisch Centrum Fonds, and membership of the Non-Executive Board of ASN Beleggingsbeheer.

CHRISTEL DE LANGE (1989)

Christel de Lange was appointed in July 2018, with a maximum period of tenure ending in 2027. She is a member of the finance committee.

Christel de Lange works at the Inspectorate of the Budget of the Ministry of Finance. Until 2018, she was a member of the Advisory Council on Youth within the Council of Europe. Her prior experience includes strategic consultancy, and board membership of the Dutch National Youth Council, where she focused on local and European youth participation and human rights education.

KRIS DOUMA (1961)

Kris Douma was appointed in July 2018, with a maximum period of tenure ending in 2027. He is chair of the finance committee.

Kris Douma is parttime Director Corporate Engagement at Morningstar and holds supervisory board positions at an insurance company and an audit firm. From 2016 to 2020 he was a director at PRI, the UN-supported initiative Principles for Responsible Investment, in London. In 2015 he was interim manager at NBA, the Dutch professional organization for accountants. Before that he spent seven years as Director Responsible Investment and Governance at MN, a fiduciary asset manager for pension funds. He started his career as a consultant and manager at FNV trade unions. From 2003 to 2006 he represented the Dutch Labour Party (PvdA) in the Lower House (Tweede Kamer) of the Dutch Parliament.

INGE HUTTER (1959)

Inge Hutter was appointed in October 2018, with a maximum period of tenure ending in 2027. She is chair of the remuneration committee.

Inge Hutter is Rector at the International Institute of Social Studies (ISS), The Hague, part of Erasmus University Rotterdam. She is also Professor of Participatory and Qualitative Research in Population and Development at ISS. Before joining ISS, she worked at the Faculty of Spatial Sciences of the University of Groningen, most recently as Professor of Demography and Dean. In 1994 Inge Hutter was awarded her PhD cum laude by the University of Groningen, conducting research on women's nutrition during pregnancy and its effects on the wellbeing of women and children in South India. She conducted several (participatory) research projects in India, Cameroon, Malawi and the northern Netherlands, and supervised PhD researchers from, or working in, India, Bangladesh, Pakistan, Tanzania, Uganda, Ghana, the Netherlands, and the USA.

MARTIJN DADEMA (1975)

Martijn Dadema was appointed in November 2018, with a maximum period of tenure ending in 2027. He is chair of the programs committee.

Martijn Dadema has been the mayor of Raalte, a municipality of 37,700 inhabitants in the east of the Netherlands, since 2014. He was previously a seasoned diplomat with extensive experience and knowledge of international peace and security, development cooperation, conventional arms control, and the environment, as well as with the United Nations, World Bank and IMF. From 2000 Martijn Dadema held various positions in the Dutch Ministry of Foreign Affairs, including Head of Arms Exports and Control, deputy Head of Political Affairs at the Netherlands Mission to the UN in New York, and First Secretary and deputy permanent representative to UNEP and UN-Habitat in Nairobi.

JOYEETA GUPTA (1964)

Joyeeta Gupta was first appointed in November 2012, with a maximum period of tenure that ended in November 2020. She was a member of the programs committee. Joyeeta Gupta was replaced by Kirsten Meijer in November 2020.

Joyeeta Gupta is Professor of Environment and Development in the Global South at the University of Amsterdam (UvA) Faculty of Social and Behavioral Sciences, and at the IHE Delft Institute for Water Education. She holds several other positions on the scientific steering committees of international programs. In 2019, Joyeeta Gupta was appointed co-chair of the Earth Commission (2019–2021), set up by the global network Future Earth.

LAURIEN KOSTER (1950)

Laurien Koster was appointed in June 2015, and ended her tenure in March 2021 after serving for two terms. She was chair of the remuneration committee from June 2015. Laurien was replaced by Lawrence Cheuk in March 2021.

As of 2017, Laurien Koster is the independent Chair of the Children’s Rights Collective (KRC), a coalition of NGOs. Until 2015, she was chair of the Netherlands Institute for Human Rights and of its predecessor, the Equal Treatment Commission. Laurien Koster’s prior experience includes being President of the Court in Alkmaar and more than 32 years as a judge and a lawyer.

KIRSTEN MEIJER (1979)

Kirsten Meijer was appointed in November 2020, with a maximum period of tenure ending in 2029. She is a member of the engagement committee and is the Integrity Focal Point of the Board of Supervisors.

Kirsten Meijer is director of WECF, a feminist network dedicated to transformative gender equality, sustainable development and climate justice. Previously, she was the International Secretary of the Dutch Labour Party (PvdA) and gained extensive campaigning experience in the national campaign team of that party, as well as in her former function as campaign coordinator at Amnesty International. She started her career at the Foundation Max van der Stoep (FMS), where she supported international solidarity in the field of democracy. Today, she is vice-chair of the board of the FMS and chair of the Advisory Council of the Netherlands Institute for Multiparty Democracy.

LAWRENCE CHEUK (1990)

Lawrence was appointed in March 2021, with a maximum period of tenure ending in 2030. He is a member of the programs committee and of the engagement committee.

Lawrence Cheuk works at the municipality of Utrechtse Heuvelrug on Sustainable Housing. He is a climate justice activist with extensive experience and networks in, and knowledge of, the Dutch and international climate movements that fight for (youth) participation, climate justice, and intersectionality. Lawrence Cheuk has held various other positions, such as chair of Young Friends of the Earth NL, board member of Young Friends of the Earth Europe, co-founder and chair of the Board of Supervisors of the Young Climate Movement (‘Jonge Klimaatbeweging’), secretary of the Board of Directors of the Action Fund (‘Actiefonds’) and trainer of Climate Liberation Bloc.

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