

OXFAM NOVIB ANNUAL REPORT 2016-2017



OXFAM
Novib

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In line with Oxfam International, our reporting period covers the fiscal year April 1, 2016 to March 31, 2017. The Annual Report and Annual Accounts are available online at oxfamnovib.nl/jaarverslag.

We set high quality standards for all our work. That is why we regularly check the quality and accuracy of the results registered in our systems. This might lead to adjustments to registered results after the publication of this Annual Report. For regular updates of results, please visit atlas.oxfamnovib.nl.



CONTENTS

1 MESSAGE FROM THE EXECUTIVE DIRECTOR	10
2 OUR MISSION & APPROACH	13
3 OUR WORK	17
Humanitarian work	20
Food, land & water	26
Governance & financial flows	44
Conflict & fragility	62
Gender justice	72
Youth	78
Our work in the Netherlands	84
4 OUR ORGANIZATION	91
How we are organized	92
Our partners	96
Transparency and accountability	98
Measuring and learning	104
Board of Supervisors' Report	108
OUR FINANCIAL SUMMARY	111
Annex I Composition of the Board of Directors	118
Annex II Composition of the Board of Supervisors	119
Annex III List of institutional donors	120

WE DEFEAT POVERTY



FOOD, LAND & WATER



CONFLICT & FRAGILITY



GOVERNANCE & FINANCIAL FLOWS



GENDER



YOUTH



HUMANITARIAN WORK

OUR VALUES



EMPOWERMENT

Everyone, from our staff and supporters to people living in poverty, should feel they can be a catalyst for change.



ACCOUNTABILITY

We seek out partnership and embrace inclusive decision making. We believe everyone has contribution to make, regardless of visible and invisible differences.



INCLUSIVENESS

We take full responsibility for our actions and commit ourselves to the highest standards of integrity. We will also hold others—individuals as well as companies and governments—fully accountable for their actions.

OUR RESULTS IN 2016/17¹

CITIZENS RAISE THEIR VOICES



577,800 people in 8 countries had their voices heard 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.

WOMEN AND MEN RECEIVED LIFESAVING RELIEF



970,000 women and men affected by conflict and natural disasters in 16 countries received humanitarian aid.

WORLDWIDE INFLUENCING NETWORK GAINED POWER



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

PEOPLE ENHANCED THEIR CAPACITIES



189,000 people in 15 countries have enhanced knowledge and skills to improve their income or bargaining position, for example, or benefit from climate change resilient farming systems or fulfill their civic rights.

CIVIL SOCIETY SPACE WAS STRENGTHENED



860 civil society organizations in 15 countries are better able to lobby and advocate for issues which are key to defeating poverty, such as civic space, humanitarian leadership and tax justice.

GOVERNMENTS IMPROVED POLICIES



240 cases in which international bodies such as the EU and the UN and governments in Cambodia, Mozambique, Myanmar, Nigeria and Vietnam improved their policies; they now promote vital issues for women such as tax justice, access to land and water, climate change and pro-poor value chains

CITIZENS CHANGED THEIR ATTITUDES



12,500 men and women in Vietnam, Indonesia, Nigeria, Tunisia and Mozambique demonstrated increased awareness of, and changed their norms and attitudes regarding, women's rights and the potential of youth.

POLITICAL WILL INCREASED



55 cases in which those in power in Niger, Uganda, Indonesia, Mozambique and the Netherlands have endorsed our policy asks on issues such as inclusive agribusiness investments, protection of civic space, tax justice, women-inclusive security provision, peace-building and conflict transformation

COMPANIES BEHAVED MORE RESPONSIBLY



90 cases in which (international) companies in Vietnam, Nigeria, Cambodia, Mali, Uganda and Myanmar promoted or implemented gender-sensitive policies on vital issues such as land rights, tax transparency, and inclusive agribusiness.

OUR WORK

Oxfam Novib is a proud affiliate of the Oxfam confederation, in which 20 likeminded organizations join forces to defeat poverty and injustice. Today, we are active in more than 90 countries. For this Annual Report, we selected 8 cases to show the diversity and impact of Oxfam Novib's work, and to give a voice to the people we work with.



PERU

TUNISIA
CITIZENS
RAISE THEIR
VOICE AGAINST
POLLUTION



NIGERIA
YOUNG PEOPLE
CREATE THEIR
OWN FUTURE



MALI
NIGER
NIGERIA



GREECE
REFUGEES
AND MIGRANTS
IN GREECE



UGANDA
RWANDA
BURUNDI



NIGER, MALI, PAKISTAN
NO CHILD'S PLAY



RWANDA, CONGO DRC, BURUNDI
PEOPLE DESIGN
A ROADMAP
TO PEACE



ZIMBABWE, LAO PDR, VIETNAM,
MYANMAR, PERU
SHARED SEEDS
EMPOWER
SMALLHOLDERS



PAKISTAN
BANGLADESH
MYANMAR
VIETNAM
LAO PDR
CAMBODIA



BANGLADESH
FIGHTING
INEQUALITY
WITH A FAIR
TAX POLICY



UGANDA AND CAMBODIA
FAIR FINANCE
FOR STRONG
WOMEN

OUR THEMES



FOOD, LAND
& WATER



CONFLICT &
FRAGILITY



GOVERNANCE
& FINANCIAL
FLOWS



GENDER



YOUTH



HUMANITARIAN
WORK

MESSAGE FROM THE EXECUTIVE DIRECTOR



I had the privilege of meeting Sonja during a trip to Mozambique last year. Her country was suffering from a severe drought, induced by one of the strongest El Niño occurrences on record. When I met Sonja at a site where Oxfam in Mozambique provided food vouchers, she was 17 and pregnant. I asked her about her dreams for the future, and was shocked by the answer: “I have no dreams.” Sonja was trapped in extreme poverty and powerlessness, and she no longer dared to dream. Sonja was left behind.

Leaving no one behind. This pledge was at the heart of the Sustainable Development Goals (SDGs) that world leaders committed to in September 2015. Now, almost two years later, can they live up to this promise, made to women like Sonja? What steps have leaders, in poor and rich countries, taken to include the most marginalized and discriminated people?

ACCOUNTABLE GOVERNMENTS

Consider Mozambique, for example. Only a few years ago, after the discovery of enormous natural gas reserves, the country was one of the fastest growing economies in Africa. Left aside that an economic growth based on fossil energy is not sustainable for the future, the promise of growth and development meant a lot for Mozambique, where more than half the population lives below the poverty line. Yet, unfortunately it is not the Mozambican poor who are benefitting from their country’s vast natural resources, but a small and corrupt elite. Instead of a proud and prosperous nation, Mozambique is a country in a deep crisis. Its leaders neglected the crucial conditions for success: transparent, responsive and accountable governance.

In the global race to the lowest corporate tax rates, the Mozambican government, just like many other countries, has granted contracts to multinationals with extremely favorable tax conditions. In addition to these tax conditions, poor countries lose \$100 billion a year due to corporate tax dodging; that is almost enough to get every child into school four times over. Tax havens like Luxembourg, Switzerland, Belgium and – indeed – the Netherlands, allow multinational companies to shift profits out of developing countries into low-tax regimes. Ironically, these rich countries all agreed on the SDGs. That is why Oxfam Novib not only supports its partners in countries such as Bangladesh in their efforts to make tax fair, but also campaigned in the Netherlands to urge our government to walk the talk and stop facilitating tax avoidance.

RESPONDING TO RISING THREATS AGAINST OUR VALUES

Last year, like many others, I felt overwhelmed by the political and socio-economic events that were taking place. We saw an increase in extreme inequality, a growing number of refugees searching for a safe haven, the rise of populism and political extremism manifested in the Brexit vote and the US elections, and the open attacks on basic human values on human rights, gender equality and international law.

Political conflicts and crises within and between countries have driven many millions from their homes, and even caused famines in Yemen, South Sudan, Syria and Nigeria. Together with other organizations, we provided humanitarian assistance to relieve immediate needs. Oxfam Novib has given refugees a platform to make their voices heard and supported them to organize themselves. For the first time in our history, almost 40 percent of our work was humanitarian aid; we even provide emergency relief in Greece. It is a disgrace that this is necessary in Europe, the richest and safest continent in the world. While we are committed to delivering emergency assistance as our humanitarian imperative, we know that the real solution to these tragedies lies in the hands of powerholders and their willingness to change the root causes of conflicts.

Worrisome was also the rise of populism, including in the Netherlands, with a program which breathes disrespect for human rights like the freedom of religion, for humanitarian laws like the rights of refugees and migrants, and for international solidarity. Oxfam Novib

worked with likeminded organizations to ensure development aid remained high on political parties’ agendas, and to counter the sentiments that led to both the Brexit vote and Trump’s election as President of the United States. We mobilized political and public support for a renewed Dutch commitment to spend at the minimum 0.7 percent of its GNI on development cooperation, to take a fair share approach to refugees worldwide, to make Dutch tax system fair and to embrace an ambitious climate policy. We will continue to hold our politicians to account on these issues.

MOBILIZE THE POWER OF MILLIONS

Leaving no one behind; in Oxfam’s vision, development cooperation can help achieve the ambitious SDGs and give women like Sonja back their dreams. On the one hand, development aid can enable governments to take responsibility in realizing the SDGs for all their citizens. On the other hand, it can help citizens to organize and demand that their governments ensure the achievement of the SDGs for all. Therefore, Oxfam Novib continues to support civil society in countries such as Mozambique, to have their voices heard in demanding their rights on sustainable livelihoods, essential services and other human rights. The SDGs underline the very importance and relevance of our work. We feel strengthened by people worldwide who are standing up against injustice and defend their human rights.

OUR MISSION & APPROACH

As part of the network of Oxfam, and together with hundreds of partners in more than 90 countries, we mobilized the power of millions of people against poverty last year. In the program Sowing Diversity=Harvesting Security (SD=HS), funded by Sida, we enabled people in Lao PDR, Vietnam, Myanmar, Peru and Zimbabwe to manage biodiversity in the context of climate change. The eight consortium partners in SD=HS have so far established about 425 Farmer Field Schools, benefitting 150,000 households of indigenous peoples and smallholder farmers, of whom at least 60 percent are women. Leaving no one behind is the specific goal of Voice, a new grant facility financed by the Dutch government which we manage together with Hivos. Voice supports the most marginalized and discriminated people to use their voices to guide the policies of governments, development organizations, and the corporate sector in Africa and Asia.

In 2016 we also launched “Work in Progress!”, with the financial support of the Dutch Ministry of Foreign Affairs. This program aims to improve the economic prospects of young people in

Egypt, Somalia and Nigeria, by building their skills to find jobs and stimulating entrepreneurship. This resulted in 23 small and medium-sized enterprises in Nigeria and Somalia receiving business development services, for example, deepening young people’s knowledge and giving them access to high level expertise in various areas of business. Whenever I meet these farmers, women, and young people, I know our work actually makes a difference. We will continue to stand strong for our mission.

FACT-BASED AND KNOWLEDGE-DRIVEN

Early 2017, the world lost a wonderful creative mind with the death of Professor Hans Rosling. I have been inspired by the way he used data to visualize a fact-based worldview that everybody could understand. His work helped to dispute the widespread assumption that poverty cannot be defeated. His passing is extra sad, as it happened the same year in which alternative facts were thriving. Oxfam Novib will continue to push for fact-based discussions and will not accept ‘alternative facts’. As a knowledge-driven organization we invest

in impact measurement, learning and an innovative datalab. Through endorsing the International Aid Transparency Initiative, we commit to full transparency and accountability.

IMPACT AT SCALE FOR PEOPLE LIKE SONJA

In the past years, Oxfam Novib repeatedly had to quickly adapt to changing funding sources. After a painful reorganization in 2015, we are happy to conclude that we have been successful at renewing ourselves. Last year, we have seen our income increase, ensuring that we can continue to have impact at scale.

The challenges we face in our efforts to defeat poverty are immense and at times overwhelming. But it is with the help of institutional and private donors, motivated employees, partners and volunteers that we can continue to help people like Sonja to have and pursue their dreams. Thank you for standing with us so that truly no one will be left behind.

Yours sincerely,
Farah Karimi

Oxfam Novib is a member of the Oxfam network and a worldwide development organization that mobilizes the power of people against poverty. Around the globe, we work to find practical, innovative ways for people to lift themselves out of poverty and thrive.



OUR VISION

A JUST WORLD, WITHOUT POVERTY

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.

In fifteen years, global extreme poverty has been cut in half. 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. We exist to defeat poverty.

OUR VALUES

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

Empowerment

Everyone, from our staff and supporters to people living in poverty, should feel they can be a catalyst for change.

Inclusiveness

We seek out partnerships and embrace inclusive decision-making. We believe everyone has a contribution to make, regardless of visible and invisible differences.

Accountability

We take full responsibility for our actions and are committed to the highest standards of integrity. We will also hold others - individuals as well as companies and governments - fully accountable for their actions.

OUR APPROACH

Oxfam's approach is rights-based. We believe sustainable development is about cooperating with people, enabling them to get what they need because they are entitled to it. That is why we help people around the world to stand up for their rights.

We use a combination of rights-based sustainable development programs, campaigns, advocacy, and humanitarian assistance in disasters and conflicts, while putting gender justice at the heart of all our programs. We challenge the structural causes of the injustice of poverty, and work with allies and partners locally and globally. Together we tackle the root causes of poverty.

OUR GOALS

Oxfam Novib contributes to Oxfam's six strategic change goals as stated in the Oxfam Strategic Plan 2013-2019, 'The Power of People Against Poverty'.

The right to be heard

More people will exercise civil and political rights to influence decision-makers and hold them accountable.

Advancing gender justice

More women will claim and advance their right to lead, and violence against women will be significantly less socially acceptable and prevalent.

Saving lives – now and in the future

Fewer people will die or suffer as a result of natural disasters and conflict. Those most at risk will have exercised their right to have clean water, food, sanitation, and other fundamental needs met. More people will be free from violence and coercion, and better able to take control of their own lives in dignity.

Sustainable food

People who live in rural poverty will enjoy greater food security, income, prosperity, and resilience through significantly more equitable and sustainable food systems.

Fair sharing of natural resources

The world's most marginalized people will be significantly more prosperous and resilient, despite climate stress and rising competition for land, water, food, and energy sources.

Financing for development and universal essential services

There will be higher quality and increased quantity of financial flows that target poverty and inequality.

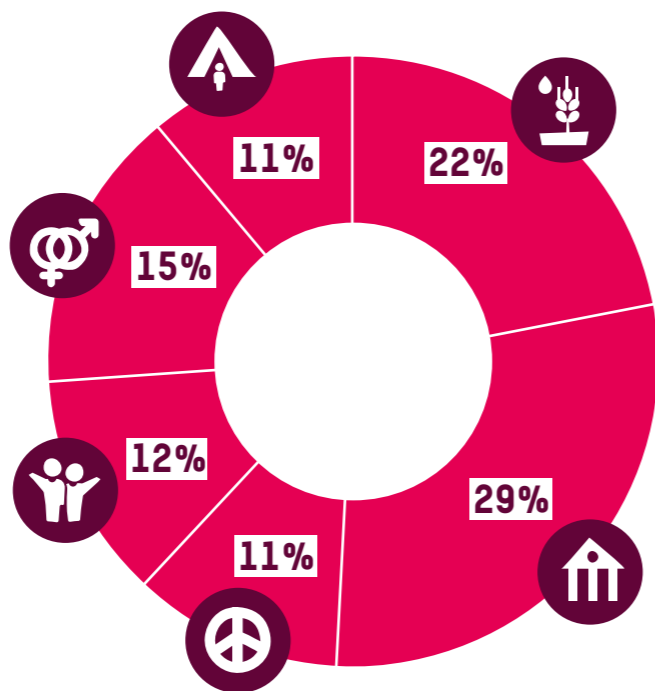


OUR WORK

In 2016/17, Oxfam Novib worked with over 500 partners in more than 25 countries to tackle the injustices that cause and perpetuate poverty. We focus on five thematic areas which, in our vision, cover the most important issues of our time, and reflect our six change goals: Food, Land & Water, Governance & Financial Flows, Conflict & Fragility, Gender, and Youth. In addition, we continued our substantial engagement with humanitarian response (through Oxfam's Global Humanitarian Team) and advocacy.

INTRODUCTION

OVERVIEW OF OUR THEMES



Partners by theme

Expenditure by theme



14%

FOOD, LAND & WATER



17%

GOVERNANCE & FINANCIAL FLOWS



15%

YOUTH



5%

GENDER



11%

CONFLICT & FRAGILITY



38%

HUMANITARIAN WORK

STRATEGIC PARTNERSHIP: TOWARDS A WORLDWIDE INFLUENCING NETWORK

Our influencing work on three thematic areas 'Right to food', 'Greater responsibility in finance for development', and 'Conflict and fragility' is supported by the Strategic Partnership 'Towards a worldwide influencing network'. The partnership is an alliance of Oxfam Novib and SOMO with the Dutch Ministry of Foreign Affairs, and falls under its policy framework 'Dialogue and Dissent'. The main objective of the program is to build the capacity of civil society organizations. As a result, it enables us to empower people and to influence governments and private sector parties, to improve policies and practices for people living in poverty and injustice. We are grateful that the Ministry has been funding this partnership since January 1, 2016 with a grant of almost €78 million for a five-year period.

In 2016 the Strategic Partnership took off in 17 countries in Asia and Africa, where we collaborate with more than 80 civil society organizations. We aim to strengthen their local influencing capacities and where possible link these to Oxfam Novib's global campaigns to increase the range of their messages. In this first implementing year Oxfam Novib set up solid foundations for the different programs, and expended and transferred over €15 million to the different partners. You can find more information about this program under the related themes.

SUSTAINABLE DEVELOPMENT GOALS

For Oxfam Novib, influencing the global sustainable development agenda continued to be a priority in 2016/17. We focused on highlighting the role of public development finance (aid) in achieving the ambitious Sustainable Development Goals (SDGs), which had been adopted by world leaders in September 2015. One year later, Oxfam outlined a new vision in its report "Accountability and Ownership: the role of aid in a post-2015 world". The report sets out how more effective aid can support poor people in their efforts to fight inequality and become active citizens, while also supporting effective and accountable governments to plot their own paths to achieving the SDGs.

In this vision, aid enables countries to be owners of the development process. It overcomes barriers to accountability, participation, and decision-making, thereby strengthening the citizen-state social contract compact. While economic growth is crucial for development, trickle-down economics do not work by default for the poorest and most marginalized, and we cannot rely on the momentum of economic growth to achieve the SDGs.



HUMANITARIAN WORK

HUMANITARIAN RESPONSE: HELPING IN TIMES OF CRISIS

Millions of people around the world are suffering as a result of conflicts and natural disasters like catastrophic drought and flooding; in that respect not much has changed in the past year. Towards the end of the reporting year there was the threat of an unprecedented four famines across Africa and the Middle East at the same time, with a famine already having been declared in part of South Sudan. In response to the human suffering, Oxfam Novib provided live-saving aid - water, food and protection - to 970,000 affected civilians and supported them to become more resilient to future crises.

INCREASING PRESSURE ON HUMANITARIAN SYSTEMS

Conflicts and disasters are dramatically increasing in frequency, scale and complexity. We currently face the highest number of forcibly displaced people - 65 million - since records began. In 2016 we witnessed conflict, including horrific violations of international law, in Afghanistan, Central African Republic, Iraq, Nigeria, South Sudan, Somalia, Syria and Yemen. Ensuring humanitarian access and upholding humanitarian principles of impartiality and independence remain key challenges in many of these conflicts.

The number of weather-related disasters has tripled in 30 years and, by the 2030s, large parts of the world are expected to experience greater exposure to droughts, floods and other climate-related hazards. Sadly, we already had a preview of the devastating effects as the super El Niño caused droughts and floods in many regions of the world in 2016.

Being poor or being a woman or child drastically diminishes your chances of survival during a disaster. Whereas 33 percent of disasters occur in developing countries, the death toll is out of all proportion: 93 percent of all disaster deaths are in those same countries.

In its present state, the global humanitarian system is unable to cope with the increasing number of conflicts and disasters. Therefore, in recent years Oxfam has been pleading for a fundamentally redesigned humanitarian system, pushing power and resources into the hands of local actors, and putting gender at the heart of its design. In 2016/17 we saw an upsurge in interest in promoting this local leadership, culminating in significant space for this agenda at the first World Humanitarian Summit (May 2016). The summit led to two important global initiatives aimed at enabling more locally led responses: the Charter for Change and the Grand Bargain.

Joining hands to improve relief

Oxfam Novib works, directly and through Oxfam, with local humanitarian actors around the world; we seek to strengthen and empower them. We are part of the Dutch Relief Alliance (DRA) of fourteen Dutch NGOs. DRA was set up to deliver more effective and efficient humanitarian assistance and relief through large-scale, joint-NGO multi-sector programming. In 2016 Oxfam Novib participated in joint DRA responses in Afghanistan, the Central African Republic, Ethiopia, Iraq, Nigeria, South Sudan, Syria and Yemen. We led the joint DRA response for Zimbabwe.

To support humanitarian advocacy, knowledge sharing and innovation, in 2016 Oxfam Novib became Chair of the Dutch Platform for Humanitarian Action, a steering committee member in the Dutch Knowledge Centre for Humanitarian Aid, and member of the Dutch Coalition for Humanitarian Innovation.

OXFAM NOVIB CHAIRS SHO

Midway through 2016, Oxfam Novib became responsible for managing the national SHO (Dutch Cooperating Aid Organizations) for 18 months. SHO launches a national appeal whenever a major (natural) disaster occurs. In February 2017 the UN declared a famine in parts of South Sudan. SHO decided to start the campaign "Help slachtoffers hongersnood" (Support victims of famine).

Oxfam Novib prepared and coordinated the fundraising campaign for the countries at risk of famine in Africa and for Yemen. Within six weeks SHO raised more than €33 million. This is a massive result that shows the solidarity of the Dutch public in times of crisis. The peak of the campaign was the National Day of Action on March 29, 2017. There was all-day coverage by Radio 2, live television and extensive coverage by other media. Many people joined in, Dutch musicians gave live performances, an innovative gamers' event was organized and a round-the-clock call team with Dutch public figures talked to the givers.



Since the unprecedented number of severe humanitarian crises will continue into the foreseeable future, we will redouble our efforts to deliver vital humanitarian aid to people in need, including refugees and migrants in Europe. At the same time, we will hold duty bearers accountable to uphold international humanitarian law and human dignity through our influencing work and public campaigns. This requires continued fundraising, but also adjustments within Oxfam Novib to improve our own capacities, such as emergency scale-up protocols; we must prepare for and respond to emergencies swiftly.

In addition, Oxfam Novib will continue and intensify its work to empower and strengthen local humanitarian actors. We seek to expand and continue our ELNHA program (see below), and will persist in our influencing work towards international and national actors, to have them shift decision-making and funding in humanitarian responses to local humanitarian actors. To walk the talk, Oxfam Novib will change its internal policies, management systems and program and policy approaches where required to support local humanitarian leadership. Partnering with local actors will also allow us to link humanitarian response with a longer term agenda that addresses root causes of vulnerability and longer term sustainable livelihoods. Oxfam Novib will invest in the dedicated program development required to achieve this.

PROJECTS

EMPOWERING LOCAL AND NATIONAL HUMANITARIAN ACTORS (ELNHA)

In conflicts and disasters, time is a life-saving factor; a quick and effective response can help people survive. Local humanitarian actors are often the first responders when crises hit; they are best placed to provide timely, cost-effective and appropriate humanitarian assistance. Furthermore, they remain on the ground before, during and after the crisis. However, they receive only a tiny fraction of the international aid.

In its 3-year project ELNHA, Oxfam Novib promotes a better sharing of power and resources between international and local humanitarian actors. To achieve this, we advocate towards international NGOs and donors to turn the current system on its head. We strengthen the capacity of local actors to lead humanitarian action. And, last but not least, we provide them with the opportunity to design and implement quality humanitarian programshumanitarian agendas.

Oxfam Novib is piloting ELNHA in Bangladesh and Uganda, two countries where the frequency and impact of disasters are exacerbated by climate change. For the first time, local actors (153 and 75 respectively) were given the space to collectively define their priorities, identify gaps and propose capacity plans to address those gaps. We included an innovative grant facility in the project which can be accessed competitively by local actors in times of emergency. The innovation lies in the freedom that it avails to grantees to demonstrate their capacity to independently design and implement humanitarian projects. So far eight locally-led responses have been funded in the two countries, reaching more than 26,000 people with much-needed humanitarian support, including protection, and thus give them a voice to shape strong domestic.

In our advocacy work, we tap into the growing commitment from international organizations and donors

to acknowledge and discuss the current unbalanced power dynamics in humanitarian response. Joining forces with likeminded initiatives and individuals, Oxfam Novib is engaged in global collaborative initiatives that carry out research, draw lessons from experiences and propose ways to address bottlenecks.

The grant facility has taught us that some local actors already have the capacity to independently design and implement responses of an acceptable quality. Yet we have also learned from the project that not all local actors are yet ready to leave their comfort zone and take the lead in humanitarian responses. This indicates what we had already expected: achieving significant sector changes requires a shift in mindset and practices among both international and local actors. We are on a vital, but long and mostly unpredictable journey towards a system that better serves vulnerable people in disaster-prone areas.

AID TO REFUGEES TRAPPED IN GREECE

The dire circumstances in which Europe has left thousands of refugees and migrants in Greece (see also case on page 24) call for a humanitarian response. Oxfam Novib provided the women, men and children who ended up in 'reception sites' – some of which are now detention centers – and makeshift camps with basic services such as clean drinking water, sanitation and hygiene, food and essential non-food items. In addition, we set up cash programs, offered shelter and supported people with protection, legal and psychosocial aid.

On the mainland, in the Epirus region in north-western Greece, this helped improve the living conditions of people going through the lengthy process of claiming asylum in Europe. Working in close partnership with Greek civil society actors ARSIS and the Greek Council for Refugees (GCR), Oxfam Novib also provided them with the support necessary to claim their right to international protection. To finance

the legal aid component of the program, Oxfam supplemented the ECHO funding with €350,000 (spent to date) from Oxfam Novib's own funds.

On Lesbos, Oxfam set up a protection team and established strong partnerships with GCR and the European Lawyers in Lesbos (ELIL). These two organizations complement each other in providing legal information and assistance to refugees and migrants. ELIL focuses on supporting newly-arrived refugees and migrants as they navigate the complex system for applying for international protection in Greece, whereas GCR provides legal support and representation to people appealing negative decisions on asylum claims.

Our humanitarian response in Greece falls within the broader framework of Oxfam's regional migration response in Europe, which includes programs in Italy (Sicity) and in the Balkans (Serbia and the Former Yugoslav Republic of Macedonia). It underpins Oxfam's campaigning

commitment in response to the steady erosion of international law and human rights within EU migration policies and practices. In March 2017, Oxfam, the International Rescue Committee, and the Norwegian Refugee Council warned in a joint paper that the deeply worrying situation in Greece might also emerge in other areas. We called on the EU to remember its proud history of commitment to human rights and show global leadership by adopting policies that uphold these values.



PARTNERS SUPPORTED

229



DONORS INVOLVED

**IKEA
FOUNDATION**



PARTNERS SUPPORTED

3



DONORS INVOLVED

**ECHO AND
OXFAM NOVIB'S
OWN FUNDS**

CASE

REFUGEES AND MIGRANTS IN GREECE

In search of safety and a dignified life, over one million refugees and migrants risked their lives travelling through Turkey to Greece in perilous sea and land crossings. In response, Europe closed its borders and agreed on the so-called EU-Turkey deal in March 2016. As a consequence, around 60,000 people found themselves trapped in Greek detention centers and makeshift camps, feeling desperate and living in inhumane conditions.

In October 2015, Oxfam started its humanitarian work in Greece, helping people with basic services and protection activities, including legal assistance. At the same time, we actively lobbied European governments to put dignity and human rights before border security. In the Netherlands, Oxfam Novib successfully engaged citizens to influence Dutch politics.

A call for solidarity

Acting in response to freezing winter conditions in Epirus, Oxfam has moved hundreds of people from cold, leaking tents to hotels and abandoned houses. On Lesbos, Oxfam provides free legal aid to asylum seekers, and has started activities with single men to reduce risks such as hunger strikes, self-harm and violent confrontations.

To support our call for real solidarity across Europe, Oxfam and ActionAid documented the stories of hundreds of refugees and migrants. We presented their key messages in the paper "Europe, Don't Let Us Down". Together with our colleague organizations, Oxfam documented rights violations and squalid conditions on the Greek islands, calling on the EU not to replicate the EU-Turkey deal in other regions.

Oxfam Novib organized an extensive public campaign to engage Dutch citizens in the public debate around people on the move ("help them ahead"). Using the influencing tool HumanityChecker (see page 87), voters could compare political party programs. In addition, we launched a fundraising campaign, reaching over 800,000 people who supported our humanitarian work in Greece.



Photos: Ily Njiokiktjien



'I LOVE SYRIA BUT MY DAUGHTER ASKED ME TO COME TO GERMANY SO SHE COULD TAKE CARE OF ME BECAUSE OF MY HEALTH.'

**Jamila Judeh (62),
lived in this camp in Epirus**

Jamila Judeh, wearing a bright red scarf, is deaf in one ear, due to the continuous bombing of her city, Yarmouk in Syria. In the picture, which was taken during summer, we see the Palestinian Syrian talking to a neighbor. Jamila lived in this camp in Epirus, together with her two daughters. She taught English and Arabic to the other residents, and learned computer skills and German herself. Jamila and her daughters very much want to go to Germany, where the rest of their family lives, from whom they were separated by the war.

'WHEN I DRAW, I FEEL THAT I EXIST. I WANT TO SHOW THE TRAGEDY OF SYRIANS, BUT ALSO EXPRESS MY IMAGINATION.'

**Kawa Hadji Majid (34)
Kurdish Syrian cartoonist**

Alan Kurdi, the 3-year-old boy who washed up on the shores of Turkey on September 2, 2015, shocked the world – including Kawa Hadji Majid. The Kurdish Syrian cartoonist (34) made a drawing of the little boy. Kawa, his wife Ahine (32) and their young children fled from Syria to Lebanon, then through Iraq to Turkey. They ended up in a tent* in Epirus, abundantly decorated with colorful drawings. Kawa hopes to exhibit his art in Europe one day. The Netherlands is top of his wish list: "I am a big admirer of Van Gogh."

* At the time of publishing this annual report, none of the people supported through Oxfam programs in Greece are living in tents anymore

[Learn more about this case](#)



Petterik Wiggers

FOOD, LAND & WATER

SECURE ACCESS TO LAND AND WATER

Hundreds of millions of people do not have secure access to land or water. In the increased competition for natural resources, local communities – and women in particular – often lose out. Oxfam Novib works to increase their access to land and water, natural resources governance and women’s land rights. We contribute to the empowerment of rural communities by promoting sustainable and inclusive value chains, alternative agribusiness models and women’s economic empowerment. Gender justice is also our key focus in WEMAN, Oxfam Novib’s program which enables rural populations to improve livelihoods and gender equality.

TAKING STOCK TO MOVE FORWARD

The pressure on natural resources that people depend on for their livelihoods remained high in 2016/17. Yet the impact, exacerbated by climate change, became more evident with food crises in Yemen, Somalia, South Sudan and the Lake Chad basin, along with conflict and migration.

Taking stock of the impact of Oxfam’s and other organizations’ work in the past decades, we see that major land and water issues have been put firmly on the public and political agendas. Now it is time to move forward.

- Land grabbing is widely recognized as a global problem, thanks to a decade of campaigning by Oxfam and partners. In 2016/17 we took the next step: developing models for land governance, and linking land rights issues (see page 30) to topics such as food security and women’s land rights, climate change, and youth.
- Globally, and also in the Netherlands, NGOs acknowledge the need for sustainable and inclusive water governance.
- The private sector is more aware of the importance of sustainable and inclusive business. As a result of our Behind the Brands campaign, companies approach Oxfam Novib for advice, which we are happy to give (see also page 35).
- There is a broad awareness of the urgent need to move forward on climate change issues, towards implementation and demonstrating good practices and scaling up successful initiatives (see also page 34).
- An increasing number of organizations recognize the need for more integrated approaches to realize sustainable agricultural systems and livelihoods. Issues such as diversification of production, access to land, seed, water, and credit, and innovation in agricultural value chains and agribusiness are all part of the same

problem. In 2016/17 Oxfam Novib further integrated these issues in its programs on food, land and water.

- Rural modernization is increasingly acknowledged as a prerequisite for sustainable development, e.g. better connections between urban and rural areas, and rural job creation for young people. Supported by Oxfam Novib, innovative farmers and young people are developing small businesses. The challenge is still to ensure that the growing number of youth and the most vulnerable groups are not left behind.
- After many years of environmental sustainability initiatives based on certification, the impact has turned out to be more limited than expected. Therefore, Oxfam Novib focuses on developing models for land governance, climate adaptation and value chain approaches beyond certification. We promote FAIR company-community partnerships that have a broader impact on livelihoods, e.g. in the palm oil sector. FAIR stands for Freedom of choice, Accountability, Improvement of benefits and Respect for rights.

WIDE-RANGING COOPERATION

Oxfam Novib works with the Dutch Ministry of Foreign Affairs and LANDac to help secure land rights for women in Africa. Together with UNESCO-IHE we develop methodologies for creating reliable and sustainable water sources for agriculture in Sub-Saharan Africa.

Oxfam Novib, UNEP, WWF and IUCN jointly engage with the European Commission’s DG DevCo to operationalize its flagship program Biodiversity for Life into concrete programmatic content. In Pakistan, Vietnam and Cambodia, we work with European private sector companies to make the rice value chain more sustainable and inclusive. We continue to collaborate with IFAD and Hivos to scale up women’s empowerment and social inclusion in economic development.



Oxfam Novib will strengthen its focus on women’s land rights, both under the Strategic Partnership “Towards a worldwide influencing network” and at Pan Africa level. We will work on transboundary water governance in South Asia. Here, we help reduce poverty and marginalization of vulnerable river basin communities through increased access to, and control over, the riverine water resources on which their livelihoods depend.

Oxfam Novib will increase its work on climate resilient livelihoods, helping farmers (young people and women in particular) in Sub-Saharan Africa and Asia to adapt to climate change. Our strong focus will be on natural resources management, sustainable agricultural production systems and private sector engagement. We will continue developing FAIR partnerships in the palm oil value chain, and further implement GRAISEA; in both programs we involve many different stakeholders to achieve a broad impact on livelihoods.

PROJECTS

GRAISEA: RESPONSIBLE AGRIBUSINESS INVESTMENTS

In 2015 Oxfam started a three-year program on Gender Transformative and Responsible Agribusiness Investments in South East Asia (GRAISEA). The innovative program brings into practice Oxfam's Private Sector multi-faceted approach, which combines advocacy, dialogues, and partnerships. Its perspective is regional, with "on-the-ground" pilots of sustainable and women-led business models developed in close collaboration with private companies.

Five regional partners are involved in the program, besides the local partners of the Oxfam offices in the six countries GRAISEA works in: Cambodia, Indonesia, Myanmar, Philippines, Vietnam and Thailand. In 2016, an external Mid-Term Evaluation was overall positive about the program.

The three intertwined approaches of GRAISEA are:

1. Promoting corporate social responsibility and other private sector regulatory frameworks in South-East Asia, among ASEAN, its member states, and leading agribusiness companies.
2. Promoting responsible and innovative investments in small and medium-sized enterprises.
3. Demonstrating gender transformative and responsible agribusiness investments for smallholders, in particular women, in the palm oil, aquaculture and rice value chains.

What we have achieved so far

1. As a result of a series of workshops and forums organized by our partner ASEAN CSR Network (ACN) and the use of the UN Guiding Principles for Business and Human Rights, ASEAN adopted advanced CSR principles. The status of ACN increased and ASEAN started to develop a Regional Action Plan on Business and Human Rights. At the 11th Asian Fisheries and Aquaculture Forum in November

2016, Oxfam presented the first year experiences on shrimp value chains in Indonesia and Vietnam. As a result, a follow-up is being worked out in the gender and fisheries network. The Forum also supported the further establishment of the Asian Seafood Improvement Collaborative (ASIC). In this platform, Asian seafood industry stakeholders jointly build tools and solutions to improve seafood production of key species.

2. In GRAISEA, we influence private sector companies and multi-stakeholder initiatives in various ways.
 - CSR Asia organizes, among other events, annual summits which are attended by hundreds of private companies. Oxfam provides advice and presents topics during these summits, and delivers key messages on issues such as inclusive value chains, women empowerment, and smallholder support.
 - The Roundtable on Sustainable Palm Oil (RSPO), a multi-stakeholder initiative with over 1,000 member

organizations and companies, adopted our proposition to develop a smallholder strategy. In addition, a small but important reference to gender was included in the new RSPO NEXT standard. A study on engendering the RSPO standards, commissioned by Oxfam, led to a number of action points - on policy development, implementation and certification - that will be taken further in the RSPO Human Rights working group. The standards are being reviewed and engendered, while new training modules will enhance gender responsiveness among companies and certification bodies.

- In the Aquaculture Stewardship Council (ASC), Oxfam participates in the Aquaculture Feed dialogues, aimed at responsibly produced feed for farmed fish. We support the merging of seven ASC standards for various species into one "core" standard, to make sure social and gender aspects are included. Furthermore, we explore how to make ASC certification more inclusive for smallholders, making use

of pilots in Indonesia and Vietnam.

- In Thailand, Oxfam assembled local Thai NGOs to organize themselves and participate in the Seafood Task Force (STF), an international multi-stakeholder initiative. STF aims to free the Thai seafood supply chain from illegal and forced labor, through accountability, verification and transparency.
- In Cambodia, GRAISEA brought together companies and NGOs to set up a platform to advocate for CSR adoption in this country.

3. In Cambodia, Vietnam, Indonesia, Pakistan and Thailand, groups of small-scale shrimp producers cooperate with several stakeholders, including private sector partners, to develop scalable sustainable smallholder-led models in which women's leadership is being promoted. These pilots, conducted in the palm oil, aquaculture and rice value chains, also serve advocacy goals. In Vietnam, groups have been analyzing challenges in sustainable

shrimp production and marketing, using the Gender Action Learning System and Participatory Social Impact Assessment tools. They have implemented improved practices as a move towards (ASC) certification. As a result, farmers have increased their mutual collaboration and intensified their cooperation with shrimp processing companies and buyers, and in this way are developing new business models for sustainable shrimp farming, e.g. smallholder-led businesses.

Similar business models have been developed in the Indonesian palm oil sector. We train smallholder producers on good agricultural practices, and discuss if and how RSPO smallholder policies can be applied for these groups. In addition, we explore the mobilization of longer term investments for fair and responsible smallholder-led palm oil production; we involve commodity buyers, the financial sector, civil society partners and palm oil companies.



PARTNERS SUPPORTED

4



DONORS INVOLVED

SIDA

FOOD, LAND & WATER



RIGHT TO LAND

Many poor women, men and communities depend on land for their livelihoods and food security. To them, land tenure security is of vital importance. Yet the pressure on the available land is increasing, and so are land governance issues. Half of the world's landmass is home to 2.5 billion peoples in indigenous and local communities that are its traditional owners. But they have no formally recognized ownership to 80 percent of this land. Oxfam works with partners and representatives of their struggles around the world to achieve fair, equitable and inclusive land governance. This is an important pre-condition not only to poverty eradication and food security, but also to social stability and more sustainable land use.

GOOD GUIDELINES, LAGGARDLY IMPLEMENTATION

Making land and natural resources available to corporate interests is used by many governments to drive the engine of 'economic growth'. By 2016, an estimated 42.2 million hectares of lands had already been acquired by investors (almost ten times the size of the Netherlands), often at the expense of poor people who need the land most – and are best placed to protect it. Their rights, identities, livelihoods and security are ignored; entire communities are evicted from their homes. An indication of the interests at stake is that the number of land and natural resources activists killed has tripled in the past year. With up to 59 percent of all land deals covering communal lands, and more and more contracts being signed, operations on the ground will start soon. This means the fight for community land will become increasingly brutal in the coming years.

When it comes to policy commitments, significant progress has been made following processes started in the previous years. The first global framework Voluntary Guidelines on Governance of Tenure (VGGT, 2012) is widely recognized as the policy mandate for governments and the private sector to deal with land issues, and has been fully integrated into donors' development agendas. Furthermore, land and property rights targets and indicators, with a particular focus on

women's rights, are recognized in the Sustainable Development Goals (SDGs). In 2016, the International Criminal Court made a historical step for the struggles on land rights by also prioritizing "illegal dispossession" of land, including an explicit reference to land-grabbing.

Despite the urgency, the global policy commitments are struggling to be translated into implementation. In the many national and international initiatives to implement the frameworks, Oxfam advocates for international benchmarks to be fully taken into consideration. We link land governance to macro-economic trends leading to injustice and poverty, as well as social and cultural issues driving power dynamics around land access, use and control on the ground.

ALLIANCE-BUILDING IS KEY

Whether it is global mobilization or in-country programmatic action, alliance-building with partners is central to Oxfam's strategy on land rights. With allies, we have built Land Rights Now, the largest land rights campaign in the world, with more than 600 organizations and communities involved and taking actions in more than 40 countries. In our other major program on food and land rights, The Right to Food (see below), we team up with 15 CSOs to address land issues at community and national level in four countries: Cambodia, Myanmar, Uganda and Mozambique.



Oxfam Novib will deploy a series of interventions which facilitate dialogue across sectors and support the role of civil society in these. We aim to strengthen the capacities to secure land rights from a community perspective; successful examples will serve as a basis for our national and global advocacy work. To this end, Oxfam Novib will give more attention to the joint development of multi-country initiatives, including actual tenure interventions on the ground.

We will also continue engaging with efforts to influence national governments to secure indigenous and community land rights through better laws and policies, and when they are in place, through their implementation. Building on the success and the momentum created by international campaigns like Behind the Brands (see page 35) and Land Rights Now, we will take deliberate actions to translate the commitments made into actual changes on the ground.

PROJECTS

RIGHT TO FOOD IS RIGHT TO LAND

In 2016 we created a solid foundation for our 'Right to food' program, which is part of the strategic partnership with SOMO and the Dutch Ministry of Foreign Affairs (see page 19). In four countries we decided to focus on land governance to address food security issues. Civil society partners and Oxfam formed an alliance, defined a joint influencing strategy and laid the groundwork to reach the intended land policy changes.

In Cambodia private sector companies, particularly in the land and mining sector, are a key lobby target, along with key national policy processes.

We selected targeted areas for activities on the ground, comprising the six provinces most affected by Economic Land Concessions and land dispute cases. In Uganda, our alliance defined a strategy to engage on the implementation of the National Land Policy. Furthermore we lobbied on the land act amendment process, which might ease taking over private land for national development projects. To secure and promote women's land rights under customary tenure regimes, we conducted actions on the ground.

In Mozambique, we simultaneously mobilized the public and engaged with the government to promote implementation of legislative provisions on the ground. In addition, we enabled communities to respond to commercial pressure in the north of the country, including by land demarcation processes. In the rapidly changing and challenging context in Myanmar, we strengthened civil society's capacity to influence government and private investment policy frameworks. We advocate for the rights of landless and forest dwellers, with a particular focus on women, targeting ninety villages in three different states.

LAND RIGHTS NOW!

In March 2016 Oxfam, the International Land Coalition, and the Rights and Resources Initiative launched the Land Rights Now campaign. One year later, the movement has grown to include more than 600 organizations and communities worldwide and seeks to secure indigenous and community land rights. As an alliance initiative rooted in local and national struggles, it truly supports our ambitions to create systemic change through collective action.

Over the past year, Oxfam has combined grassroots mobilization and awareness raising with hard-hitting campaigning. In August 2016 we led a global action week, mobilizing organizations, communities and concerned citizens in twenty-nine countries and on social media. We campaigned to support ongoing influencing strategies on indigenous and community land rights in Honduras, Peru, Sri Lanka, India, Mozambique, and Australia. We published the global media brief "Custodians of the land, defenders of our future", issued policy

briefs on cases from Sri Lanka, Peru, and Australia, and launched a micro-site. Through engaging the public outside the focus countries, the campaign gained an international dimension which placed added pressure on governments.

The campaign has been very successful so far and we still see results coming in. In Peru, for the first time in history the regional government recognized the ancestral rights of Quechuas in Loreto, an area affected by oil explorations and spilling. We compelled decision-makers to respond to our criticism in Australia and Sri Lanka, where we organized a petition signed by almost 19,000 people, to support the case of the 350 families in Paanama village to reclaim their ancestral lands after being evicted for a tourism project. In Honduras, Oxfam supported a large coalition of civil society organizations during a four-month campaign on women's land rights defenders. In Thailand, our partners got the local court to recognize the land rights of the Chao Lay indigenous

community of Rawai beach against the building of luxury tourist resorts. In Colombia, the indigenous community Cañamomo Lomapieta celebrated a landmark victory as the constitutional court recognized their land rights and granted protection for ancestral mining activities.

The rather quick advances made can be explained by the fact that Oxfam and its partners have been involved in these land cases for a longer term, which was a real strength. To achieve progressive reform in the land sector we need increased political will, both nationally and internationally. Building this will requires time, a sustained effort, and the ability to engage with citizens and policy-makers worldwide in a variety of ways. Furthermore, substantial research demonstrating how "local" land issues have an impact on global issues like food security, climate change and inequality is key. Combining these factors forms the basis for the successes of the Land Rights Now movement.



PARTNERS SUPPORTED

15



DONORS INVOLVED

**DUTCH
MINISTRY
OF FOREIGN
AFFAIRS**



PARTNERS SUPPORTED

5



DONORS INVOLVED

**SIDA, DUTCH
MINISTRY OF
FOREIGN AFFAIRS,
FORD FOUNDATION,
INTERNATIONAL
LAND COALITION**

FOOD, LAND & WATER



ENDING THE INJUSTICE OF HUNGER

The Sustainable Development Goals (SDGs) call for an end to hunger worldwide by 2030. Oxfam's GROW campaign is precisely about that. We work for the billions who consume the food—and for the more than one billion men and women who grow it. While some progress is being made, nearly 800 million people still do not have enough to eat. Hunger can only be defeated if we radically change how food is grown and shared around the world. GROW challenges those who disempower people living in rural poverty, fail to act on climate change and violate peoples' land rights. We stand together with small-scale producers and active consumers globally to protect the people and the planet.

GROW TACKLES THE DRIVERS OF HUNGER

Inequality in the food system is reaching new heights. The food industry generates annual revenues of around \$ 8 trillion and is increasingly concentrated, while hunger persists and climate change is exacerbating these inequalities. On the other hand, the politics of the global food system have never before been as ripe for transformation. Around the world, people are questioning an economic system that fails them; new technologies enable small-scale food producers, workers and consumers to connect in strong networks. On the international political level, the SDGs and the Paris climate agreement offer space to promote change; yet governments must be kept accountable.

The GROW campaign tackles three of the biggest drivers of hunger, whilst placing women's rights at the center of our work: unsustainable food production and consumption; climate change; and the insecurity of people's access to natural resources, particularly land. Oxfam supports people in their efforts to claim power in the fight against hunger, help build worldwide public movements around sustainable consumption and hold governments and companies to account. In 2016, our Behind the Brands campaign continued to engage the 'Big 10' food and beverage companies on implementing their commitments to land rights, climate change and rights of female cocoa farmers. With allies, we have built Land Rights Now, the largest land rights campaign in the world (see also page 33). Our "Justice for Berta" campaign was instrumental to Dutch development bank FMO's decision to stop funding the Agua Zarca hydropower

project in Honduras, after the murder of land rights activist Berta Caceres.

We continued our advocacy on climate change, with a focus on closing the adaptation finance gap. Oxfam influenced the international UN climate change summit in Marrakech (COP22), pushing for more public finance to help developing countries adapt to the effects of climate change, which is largely caused by the CO2 emissions of wealthy countries. In 2016 we again witnessed the consequences: millions of people in Africa facing terrifying food shortages as a result of unprecedented droughts. In addition to our ongoing work to increase smallholders' resilience towards climate change, Oxfam urgently called for immediate action to save 20 million people from starvation.

PARTNERSHIPS PUSH FOR CHANGE

Oxfam believes and invests in alliances to achieve systemic change. To push for change, it is vital to increase local civil society organizations' capacity to influence governments, the private sector and international institutions to achieve food and climate justice in our global food system. As such, we worked directly with partners in Uganda, Mozambique, Pakistan, Nigeria, Cambodia, Vietnam, Peru, Sri Lanka, and Indonesia to advance land rights, climate action, investments in agriculture and food justice in agricultural value chains. Oxfam also engages with governments to better prepare for and respond to slow onset climate-related disasters, ensuring the most vulnerable people get the support they need. And we involve consumers around the globe to help push companies to keep their promises.



Oxfam's GROW campaign will continue to tackle the broken global food system by working to mobilize impacted communities and active consumers alike. Land rights, climate change, inequality in value chains and investments in smallholder agriculture are key areas we will address in 2017/18. Oxfam will combine national, regional and international advocacy with public campaigning – working with partners, networks, individuals and the public – in more than 40 countries.

Among other efforts we will co-create with Oxfam country teams and affiliates that will all roll out national campaigns, thus actively implementing local-to-global principles. More concretely, the Behind the Brands campaign will be continued, monitoring food and beverage companies for implementation of their commitments relating to gender, climate and land. We will strengthen the ability of affected communities to claim their rights, and engage with companies and governments on how to decrease inequality in value chains.

PROJECTS

FEMALE FOOD HEROES

Carolina Chelele is a TV celebrity in her country, Tanzania. In 2016, she won the Female Food Heroes contest, aired on TV as a reality show and viewed by 37 million people throughout East Africa. Carolina, mother of four, used the prize money to buy some land and now teaches other people in the village about different farming methods. Furthermore, she appears on a local radio station to answer questions of other (female) farmers.

Oxfam started the Female Food Heroes (FFH) project to show how important the work of small-scale female farmers is. Rural women are generally underrepresented and overlooked in decision-making, at both the national and the international levels. At the

same time, it is women who grow the food, run the farms, take food to the market and share their expertise with the community. The FFH project ran in Ethiopia, Nigeria and Tanzania. Millions of people followed the TV and radio programs to find out who would win the title of 'Female Food Hero'.

In 2016, Carolina and her fellow Female Food Hero Asgedech Mola from Ethiopia were hosted by Oxfam Novib for an advocacy tour in the Netherlands. They spoke with members of the Dutch parliament and with key officials at the Ministry of Foreign Affairs about the need to help small-scale female farmers to build food security. We are building a common knowledge agenda

on agriculture and food security together with the Ministry, private sector actors and academia.

Following the visit of these Female Food Heroes to the Dutch parliament, Oxfam Novib influenced key Dutch political parties to ensure food security was in the development paragraphs of their election programs in the run-up to the national elections in March 2017. After their visit to the Netherlands, Carolina and Asgedech travelled to Brussels to participate in the European Development Days. To consolidate our advocacy efforts and share resources, we teamed up with AgriProFocus, an international multi-stakeholder network in the agri-food sector.



PARTNERS SUPPORTED

2



DONORS INVOLVED

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MELINDA
GATES
FOUNDATION**



FOOD, LAND & WATER



FARMERS' SEEDS SECURE CROP DIVERSITY

Food and nutrition security is one of the main global challenges for the coming decades. Climate change and loss of crop diversity due to unsustainable production practices are some of the biggest threats. Since food security starts with crop diversity, Oxfam Novib's program 'Sowing Diversity=Harvesting Security (SD=HS) aims to improve access to, and use of, diverse crops and seeds by indigenous and smallholder farmers. Moreover, we want to change the current unsustainable and unequal food production and trading systems. The power of the program lies in its multi-stakeholder and gender-just approach. Oxfam Novib focuses on farmers' capacities to organize their own work and learn from each other and from committed experts. In addition, we encourage them to use and re-use neglected and under-utilized species and of locally adapted crop varieties; and to link up to official seed banks and engage in changing government policies.

FARMERS' RIGHTS IN A GLOBALIZING SEED SECTOR

Globally, the seed sector is becoming more and more concentrated – and thus powerful – with intended mergers between the world's biggest seed, chemical and pharmaceutical companies. At the same time, technological developments in the sector continue at pace, putting pressure on countries and policymakers to put appropriate legal frameworks in place.

Added to the ongoing regional trade harmonization processes, in particular in Africa, Asia and Latin-America, these trends raise the question: what will be the effect on the livelihoods of smallholder farmers and indigenous communities? How can Oxfam help protect their rights, whilst promoting the genetic diversity on which they depend?

Oxfam Novib supports smallholder farmers and their organizations, including by urging national and international policymakers to address their needs and use their experience. In 2016/17, we worked on the development of guidelines to assist countries in the implementation of Farmers' Rights. Furthermore, we supported the efforts of farmers' organizations to defend the rights of farmers to save, exchange and trade seeds of varieties which

are now protected by the intellectual property rights of seed companies. We continued our evidence-based advocacy to get Farmers' Rights recognized and supported by companies and governments across the world.

CONSORTIUM WITH MANY PARTNERS

SD=HS is implemented by a consortium of eight international organizations: ANDES (Peru), CTD (Zimbabwe), GRAIN, ETC Group, Third World Network, South Centre, SEARICE (Mekong) and Oxfam Novib. In all five countries, we work with farmers, local communities, scientists, and policymakers. Our common goal: secure a sustainable and gender-just food production system that serves everyone.

To make sure we can use the diverse findings and interests of local farmers as the basis for our advocacy work at the international level, we need to agree on how we measure outputs and outcomes. After all, SD=HS works in areas that differ in terms of climate, socio-economic circumstances and culture. Therefore, Oxfam Novib organized the 3rd global methodological workshop of the program in February 2017. After three years of testing and field implementation of tools, the consortium partners and all national implementing partners discussed the challenges and evaluated the measuring methods.



In 2017/18, Oxfam Novib will further implement the results of baseline surveys in the SD=HS tools. These include the Farmer Field Guide, the Diversity Wheel, the Sowing and Harvesting calendar and several training methodologies. We will enrich the tools with new modules such as 'Disaster Risk Reduction', 'Bio-Cultural Heritage Territory' and 'Policy'. Next year, we will also strengthen existing Farmer Field Schools and establish over 160 new ones in Peru, Vietnam, Myanmar, Lao PDR and Zimbabwe.

To bring farmers' varieties to a wider market and provide smallholder farmers in stressful production areas with high-quality and diverse seeds, we set up Farmer Seed Enterprises. The Farmer Seed Enterprise 'Champion Seeds', which was established through the SD=HS program in Zimbabwe, will become fully operational and will be formally launched in the coming year. This enterprise is registered as a cooperative company with smallholder farmers as its shareholders. Champion Seeds will implement its business plan and will benefit from the experiences of its first growing season.

Discourses on food insecurity tend to overlook topics such as seasonal hunger, in part because they are "missing" from official data collection processes. However, seasonal hunger for example is regularly experienced by vast numbers of people; it is predictable, recoverable and preventable, as well as being unacceptable. Next year, SD=HS will publish a consolidated baseline report that analyzes the use of biodiversity for a balanced diet, the role of women as the custodians of neglected and underutilized species, and the causes of seasonal hunger.

PROJECTS

FACILITATOR'S FIELD GUIDE

The main strategy of the Sowing Diversity=Harvesting Security program revolves around Farmer Field Schools. These are regular participatory gatherings where farmers set breeding goals, identify traits and crops that have useful qualities in their specific climatic conditions and share knowledge (both traditional and scientific) and experiences. The Farmer Field Schools work with different tools that are developed by the communities themselves, local research institutes and the SD=HS partners. These tools are continuously tested and improved by baseline survey findings.

In May 2016, Oxfam Novib published one of these tools: a Facilitator's Field Guide to assist the people who enable our Farmer Field Schools. The guide covers all topics and activities that these facilitators need to undertake in a season-long Participatory Plant Breeding course in their communities. In accordance with the do-it-yourself principle of SD=HS, this guide was developed by participants of a 'train the trainers' workshop on Farmer Field Schools. Our partner CTDT led the process, with technical support of Oxfam Novib.

Experiences and results from a baseline study which was conducted at the start

of the Farmer Field Schools have been used to improve tools like the facilitator's field guide. The Facilitator's Field Guide has a special focus on female farmer participants, just like the curriculum of the field schools and the baseline survey. They explicitly examine and take into account the respective roles and contributions of women and men in agriculture. Particular attention is given to the conservation, development and management of on-farm seed diversity. Modules within the curriculum raise awareness of the perceived and prescribed roles of women and men and analyze the values underlying those roles.

NEW FARMER VARIETIES IN LAO PDR

Our Farmer Field Schools strengthen farmers' seed systems, focusing on main staples such as rice, maize and potatoes as well as on neglected and underutilized species such as millets or groundnuts. As one of the key pathways of the SD=HS program, Farmer Field Schools aim to empower farmers through field-based experiential learning. Farmers make observations and analyze; they use the results to continually adapt their seeds to ever changing markets and environments, in particular in the context of climate change.

One of the key tools in the field schools is the Diversity Wheel. This allows farmers to assess the current levels of diversity in the community at the crop and variety levels. The Wheel helps to identify the most important crops,

varieties and preferred traits and thus allows men and women farmers to determine their selection and breeding objectives. Furthermore, it helps identify potentially matching plant materials from breeding institutions, gene banks and other farming communities.

Through the Farmer Field Schools, farmers decide which crop variety they need in order to respond to market demands and adapt to climate change. These are the varieties they want to improve and develop. In most cases, the crop diversity the farmers need for selection and improvement is not fully available on their fields. Here, the role of breeding and research institutes is very important: they can provide populations and lines for farmers to improve and select from.

In Lao PDR, our national partner Agriculture Research Centre (ARC) provided the sticky rice variety lines to the Farmer Field Schools in Xayabouly and Saravanh provinces. After intensive selection by the farmers, the varieties "Meuang Phieng" and "Saravanh 1" were developed. These will be registered and released as farmers' sticky rice varieties in both provinces. This is an important development in the recognition of farmer-developed varieties and the fact that farmers can also be breeders. The new varieties confirm that farmers can be equal partners in plant genetic resources management, development and use.



PARTNERS SUPPORTED

1



DONORS INVOLVED

IFAD, SIDA,
DUTCH
POSTCODE
LOTTERY



PARTNERS SUPPORTED

2



DONORS INVOLVED

SIDA

CASE

SHARED SEEDS EMPOWER SMALLHOLDERS

If we are to feed 9 billion people by 2050, we need to drastically change how we produce food. Oxfam Novib's program 'Sowing Diversity=Harvesting Security' helps empower the people who produce most of the food consumed in developing countries: indigenous peoples and smallholder farmers, with a focus on women.

Since the challenges are immense, we collaborate with many stakeholders who can contribute to a more sustainable and equitable food system, from local communities and scientists to policymakers at all levels. Through field schools and seed enterprises, we enable farmers to share the seeds and knowledge they need to increase crop diversity and adapt to climate change.

Farmer Field Schools

Oxfam Novib, together with local partners, supports the efforts of farmers to organize their own work, learn from each other and from experts, and engage in changing policies that influence their lives. We specifically empower women farmers to claim their role in food production and seed management.

In our Farmer Field Schools, farmers learn to combine traditional and scientific knowledge to develop locally adapted climate-proof farming. To provide them with high-quality seeds we set up Farmer Seed Enterprises;

these vary from village-based groups to larger-scale companies. In five countries – Zimbabwe, Lao PDR, Vietnam, Myanmar and Peru – we work directly with some sixty allied organizations. Scaling up our impact is one of the pillars under our program: we encourage others to freely use the instruments and experiences realized.

Changing the food system requires fundamental changes in food policies. The needs of indigenous peoples and smallholders form the basis for Oxfam Novib's policy work for issues such as farmers' rights and the right to food.



**'THE TRAINING
MAKES ME MORE
INDEPENDENT.'**

**Mayo (27)
Smallholder farmer.**

In 2016, Zimbabwe experienced the worst drought in twenty years. Mayo (27) is one of the smallholder farmers struggling to maintain their harvest in the face of climate change. She is newly married and has one child to care for. 'We cannot wait for what tomorrow will bring, we have to take matters into our own hands.' And that is exactly what Mayo and her – mainly female – fellow farmers do, supported by Oxfam Novib's partner CTD.

In the Farmer Field School, Mayo learns how to take care of plants like sorghum, millet and corn. Together with CTD the women test what varieties thrive best in the arid climate. Every Tuesday, they measure the growth of the plants in their test plots. Seeds from the best performing crops are stored in Seed Banks for the next season(s), while the farmers exchange seeds and knowledge at Seed Fairs.

[Learn more about this case](#)



Saikat Mojumder

GOVERNANCE & FINANCIAL FLOWS

ACCOUNTABLE FINANCE FOR ALL

The financial sector plays a crucial role in causing poverty and inequality, but it can also help to solve them. Irresponsible investments drive environmental destruction, climate change, land grabs and abuses of human rights. But investments can also contribute to pro-poor and inclusive economic development, by providing adequate services to marginalized groups, especially women.

Oxfam Novib works on both sides of this financial coin. We hold banks and investors to account in our Fair Finance Guide coalitions. And we promote financial inclusion through the Oxfam Novib Fund, ASN–Novib Microcredit Fund and Triple I: Inclusive Impact Investment; and by facilitating access to adequate services of financial institutions.

TRENDS IN THE FINANCIAL SECTOR

As low-income and lower-middle-income countries are vulnerable to financial crises, the potential instability of the banking sector remains a concern. In 2016, a movement set in to relax the already weak regulation of the financial sector, which had been tightened somewhat in response to the 2008 crisis. Oxfam Novib and SOMO responded within the Strategic Partnership (see page 19), by enhancing political and private sector support to ensure an inclusive, sustainable and stable financial sector. In addition, we promote Environmental, Social and Governance (ESG) criteria in the financial sector through the Fair Finance Guide.

Last year, we saw an increasing interest from investors and private savers in microfinance as an attractive way to achieve returns on investments. While this is a positive development, it also attracts new, less responsible actors. Through our active participation in the Dutch chapter of the Social Performance Task Force (SPTF) and other efforts, we promote social performance in the microfinance sector.

In 2016 Oxfam Novib, Amnesty International Netherlands, and PAX came to an agreement with the Dutch Banking Association, unions FNV and CNV, and the Dutch Ministries of Foreign Affairs and Finance regarding a human rights covenant for banks. The agreement aims to contribute to the prevention or termination of human rights abuses by companies to which banks issue

loans. ABN AMRO, ING, Rabobank and the development bank FMO have committed to the agreements.

This agreement is a result of the Dutch government promoting multi-stakeholder Responsible Business Conduct Agreements (RBCA) in certain commercial sectors where Dutch companies are at risk of becoming involved in environmental destruction and human rights abuses. The role of NGOs in these agreements is considered crucial; Oxfam Novib actively participated in the negotiation processes for the banking and insurance sector. Since October 2016 we have also been in charge of managing, on behalf of the Ministry of Foreign Affairs, a facility that co-finances the time-investment of these NGOs in the negotiations.

Collaboration for change

To realize change in a powerful and complex sector like the financial world, we need to collaborate with networks and organizations at all levels. Besides the above mentioned collaborations, we work with microfinance institutions (MFIs) in our Oxfam Novib Fund, and with Shift and Global Compact Network Netherlands on corporate responsibility regarding human rights (see page 96). Within the Dutch Fair Finance Guide coalition, Oxfam Novib closely cooperates with five organizations: Amnesty International, Milieudefensie/ Friends of the Earth Netherlands, The Netherlands Trade Union Confederation (FNV), Dierenbescherming (animal protection) and PAX. We are a member of NpM (platform for inclusive finance).



In 2017/18 Oxfam Novib will further develop and expand the Fair Finance Guide International. We will extend our support to the influencing work of existing Fair Finance Guide coalitions in Indonesia and Japan, to new coalitions in India and Thailand, and to civil society organizations influencing the financial sector in Cambodia and the Philippines. In addition, we will build alliances and influence the financial sector at the regional level. Oxfam Novib will also train organizations in Nigeria on influencing the financial sector.

In relation to the RBCAs, Oxfam Novib will be actively involved in the negotiations on agreements in the Dutch insurance sector and the pension sector; and in the implementation of the covenant on human rights in the banking sector. We will also continue to manage the financial support facility for involved NGOs.

Oxfam Novib is exploring new areas for intervention within its microfinance fund, such as microfinance for refugees and support for microfinance institutions (MFIs) in disaster affected areas. We will intensify our work on monitoring the social performance of MFIs. Furthermore, we will step up our influencing work towards governments, to create an enabling environment for the development of small and medium-sized enterprises and of microfinance services.

Oxfam Novib closely integrates its work on inclusive finance with its work under other themes, such as the right to food, land and water. By including a financial inclusion component in these programs, we can help bridge the gap between financial institutions and clients such as smallholder producers, farmers' cooperatives, and women groups.

PROJECTS

FAIR FINANCE GUIDE INTERNATIONAL

Fair Finance Guide International (FFGI) is a network of nine coalitions, with a total of 34 members, that campaign for a transparent and accountable financial sector that applies environmental, social, good-governance and human rights criteria. FFGI uses the Fair Finance Guide, a web-based tool that offers benchmarks on several themes through which clients, investors and policymakers can hold their financial institutions to account. Currently the Fair Finance Guide is available in nine countries: the Netherlands, Japan, Sweden, Brazil, Belgium, Indonesia, France, Germany and, since November 2016, Norway.

In 2016, we reached millions of consumers and stimulated them to take action towards their banks and insurance companies. Together, the coalitions assessed a total of 75 banks and published 17 case studies

comparing banks' policies with their practices on specific themes, such as weapons, mining and the garment industry. Looking at the banks' scores, we saw steady improvement in Europe and slow improvement in Indonesia, Japan and Brazil. Yet in Indonesia and Brazil, the relationship between banks, financial authorities and FFG members has improved substantially; this has created a base for actual engagement.

Lesson learned from joint research

The lobbying work of the FFG coalitions towards representatives of various political parties has led to dozens of commitments from major banks to change their policies, as well as opportunities to provide input for new banking laws in Brazil and Indonesia. The coalitions within the FFGI network increasingly work together on joint issues. On one occasion this did not work out as planned, though we learned

some important lessons. In realizing our common flagship report on the role of banks in financing agri-commodities, we found it lacked consistency and quality and so did not publish it. We learned that research should be totally independent from (non-public) information provided by the banks; and secondly, that working in smaller coalitions on joint interests is more effective than attempting to force all country work into one research format.

In March 2017 this project ended with even more results than we had aimed for; there are now FFGs in 9 countries (planned: 7). The external evaluation was positive and we incorporated its main recommendations into the development of a new funding proposal for the period 2017-2019. To our joy this has been approved by Sida and will form the core funding of the FFGI work for the years to come.

OXFAM NOVIB FUND

Oxfam Novib supports access to adequate financial services for the poor, including through its Oxfam Novib Fund, which is managed by Triple Jump. The fund provides loans and guarantees to microfinance institutions (MFIs) with a total value of €42.5 million plus €7.5 million in the Triple Jump Innovation Fund. Oxfam Novib increasingly invests in MFIs that work with small enterprises to create more employment, specifically for women and young people. Last year we reached 74,300 entrepreneurs (64 percent women), of whom 61 percent live in rural areas.

In 2016/17, Oxfam Novib focused on ensuring good services to borrowers and on linking MFIs to Oxfam programs and other themes. Furthermore, we worked on strengthening the capacity of MFIs, on impact measurement and on innovating our microfinance work. After a year of losses (FY 2015-2016) and initial losses in the current year, the Oxfam Novib Fund (ONF) is making a modest positive return again. In general, with the maturing of the microfinance market and different growth models of startups, the average

loans of the fund are higher, resulting in support to fewer MFIs.

International economic developments have started to impact the results of the Oxfam Novib Fund: low oil prices caused well-performing MFIs in Angola and Nigeria to find themselves with 'problem loans'. Still, we managed to reclaim one loan in Nigeria with the support of Oxfam in Nigeria; another loan in that country will be recovered in April 2017.

We see that the ONF faces contradictory demands. For example, our aim is to reach out to female clients in particular, but our choice to increase investments in agriculture has the opposite effect: especially in Latin America agriculture is a male dominated sector. Another example: we are reaching fewer clients, as agricultural loans and loans in the small and medium-sized enterprises (SME) sector are relatively large. Moreover, our choice to focus on agriculture may lead to less emphasis on Africa, as most African MFIs do not invest in the agricultural sector but are more urban focused. To deal with these

contradictions, we have created a new criteria hierarchy. First we look at our presence in Africa, then at our outreach to women, next to our investments in rural areas and last but not least at our investments in SMEs.

In order to increase consistency and synergy between the various working areas, Oxfam Novib has developed a cross-thematic strategic plan, aligning our work on financing SMEs through inclusive impact investment, agricultural activities and microfinance; this has created high added value and revealed interesting synergy opportunities which we aim to build on in the coming year. Furthermore, we are responding to a growing demand from countries such as Cambodia and Vietnam, and we are developing proposals on microfinance for refugees and the role of MFIs in disaster struck areas. These are financed by Oxfam Novib's own funds, among others through our Entrepreneurs for Entrepreneurs network and the Hans Geveling Third World Foundation.



PARTNERS SUPPORTED

**34 PARTNERS
IN
9 COALITIONS**



DONORS INVOLVED

**SIDA, DUTCH
MINISTRY
OF FOREIGN
AFFAIRS**



PARTNERS SUPPORTED

**54 MFIS IN
30 COUNTRIES**



DONORS INVOLVED

**OXFAM
NOVIB'S
OWN FUNDS**

GOVERNANCE & FINANCIAL FLOWS

EVEN IT UP!: BOOST FISCAL JUSTICE TO DEFEAT POVERTY

The gap between the rich and poor is spiraling out of control. Poorly designed tax systems and tax avoidance by multinationals are undermining the fight against inequality. Oxfam Novib is leading FAIR–Even it Up!, a global Oxfam program that challenges extreme inequality using a single common approach to fiscal justice and citizen participation. It is built on the experiences of Oxfam and partners from 34 countries and supported by 11 Oxfam affiliates and Oxfam International. This new program connects to Oxfam’s Even it Up! campaign, which mobilizes the public against policies that perpetuate the growing inequality and in support of policies that narrow the gap between rich and poor.

RACE TO THE BOTTOM OR FAIR TAX POLICIES?

Around the world fiscal policies, domestic resource mobilization, tax evasion and tax avoidance have been at the center of public debate. The media attention following the publication of the Panama Papers and Bahamian files on offshore companies (revealing the involvement of a Dutch former EU commissioner, for example) has caused a public outcry. Civil society organizations, including Oxfam, used the momentum to draw public and political attention to the relation between tax and inequality.

However, in 2016 there was a dramatic turn of events, when Great Britain voted for Brexit and the elections in the USA brought us a president who seems unwilling to develop policies that tackle inequality and poverty and promote fiscal justice. This is affecting policymaking around the world, as we see a continued de-prioritization of multilateral governance.

Despite these trends many governments are revising their tax policies, to bring them in line with newly agreed OECD or EU regulation. At the same time, governments are still finding new ways to continue the destructive race to the bottom in terms of corporate tax rates. Oxfam Novib has made a significant contribution to the global and national debates on this issue, both among the public and at the political level. For example, in 2016 the Pakistani government withdrew substantial tax exemptions as a direct result of Oxfam Novib’s country-level advocacy, while a

majority in Dutch parliament supported motions on tax policies that can slow the corporate tax race to the bottom.

Once a government has started to raise more income for its national budget, the next step is to invest this revenue in public services to reduce inequality. In FAIR (Fiscal Accountability for Inequality Reduction) Oxfam supports the increase of space and voice for people – women in particular – to influence and monitor fiscal systems and to demand more spending for quality public services. We build the capacities of local organizations to monitor municipal budgets, for example, and advocate for better access to information on public finance.

SOLID PARTNERSHIPS

Oxfam Novib has learnt from its tax and budget work in over 20 countries that influencing inclusive change is complex. It requires continued commitment to building a constituency of active people, strengthened civil society organizations and networks of activists: people who are able to engage decision-makers and influence the public finance chain to reduce inequality.

Oxfam has developed solid partnerships with key organizations, including leading local NGOs, regional and global networks such as the Global Tax Alliance for Tax Justice, the Financial Transparency Coalition and the Tax Justice Network, experts in academia and think tanks, as well as the International Budget Partnerships. Most recently we have joined the Fight Inequality Alliance.



The priorities in the global Even it Up! campaign are shifting. We are scaling up our work on inequality. A good example is that we have joined the global Fight Inequality Alliance, which brings together activists and organizations to tackle inequality globally and in countries around the world. Our fight on inequality will focus far more on country-level campaigning, as captured in Oxfam’s FAIR–Even it Up! program. Oxfam Novib will continue to play a vital role in shaping and fundraising for the program, based on the backbone document we finished in the reporting year.

Oxfam will challenge the terms of the debate in order to create political space for ambitious policy reforms against inequality. We will continue to focus on making tax fair, but will broaden the scope of our work to fiscal justice – both tax and public spending. We will rebalance our campaign to focus more on change in the global south, whilst gender will be prioritized across our campaign. This presents some challenges, predominantly as previously it has proven difficult to come up with hard statistics on how tax regulations are impacting women.

Simultaneously, we will work on a new version of the Fair Tax Monitor. The Fair Tax Monitor is a unique evidence-based advocacy tool that identifies the main bottlenecks within tax systems and provides strong evidence for advocacy work at the national and international levels. The tool allows for a comparison of tax policies and practices in different countries using a standardized methodology and unified research approach thanks to jointly developed common research framework. It is currently operating in Bangladesh, Pakistan, Senegal and Uganda.

PROJECTS

GREATER RESPONSIBILITY FOR FINANCE FOR DEVELOPMENT

Our fight against inequality plays a key role in the Strategic Partnership of Oxfam Novib and SOMO with the Dutch government. This program allows us to work with country teams and partners in ten countries in Africa and Asia to make tax fair and increase public spending for public services such as health, education, social protection and gender. These ten countries are: Morocco, Egypt, Occupied Palestinian Territory, Niger, Nigeria, Uganda, Pakistan, Vietnam, Cambodia and Indonesia.

In 2016/17 Oxfam produced inequality reports for Nigeria, Uganda, Indonesia and Vietnam, to ensure a solid basis for our national-level influencing policies. A few examples of our findings are:

- The poorest Vietnamese earn less in ten years than the richest man in Vietnam earns in just one day; he could spend \$1 million a day for six years before exhausting his fortune.

- In one day, the richest Indonesian billionaire earns over one thousand times more on interest from his wealth than the poorest Indonesians spend in one year on their basic needs.
- It is estimated that Nigeria loses \$2.9 billion a year due to questionable tax incentives alone – three times the country's total health budget in 2015.
- Uganda is one of the most corrupt countries in the world; it is estimated that the country loses \$500 million annually through corruption.

Engaging citizens in public finance

In our vision for a just world without poverty, people can participate fully and influence the decisions that affect their lives. However, extreme inequality is holding back the global fight against poverty and equality and requires urgent action. Oxfam Novib and SOMO are committed to promoting citizen engagement throughout the public

finance management cycle: to ensure that taxation policies are progressive and sufficient domestic resources are mobilized by countries, that budgets are allocated for services that people need, and that expenditure is monitored to reduce inequality through progressive public policies for quality public services.

Moreover, we work together to ensure monitoring and guidelines for a regulated financial sector (see page 45) and to hold governments accountable on their commitments towards development aid (see page 87). In order to reach these goals, it is essential to have civil society space for both citizens and civil society organizations to demand these changes. The finance for development program is dependent on this limited space, and at the same time works to maintain and even open up this space.

In 2016/17 we started up our FAIR–Even it Up! program, building on previous work on budgets and social accountability. We produced a program document, which forms the backbone of FAIR–Even it Up! and can be used for fundraising efforts by the country teams. Furthermore, we adopted a learning strategy and organized the first Global Learning event for FAIR–Even it Up! in Johannesburg to build a supportive peer-to-peer learning and knowledge network. That meeting brought together 60 staff and partners from 25 countries, representing 8 affiliates, 15 country offices and 15 partner organizations (see also page 107).

Fighting tax dodging across the globe

Collecting tax is one of the key means by which governments are able to address poverty. However, big business is dodging tax on an industrial scale, depriving governments across the globe

of the money they need to address poverty and invest in healthcare, education and jobs. In a destructive race to the bottom on corporate tax, governments across the globe are slashing corporate tax bills in their attempts to attract business. Oxfam Novib calls on governments to work together to put a stop to this race to the bottom. That is why our campaign to end extreme inequality, Even it Up!, was launched around the world: from The Hague, Washington and Oxford, to Islamabad, Kampala, Ouagadougou, Abuja, Sao Paulo and Hanoi.

In the Netherlands, we achieved progress on our agenda towards public country-by-country reporting, which demands from multinationals that they report per country on what they do (activities, turnover, staff) in relation to the tax they pay. We also made headway in changing the terms of the debate on the

corporate tax race to the bottom through a combination of policy and media work, both as Oxfam Novib and in alliances such as Tax Justice Netherlands. In 2016, Oxfam published "The Netherlands: a tax haven", "Tax Battles: the dangerous global race to the bottom on corporate tax" and several policy briefings. We met with members of parliament, developed joint campaign activities with others, and organized a tax campaign to mobilize the Dutch public. Among other outcomes, this resulted in several motions being adopted by Dutch parliament, increased media attention for the dual role of tax experts and a growing support for fair tax among the Dutch public (see page 87).



PARTNERS SUPPORTED

40



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS, ADESIUM FOUNDATION, SIDA, EU AND OXFAM NOVIB'S OWN FUNDS

CASE

FIGHTING INEQUALITY WITH FAIR TAX POLICIES

The gap between the rich and poor is widening at a stunning pace. Eight men now own the same amount of wealth as the poorest half of the world. Left unchecked, growing inequality threatens to pull our societies apart. It leads to stagnating economies, rising crime rates and, most painfully, the dashed hopes and ambitions of billions who are trapped at the bottom.

Rules structurally benefit the already rich and wealthy corporations and individuals. Tax havens allow them to avoid paying their fair share of taxes. Oxfam Novib won't live with poverty. We campaign for a fair global tax system that is designed to help end poverty.

Dutch campaign

Every year developing countries lose billions of dollars due to tax avoidance by multinational companies. Money they desperately need to invest in schools, roads and health care for all. In Bangladesh, Oxfam Novib's partner SUPRO fights tax avoidance by international garment companies. Ironically, it is the Netherlands which enables these multinationals to deprive Bangladesh of its rightful income.

Dutch tax rules are designed to facilitate corporate tax avoidance. In 2016, Oxfam Novib launched a

campaign in the Netherlands, linking our fight for a fairer tax regime to the battle of our partners. We published a report showcasing the Netherlands as a notorious tax haven with a transparency problem; we unraveled the close ties between political committees and tax advisory firms.

As a result of our fair tax campaign we collected over 10,000 statements of Dutch citizens and 280,000 international endorsements in support of our call to the Dutch government for a fair tax policy.



Photos: Saikat Mojumder



'I PAY MY TAXES, SO MY DAUGHTER HAS A RIGHT TO A GOOD EDUCATION!'

Shanaj Parvin (25)
Garment factory worker.

Shanaj Parvin (25) works in a garment factory in Dhaka, Bangladesh, six days a week. She gets along well with her colleagues, but the workload is high and the income is low: Shanaj earns less than €2 per day. The factory produces sweaters for the international market.

Every day Shanaj walks past the little palace which the factory owner is building for himself. Shanaj, her husband and her 6-year-old daughter Sarah Pauline rent a small room in the yard of a farmer near the factory. They wash themselves and their clothes in the fish pond. Shanaj's husband is ill and his treatment cost the family the last of their savings.

In the evening Shanaj practices English and math with her daughter. Her greatest fear is that Sarah Pauline will end up working in the garment industry. Yet the public school lacks teachers and materials. Shanaj thinks this is unfair.

'WE PAY TAX, SO WE HAVE A RIGHT TO PUBLIC SERVICES.'

Shamima Nasreen (43)
Garment factory worker.

When Shamima Nasreen worked in a garment factory herself, she witnessed the mismanagement in the sector. "In this sector everybody profits except us. Wages are too low to make a living. We're not entitled to health care, social security or housing."

Shamima joined SUPRO to help garment factory workers stand up for their rights, including proper education. "Rich people and companies should also contribute to public schools. Multinationals come to our country for cheap labor. That means they also have to pay tax."

She leads a group of dedicated women who fight for better working conditions and rights for garment workers. "We pay tax, so we have a right to public services. The government is responsible for this situation. We pay tax and the garment factory owners don't. We're defending our rights."

[Learn more about this case](#)

GOVERNANCE & FINANCIAL FLOWS

Miriam Abdelaziz

STANDING UP FOR CIVIC SPACE

Oxfam Novib strongly supports the Sustainable Development Goals (SDGs), which aim to eradicate poverty and hunger and tackle the inequality that drives poverty. Yet almost two years after their adoption the question remains: who will finance these ambitious goals? To achieve the SDGs we need effective and accountable states, an active civil society, and a sustainable private sector. But we also need official development aid, to help the poorest countries plot their own path to achieving the SDGs. Aid that supports governments to become effective and accountable, and that enables citizens to organize, engage and raise their voices. If we truly want to defeat poverty, we must counter the trend of shrinking space for civic action and boost accountable public development finance.

SHRINKING SPACE FOR CIVIC ACTION

In 2016/17, numerous civil society organizations and activists who hold powerholders to account faced severe restrictions and risks, often under the banner of security and national interests. Even in Tunisia, a model country of democratic transition in the aftermath of the “Arab Spring”, there is an initiative to limit the freedom of association. Attacks against defenders of land rights and natural resources worsened to alarming levels last year.

It is particularly worrying that the space for civic action is shrinking when inequality, polarization, and fragility worldwide are increasing – and therefore peaceful and effective spaces for people’s voices to be heard are most needed. Oxfam Novib and its partners respond by lobbying against restrictive legislation, both locally and globally. We strengthen local civil society to retain its influence, improve the protection of local partners, and experiment with ways to counter the negative narrative of civil society organizations as not being legitimate and in the opposition.

Dutch development aid commitments

Currently, at least 47 countries are too poor or unstable to meet the SDGs without development aid. Both globally and in the Netherlands (see page 87), Oxfam Novib advocates for an increase of public finance for development, stressing the urgency in a post-2015 world that agreed to eliminate poverty. After a steady decline in official

development assistance (ODA) in the Netherlands, in 2016/17 the persistent lobbying and public campaigning by Oxfam Novib and other development organizations paid off. In November 2016, the Dutch parliament adopted a motion calling on the government to increase the aid budget to 0.7% of GDP. And in the run-up to the parliamentary elections in March 2017, the majority of Dutch political parties promised to invest more in ODA; five of them committed to return to the internationally agreed 0.7 percent of GNI target. What is more, many political parties recognized the value of development cooperation in tackling some of the major challenges of our time, and recommitted to this policy instrument.

COALITIONS FOR A STRONGER VOICE

We believe that strong alliances are essential for turning the trend of shrinking civic space around. In 2016/17 we specifically invested in building those alliances in the Netherlands, and at the European and global levels. We mobilized political support from the Netherlands, several EU governments, and the European Commission to raise concerns about restrictive legislation affecting the space for our local partners in a country where we work. Unfortunately we cannot name this country, since this would jeopardize our partners. Furthermore, we helped launch a European petition, signed by over 100,000 people, calling on governments to protect the poorest people by providing effective development aid.



In the coming year Oxfam Novib, together with allies and supporters, will ensure the political commitments to invest more in development cooperation and ODA in the Netherlands will be implemented. Moreover, we will lobby to ensure these commitments will be reflected in the new government’s coalition agreement, the new aid budget and the new development cooperation policy. In addition, we aim to engage actively in the debate regarding rising populism and the challenge to democratic values.

Oxfam Novib will further equip local partners and alliances to protect and strengthen citizens’ space to participate in political decision-making that affects their lives, in light of an ever-increasing number of restrictions. We will develop concrete strategies that we can test and learn from in a number of focus countries. New champions of civic space must be brought on board of the alliances, ranging from private sector parties to influential online activists and independent media.

Local partner organizations at risk must be better protected; Oxfam Novib will continue to develop mechanisms to ensure this. We will invest in learning and documenting strategies that allow civil society to remain influential despite challenging political environments. Furthermore, we will engage in a dialogue with donors about what this means for their response to shrinking space. Last but not least, we will add our voice to global and local alliances. Together we will demonstrate the vital importance of civil society, and build public and political support for civic space as an essential cornerstone of peaceful and more secure societies.

PROJECTS

A WORLDWIDE INFLUENCING NETWORK FOR CIVIC SPACE

Within the strategic partnership with the Dutch Ministry of Foreign Affairs, Oxfam Novib and SOMO aim to have more people, especially marginalized groups, play an active role in building their societies and realizing their basic rights. The shrinking of civic space is a key obstacle to realizing this goal. Therefore we address the strategic challenges posed by these restrictions; we do this by raising political and public awareness about shrinking civic space and by influencing donor governments' responses to these restrictions. Furthermore, we work with our local partners and country teams and international organizations to continue strengthening and protecting civic space.

In September 2016, Oxfam presented a strong vision on development aid, as laid out above in the introduction: to achieve the SDGs we also need an active civil society. By stressing the importance of civic space, we framed it as an essential

pillar for development – in addition to being a human rights issue. Oxfam also raised civic space as a development issue at several high-level meetings.

Last year, Oxfam Novib also actively contributed to setting up the VUKA! coalition for civic action, a global alliance of development and human rights organizations. Convened by Civicus (World Alliance for Citizen Participation), this network will jointly counter the discourse used by governments that civil society is disloyal and pool efforts in countries where civil society is on the defense. In the Netherlands, Oxfam Novib is an active member of the civic space platform of Partos, the network of Dutch development organizations, in which we share knowledge and discuss innovative strategies. Since Oxfam Novib believes we need new voices in standing up for civic space, we have started an innovation trajectory to stimulate private sector as champions for civic space.

As member of BMO (a broad human rights consultation), we have regular dialogues on civic space with the Dutch Ministry of Foreign Affairs. Oxfam Novib also coordinates a common response by Dutch partners to shrinking space in Uganda. Together with Oxfam country teams, we provide input on shrinking civic space and other human rights issues for briefings related to the visits of the Dutch Human Rights Ambassador to specific countries we work in.

In Cambodia, we started a pilot to better protect Oxfam staff and our partners from risks such as legal charges, arrests, and harassment. In countries where we face NGO legislation that does not meet the international standards of freedom of association, we support local NGO alliances in their efforts to promote better legal frameworks, for example in Uganda (see below).

GLOBAL CIVIC CHARTER WORKS AT UGANDA LEVEL

In Uganda, the number of restrictions on the freedom of expression has increased in the past few years, and so has police violence during arrests of protestors. Supporters of opposition parties were especially targets of repression in the run-up to the 2016 presidential elections. Recent legislation is narrowing the space for civil society to act. For example, a public order management act from 2014 provides extensive powers to the Inspector General of Police and empowers the police to stop or prevent meetings or disperse them.

A new NGO law which was adopted in March 2016 increases the government's monitoring of NGOs – including those working at the provincial level – for example by requesting filing of returns with the newly established NGO Bureau and local authorities and requiring a fee which might create an extra barrier for NGOs. In addition, an agreement (Memorandum of Understanding) must be

reached with the local authorities in each district where the NGO operates. This has created a heavy additional administrative burden for the NGOs. The NGO Bureau has a variety of powers, including the power to revoke NGO permits after hearing the case for the NGO in question. The Bureau can "at any reasonable time inspect the premises of an organization and request any information". Moreover, many government officials tend to see civil society raising critical issues as negative and disloyal. Oxfam Uganda works side by side with local organizations to respond to these trends, as active member of the Uganda NGO forum.

Oxfam, with its partners and with ActionAid as lead, used the newly developed Global Civic Charter, a global framework for people's participation, as an entry point to engage the Ugandan police. In a constructive dialogue, we discussed their role regarding the freedom and means to speak out, access

information, associate, organize, and participate in public decision-making. Our local partners seized this opportunity to share their concerns about the current restrictions on the freedom of association, peaceful assembly and expression they encounter. As a result, the spokesperson of the Uganda Police Force signed the Global Civic Charter, thereby committing the Ugandan police to respect and protect civic freedoms and participatory spaces. Oxfam, Action Aid and other partners, have initiated a public campaign around this charter.



PARTNERS SUPPORTED

16



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS AND OXFAM NOVIB'S OWN FUNDS



PARTNERS SUPPORTED

10



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS

CASE

CITIZENS RAISE THEIR VOICES AGAINST POLLUTION

Dead fish, an awful smell, foamy water filled with plastic: that is the reality of a bay alongside Monastir in the idyllic small town of Ksibet El Mediouni, huddled against Tunisia's Mediterranean coast. Once a town where tourists liked to sunbath and fishermen hauled in great catches, the inhabitants now struggle against the polluting textile companies and the wastewater plant.

The people of Ksibet El Mediouni and nearby coastal towns sought support from Oxfam Novib's partner FTDES. The organization provided expertise and scientific evidence, organized inclusive dialogues and negotiated with the authorities. As a result of the citizen pressure, the government finally agreed to solve the problem. FTDES is closely monitoring this agreement.

Support to negotiations

After decades of dictatorship, Tunisia adopted a political system of democracy following the popular uprisings of 2011. Citizens have become more engaged and are demanding that governments deliver on their promises. Yet they are disappointed that such little progress is being made on pressing challenges, such as the polluted bay of Monastir. Oxfam supports citizens' movements to ensure that the newly gained civic space in Tunisia pays off for people.

Inhabitants repeatedly protested against the heavy pollution, but encountered a lack of political will to deal with the problem. Fishermen saw

a steep decline in their catches, and people suffered from health effects such as asthma and eczema. Part of the problem is the national wastewater plant, which regularly discharges untreated sewage into the bay, adding organic pollution to the heavy metals of the textile industry.

FTDES works with the fishermen and citizens of Monastir, discussing the problem, bringing in scientific proof and negotiating with relevant authorities. Finally, the government agreed to close the old wastewater plant, invest in a new one and rehabilitate the coast and the bay. FTDES is now supporting the work of citizens to monitor whether the government will fulfill its commitments.



Photos: Ons Abid



'WITH THE HELP OF CIVILIAN PRESSURE, WE MANAGED TO CHANGE THE ATTITUDES OF THE AUTHORITIES.'

**Mounir Hassine (53)
Head of FTDES in Monastir.**

"Things are much better here now, thanks to the efforts of Mr. Mounir," says a fisherman from the bay of Monastir. He is talking about Mounir Hassine (53), the head of FTDES in Monastir. The geography teacher and human rights activist is known for his extensive work on economic and social rights in the region. He knows the environmental laws and the causes of pollution. "We have done research, and found proof and facts about the plants. With the help of civilian pressure, we managed to change the attitudes of the authorities. They eventually admitted that these plants are causing the pollution."

'WE HAVEN'T REACHED OUR GOALS YET. BUT WE WON'T GIVE UP.'

**Amor el Imaam (63)
Fisherman in Monastir.**

Amor el Imaam has been fishing in the bay of Monastir for many years. The 63-year-old fisherman suffers from serious health problems due to the pollution in his fishing waters. "It wasn't there before. We used to fish octopuses weighing 5 to 6 kilos before, catfish also. All our fishermen could easily earn a living before. Now, they have to venture beyond the shallows just to get a handful of fish." Amor is working with Mounir to stop the pollution. "We haven't reached our goals yet. But we won't give up. It used to be clean, so it should become clean again."

[Learn more about this case](#)

GOVERNANCE & FINANCIAL FLOWS

VOICE AMPLIFIES UNHEARD VOICES

Voice is an innovative grant facility initiated by the Dutch Ministry of Foreign Affairs as one of the pillars of its Dialogue and Dissent framework. It is executed by Oxfam Novib and Hivos, and aims to strengthen and empower the voices of the most marginalized and discriminated people. To enable civil society organizations to better represent these voices, the fund offers grants and learning opportunities to them improve their influencing capacities. In ten countries, Voice serves to amplify and connect voices that have thus far remained unheard, in an effort to end the injustice of poverty and inequality by leaving no one behind.

LEAVING NO ONE BEHIND

In the Dialogue and Dissent policy framework, the Dutch government strengthens the capacity for lobbying and advocacy of civil society organizations in low-income and lower-middle-income countries. The goal: to enable them to participate in mainstream development processes. Voice is another pillar in

this framework, alongside the Strategic Partnership that Oxfam Novib and SOMO have with the Ministry of Foreign Affairs.

Voice was designed in response to the failed efforts to include the most marginalized and discriminated groups in mainstream development. To achieve this challenging goal, the fund is adapting its

way of working continuously, in order to reach the representative organizations of these hard-to-reach groups.

Marginalized and discriminated people are often stuck in a vicious cycle: their influence is diminished because they are excluded, and their lack of voice diminishes their opportunities to oppose such discrimination and unlock their human potential. By giving a voice to the most marginalized and discriminated people, Voice helps to break this vicious circle.

World leaders have committed to leaving no one behind, as part of the Sustainable Development Goals. They endeavor to reach first those who are furthest behind. Voice contributes to realizing this basic pledge of the world to people currently left far behind.

CONSORTIUM INVITES PARTNERS

Voice is a consortium between Oxfam Novib and Hivos, led by Oxfam Novib; they are jointly responsible for the coordination of the program in the ten Voice focus countries: Mali, Niger, Nigeria, Uganda, Tanzania, Kenya, Laos, Cambodia, Philippines, and Indonesia. Oxfam Novib and Hivos select grantees through open calls for proposals. Both grantees and stakeholders are invited and encouraged to participate in conversations and explore, test and scale innovative approaches and new knowledge together. In January 2017 the first eight grantees started their projects; we expect their first reports by June 2017.

VOICE STARTS WORKING

Voice was launched publicly in September 2016, and its first year of implementation has been used to set a strong foundation for the complex program. The fund targets five groups:

- Indigenous groups and ethnic minorities.
- Age-discriminated vulnerable groups, notably the young and the elderly.
- Women facing exploitation, abuse and/or violence.

- Lesbian, gay, bisexual, transgender, and intersex (LGBTI) people.
- People living with disabilities.

A global context analysis has been used to determine the relevant threads related to these target groups in the Voice focus countries. This analysis serves as the strategic baseline for grant allocations.

Some of the threads that have been identified are: the lack of visible official statistics related to the target group, the lack of recognition of ethnic and sexual minorities, and the lack of effective implementation of laws and policies. Other factors limiting the target groups are the conflicting interests of different marginalized groups, the multi-dimensional vulnerability of people facing multiple inequalities, and the rapid increase in the numbers of youth and elderly.

Double vulnerabilities

Based on this global analysis, we decided to focus on the rights of people facing double vulnerabilities, and specifically look at the position of women and youth within each target groups. In addition, we will work with the LGBTI community where possible. 90 percent of the available grant budget will be allocated at the national level while the remainder is available for global multi-country calls.

All ten country teams opened calls for proposals for influencing grants in late 2016 or early 2017, and the first grantees were to be selected in May 2017. At Oxfam Novib, Voice cooperates closely with the Civic Space team to monitor civic space challenges and work with future grantees on finding innovative ways to create space for civil society.

Since Voice targets vulnerable and marginalized groups that are often the hardest to reach, it is essential to develop innovative approaches to strengthen lobbying and advocacy capacities and empowerment. For example, Voice has developed animated videos in local languages and in some instances even in sign language to introduce the grant facility to the target groups.



The year 2017/2018 will be used to deepen the work with the grantees at both the national and the global level. We intend to do this in at least three ways:

Entries of the Empowered” (Voice diaries) is inspired by the Portfolios of the Poor methodology, a successful tool that was used to design evidence-based programs in the microfinance sector. Voice will invite key representatives from the five target groups to keep regular diaries over a period of 4-5 months, to explore: the extent of marginalization and discrimination they face in their daily lives; where and whom they turn to for support; and if or how they do any direct lobbying or influencing. The entries of the empowered will help provide evidence to develop influencing strategies by the organizations involved.

Make Noise for Voice”. Voice will open a targeted Call to boost linking and learning activities at the national level. We will invite specialized civil society organizations and social enterprises to propose innovative and creative processes. The success of their interventions will be measured by the level of participation of Voice grantees and members of the target groups. Furthermore, we will judge the quality and inclusiveness of the processes and develop other specific milestones.

Annual Learning Events. As part of the linking and learning activities, Voice will organize an inaugural annual learning event, which will be attended by a selected number of existing grantees and program stakeholders. Together, we will practice learning and knowledge exchange methods on specific topics and learning questions which will benefit the entire Voice grant facility and beyond.

CONFLICT & FRAGILITY

SAFEGUARDING THE QUALITY OF HUMANITARIAN RESPONSE

In 2016, over 65 million people - more than ever before - were forced to flee their homes due to violence, persecution or gross human rights violations. Due to the ongoing war in Syria more than half of its population is on the move, classifying it as the largest driver of displacement. Other crises in places such as Yemen and the Lake Chad Basin are less in the public eye, but need to be addressed just as urgently. Conflict and displacement push people into poverty, and force them to put their lives on hold; their development stops for, on average, 17 years. Addressing the root causes of conflict and displacement is essential, now more than ever.

COUNTERBALANCING A WORLD FULL OF CONFLICTS

Oxfam is at the forefront of the fight against the worsening discrimination against migrants and refugees around the world. We lobby EU and other governments to live up to their commitments and stop fostering coarsening public attitudes. In December 2016, we published the report "Where there's a will, there's a way", showing that less than 3 percent of the Syrian refugee population was resettled in rich countries. Analyzing the resettlement policies and practices of eight key countries, including the Netherlands, Oxfam demonstrated it takes political will and leadership to provide safe havens for the most vulnerable refugees. To provide voters with insight on this political issue, Oxfam Novib developed the Humanity Checker (see page 87) in the run-up to the Dutch elections in March 2017.

The United Nations warned in 2015 that if nothing is done about the humanitarian situation in Gaza the area will be inhabitable in 2020. The illegal blockade by the government of Israel has cut off this tiny strip of land from the outside world. As a result, more than 1.8 million Palestinians are trapped in a dire situation, without economic development and without sufficient electricity or clean water. Oxfam is working with partners in Israel and the Occupied Palestinian Territory to lift the blockade; in 2016 we invited a representative of an Israeli human rights organization and Oxfam staff from Gaza, who informed Dutch politicians on this issue.

In Niger's easternmost region, Diffa, the expansion and intensification of the Boko Haram conflict - and the military operations to counter them - affect 340,000 people.

Women, men and children have been forced to flee; most of them are now located in spontaneous settlements that are equally under attack and in villages hosted by communities who are themselves poor. As part of our humanitarian response, Oxfam undertook an emergency market mapping analysis in February 2017, showing the state of emergency across the Diffa region is further exacerbating the humanitarian situation. Restrictions on the once-lively economy along the Niger-Nigeria border have shattered livelihoods as markets have closed, fishing is banned, and cross-border trade is at a standstill. As a consequence, people take greater risks and are exposed to new protection threats. Oxfam made recommendations for the government, the UN, donors and humanitarian agencies, and lobbied Niger authorities and key actors in the EU.

COLLABORATE TO STAY HUMAN

Oxfam Novib works in close collaboration with partners in the countries we are active in, and often brings together different groups. For instance, in 2016, we were one of the founding members of Stay Human, a broad coalition of 52 civil society organizations in the Netherlands, ranging from sports clubs and religious organizations to the association of Netherlands municipalities and the largest entrepreneurs' organization. Together, we aim to strengthen social cohesion with regard to the arrival, hosting and integration of refugees. Stay Human has launched a public campaign and develops effective communication messages to engage with the so-called 'silent middle': the majority of Dutch people who want to remain humane. In addition, we develop training courses for those who are in the frontline of the discussions on migration in Dutch society.



Starting in 2017/18 Oxfam Novib will merge its activities under Conflict Transformation and Quality of Humanitarian Response with those under Women, Peace and Security. To read about our future plans, see page 66.

PROJECTS

RIGHT TO A FUTURE FOR DISPLACED PEOPLE

Almost 90 percent of the world's refugees are now hosted in low-income or middle-income countries close to the conflict these people fled from. The host countries themselves are often beset by conflict or other humanitarian crises. Internationally, there is a growing recognition that the traditional response to forced displacement - temporary shelter, food, water and sanitation in camps - in the long term is outdated and inhumane, given the average duration that people are displaced (17 years). Many refugees do not end up in camps, but remain 'invisible' in the cities. In addition, displaced persons increasingly intermingle with their host communities.

A case in point is Lebanon, where currently more than 1 million Syrian refugees are being hosted by Lebanese communities and in urban settings. This means 1 in every 5 persons is a refugee: a situation that is untenable. Here, Oxfam and its partners are trying to find

new responses to forced displacement, with the one-year project 'Right to a future for people affected by the Syrian displacement crisis'. We support the capacity and space for civil society organizations working on human rights and protection in Lebanon to advocate for policies that meet the needs of vulnerable displaced persons and their host communities.

Oxfam has brought together 14 Syrian, Palestinian and Lebanese organizations who are now working together in a network for the first time. Together they will influence the Lebanese government on how to make sure Syrians and host communities can live together in dignity and progress in their development. During several workshops, the network has developed a strategy to focus on three protection priorities: legal, material and physical safety.

At the same time, Oxfam Novib will link activities in Lebanon to activities at the international level in order to influence global level policy developments. This work will complement and feed into Oxfam's global displacement campaign. We are conducting research on the best response to large-scale displacement; looking for answers to the questions many (refugee receiving) governments, donors and international aid agencies are struggling with. Inspirational examples are Ecuador, where asylum seekers integrate more easily because they have the right to work; and Uganda, where refugees are allocated a piece of land to cultivate, increasing their economic independence and that of their host communities. Since the international community has a shared responsibility to assist displaced persons and their host communities, this project will help us convince leaders of rich countries on how to contribute their fair share.



PARTNERS SUPPORTED

14



DONORS INVOLVED

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MINISTRY
OF FOREIGN
AFFAIRS**





WOMEN, PEACE AND SECURITY

To achieve a long term and sustainable peace, it is crucial that peace and conflict transformation processes are inclusive and respond to the needs of women and men, boys and girls. Systematic discrimination against women is both a cause and result of the inequality that drives poverty and conflict. Oxfam Novib therefore consistently emphasizes women's voices through lobbying, advocacy and awareness raising at all levels.

Equally important for enduring peace is an effective and accountable justice and security sector; this is currently absent or inaccessible in many conflict-affected and fragile areas. In addition, there is a lack of engagement by civil society and community representatives with justice and security providers to ensure that their services are based on people's actual needs and perceptions.

LACK OF WOMEN'S RIGHTS IN CONFLICTS

Since UN Security Council Resolution 1325 was adopted in 2000 to uphold women's rights in conflict and their roles in peace and security, we have seen little more than political rhetoric. The impact on women's lives and roles worldwide has been sporadic; the implementation gap still is the most significant challenge to achieving inclusive peace and security.

Across the globe, women are positioned as passive victims and sidelined in peace and transition processes, rather than understood as active change agents. This reinforces inequalities in fragile and post-conflict societies. At the same time, the consequences of conflicts - increased human rights abuses, exacerbated social fragility and weakened community resilience - affect women differently than men.

Oxfam addresses 'what works' in terms of women, peace and security in local community-driven contexts and helps inform and influence international efforts; thus we connect global advocacy efforts with in-country programming. We focus on preventing violence and ensuring women's participation in peace processes, while furthering learning on this subject. We also deepen our understanding of relevant actors and gender dimensions.

As of 2016, the African Union has mainstreamed Security Sector Reform in the African Peace and Security Architecture (APSA). Following UNSC Resolution 2151, the APSA roadmap 2016-2020 states that civil society organizations need to be involved in its implementation if SSR processes are to be successful. Given this increased political and technical support role of the African Union to countries in the region regarding peace-building and inclusive security, Oxfam mainly focuses on influencing this regional organization.

COLLABORATION: CORNERSTONE OF OUR WORK

Collaboration and partnerships are fundamental to Women, Peace and Security work at all levels and central to Oxfam's approach on this topic. Oxfam continues to be a committed and active signatory to the Third Netherlands National Action Plan on UN1325, and works with a wide variety of partners both within and outside the Netherlands. Most importantly, we develop and implement programs that support coalition and alliance building at all levels to support our partners in widening and deepening the impact of their work. For example, our work has helped to strengthen a platform of 60 civil society organizations for joint monitoring and advocacy of the Palestinian National Action Plan on UN1325.



Over the next year, Oxfam will continue to address key gaps on existing commitments regarding women, peace and security issues. These range from women's participation and preventing conflict and gender-based violence to monitoring, implementing, and financing. Oxfam Novib will campaign at the international level as part of the Oxfam International Policy group on Women, Peace and Security. We will research critical issues such as masculinities and femininities in conflict; this will help us develop a more holistic approach to women, peace and security that responds to the needs of women and men, boys and girls.

Oxfam will also continue to work in multiple countries to support the grassroots work of our partners and to develop stronger local to global linkages. Based on the strong foundations our "Amplifying Women's Voices" program has laid in the MENA region, we will work in Yemen on women's meaningful inclusion in localized peace-building processes, building linkages for participation in national, regional and international processes. In the Occupied Palestinian Territory, we will continue our work on supporting Palestinian women rights groups to raise their voices on policies and practices that affect their lives and to strive for inclusion and protection of women in national reconciliation and peace processes.

In Afghanistan, Pakistan and Somalia, we will link up institutions, mechanisms and policies around gender-sensitive security and justice sector reform. We will also monitor and build linkages to the implementation of UN1325, in particular regarding protection from gender-based violence and adequate economic resources for women in (post-)conflict situations.

PROJECTS

MORE VOICE FOR WOMEN PEACEBUILDERS

Between 2013 and 2016, Oxfam, Hivos and the Women Peacemakers Program (WPP) together contributed to strengthening women's voices in the political arena of Middle East and North African countries. Under the program entitled "Amplifying Women's Voices in the MENA region" women were helped to participate more effectively and meaningfully in decision-making, peace processes and peace-building.

The program strengthened the capacities of civil society organizations in Yemen, Syria, Iraq and the Occupied Palestinian Territory and at the regional level. We challenged attitudes, ideas and beliefs within communities and amongst decision-makers on women's participation. In addition, we linked national results and learning to influencing work at the regional and global levels towards the League of Arab States (LAS) and the UN Human Rights and Security Councils.

At the international and regional levels, we advocated for increased awareness and accountability on the integration of peace, justice and disarmament from a gender perspective. Across the four countries, we trained key civil society representatives to enhance their understanding of state accountability and of gendered peace and security, which includes the roles and experiences of men and boys (a masculinities perspective). Furthermore, training courses were aimed at increasing their support for women's participation in peace and security processes. As an example of a concrete result, Palestinian organizations agreed on a coordinated national advocacy strategy on women, peace and security in Gaza and the West Bank. Both local and national organizations were involved, e.g. the General Union of Palestinian Women, which represents women from different political parties. In Yemen, Oxfam, CARE and GenCap delivered the

gender and conflict analysis "From the ground up". This is the first gender-segregated data study of its kind in the country, and informs immediate humanitarian responses as well as long-term programming. An important success factor was working with both women and men towards creating societal support for women's political participation.

"Amplifying Women's Voices" has deepened our understanding of the complex context and dynamics. Furthermore, it has helped to create an overview of civil society organizations and their ambitions, strengths and limitations. Through influencing and shared learning, the program has contributed to our understanding of the importance of continuous and consistent participation of women's civil society organizations in international mechanisms and the need for a flexible and tailored approach to an ever-changing context.

BAYAN, EXPRESS YOURSELF

Eight Afghan organizations work to increase public and political support for more women's participation across thirteen provinces in the country under the Bayan II project. This joint initiative of Oxfam Novib, Cordaid and Gender Concerns International is a follow-up to a successful pilot from 2012. Within the framework of the second Dutch National Action Plan 1325, Bayan II started in 2015 and ran until December 2016.

Bayan means 'express yourself' in Dari and Pashtu, the official languages of Afghanistan. With Bayan II we aimed to increase the responsiveness of the Afghan security sector, as well as public awareness and community support for inclusion, protection and participation of women. Furthermore, we wanted to increase the number of qualified female politicians. Bayan II offered a platform for the eight partners to conduct

international advocacy, training, and advocacy and awareness raising at the national level.

Our partners developed radio plays and debates and conducted direct advocacy with decision-makers, community and religious leaders to promote more inclusion and protection of and political participation by women. In addition, they took part in research, training and awareness raising towards the security services, for example by targeting police recruitment procedures. Through their concerted advocacy towards the Afghan Ministry of Interior, the partners contributed to an increase in female police recruits and to improved workplace conditions for female officers and soldiers. At the same time, the Bayan II partners trained female police and soldiers at provincial level, and provided gender training for male and female

police to improve police conduct towards women both within and outside the police force.

The long political transition in Afghanistan and its ongoing political instability, combined with increased insecurity across many districts and provinces, provided a challenging environment for Bayan II. However, our community-driven approach to inclusive justice and security resonated with women and young people, as well as with community and religious leaders across the project areas. Activities included community-level awareness raising, grassroots advocacy, and community dialogues with government; these created a stronger basis for support for increased women's participation and long-term behavioral changes towards women's rights in Afghanistan.



PARTNERS SUPPORTED

5 CONSORTIUM PARTNERS AND 4 IMPLEMENTING PARTNERS



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS



PARTNERS SUPPORTED

8



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS

CASE

PEOPLE DESIGN A ROADMAP TO PEACE

One third of the world's poor live in fragile and conflict-ridden countries. Oxfam conducted a post-conflict reconstruction program to address the underlying root causes of conflict. These are, among others, structural inequality, competition around natural resources, manipulation of identities, and security threats by armed groups.

The main objective of our program in the Great Lakes Region was to address drivers of conflict through a jointly designed Regional Roadmap to Peace in the Democratic Republic of Congo, Burundi and Rwanda.

Peace brokers and members of parliament

Key to the success of Peace Beyond Borders, our program in the fragile Great Lakes Region, was the bottom-up approach. Conflict-affected communities that tend to be ignored in peace processes were encouraged to be in the driving seat. Oxfam and its 11 partners brought together participants from Burundi, Congo and Rwanda to research the causes and consequences of the conflict. The dialogues attracted over 12,000 people from all walks of life.

We trained a network of 72 dedicated peace brokers, ranging from women farmers to former combatants, to drive the development of the Roadmap to Peace in their communities. Together they formed a Virtual Regional Parliament which monitored the implementation of the roadmap.

To create 'peace dividends' Oxfam supported quick impact livelihood projects which addressed the urgent needs of vulnerable women, youth and former combatants. Through media activities such as a weekly radio soap that counteracted enmity-fueling propaganda, we reached almost 2 million people.



'HAVING A LIVELIHOOD IS THE BEST WAY FOR PEACE.'

**Vestine Mugiraneza (29)
Peace Broker.**

Vestine Mugiraneza (29) is proud to be a peace broker: "I'm part of a big women's group. We farm the land, sell our crops and share our knowledge. Having a livelihood is the best way for peace." Vestine uses her agricultural knowledge to reduce poverty in the countryside. "Land is scarce here. I help farmers to improve their techniques. This is more effective than fighting." Just like all peace brokers, Vestine was selected for this role by her peers in her community.

Vestine lives with her husband and children in the Rwandan village of Njarugenge. She knows how poverty can fuel conflicts. The biggest problem for the rural population is lack of land and capital. As a peace broker she teaches farmers methods to increase their harvests and thus fight poverty. Beyond providing technical support she has educated 168 farmers and their families to jointly engage in agriculture rather than being in conflict with each other.

'SPORT STRENGTHENS SOLIDARITY AND BROTHERHOOD.'

**Theogene Tuzuzenge (28)
Peace Broker.**

"The purpose of football is peace. After struggling against each other on the field of play, you reconcile. Football brings people together, everywhere in the world." Peace broker Theogene Tuzuzenge (28) is a passionate sports coach and is committed to youth welfare. Training kids and organizing football games is his way of contributing to building peace.

All peace brokers are committed to engage in voluntary peace-building activities, such as facilitating community consultation and dialogues, organizing intercultural activities and performing mediation and conflict resolution services. In the past few years over 31,000 people have participated in the interethnic and intercultural activities organized under the Peace Beyond Borders program, such as street and improvisation theater, dance and football games.

"Sport strengthens solidarity and brotherhood," Theogene explains. "I'm from an orphanage. My parents were killed in the civil war. I want to give today's children safe surroundings and make them strong."

[Learn more about this case](#)



GENDER JUSTICE

WOMEN'S EMPOWERMENT

Women and girls make up more than half the world's population. Yet in many cases, they are not able to fully enjoy their rights and contribute to the sustainable development of their communities. This is because women face discrimination and physical and sexual violence, and are systematically excluded from participation in decision-making spaces and processes.

Oxfam Novib strongly believes that sustainable and equitable development can only be achieved if women and girls are empowered and have the necessary resources and opportunities to claim and advance their rights. Another condition is that men and women from all walks of life work together to bring about transformative social change.

THREATS TO WOMEN'S HEALTH RIGHTS – AND AN INSPIRING RESPONSE

The rise of populism and right-wing politics in Western Europe and the United States puts women's rights and gender equality in jeopardy. Misleading rhetoric like 'protecting family values' is used to justify taking away women's control over their lives and bodies. A huge threat to the health and rights of women and girls is the reinstatement of the "Global Gag Rule" by the Trump administration in the United States. This rule requires that non US NGOs receiving US family planning funding not have anything to do with abortion. They are not allowed to inform the public, educate their governments, provide abortion services or even provide advice on where to get an abortion.

Previous application of this rule (e.g. under President Reagan) showed the huge implications this policy has for women's rights and health organizations around the world. To secure US funding, they will be forced to close a wide range of family planning programs that benefit many millions of women in developing countries. This will leave thousands of women without access to safe health services.

At the same time, this immense threat has put women's rights back at the center of the international political agenda and mobilized support from all over the world. An inspiring example is the launch of the 'She Decides' Global Funding Initiative by Dutch Minister Ploumen (Foreign Trade and Development Cooperation), as a response to the Global Gag Rule. Her initiative seeks to

fill the funding gap for family planning programs, which could amount to \$600 million per year. Until March 2017, She Decides has received support from multiple governments, companies, foundations and individuals, and has raised a total of €181 million.

Naturally, Oxfam Novib supports this initiative. Moreover, we will continue to support our partners that work on sexual and reproductive health rights (SRHR); not only through multi-country programs such as Marriage, No Child's Play, but also by linking SRHR programs to other programs such as those for climate change and humanitarian response.

STRONG NETWORKS AND PARTNERS

Oxfam Novib does not work alone, but in collaboration with a strong network of partners at the country, regional and global levels. Partners include women's rights organizations that really understand the gender and power dynamics in the context they work in. These are organizations that can design and implement intervention strategies which will be most effective to challenge and change the social norms behind discriminatory practices against women and girls.

We also work with international organizations and institutions such as Oxford University on research and data collection projects. Combined with empirical knowledge from our local partners, these projects will provide a more solid design for effective and efficient projects and programs.



In the coming years, Oxfam Novib will continue to work on gender justice in high-quality multi-country programs and projects. Our work aims to increase women's and girls' autonomy and capacity for self-determination over their SRHR and eliminate violence against women and girls. We seek to enhance women's participation in decision-making processes at all levels in all (formal and informal) structures, and invest in transformative leadership for women's rights.

Based on our experience with women's empowerment programs, we have learned that a proper understanding of how individuals form their perceptions and ideas of women's and men's roles in society is essential. Therefore, we will invest in formative research and studies on changing social norms, which will sustain the design of our programs, specifically on SRHR and violence against women. Furthermore, although our main target group are women, we will also work with men and boys to create the necessary supportive environment and to empower boys and men in their own right for gender equality.

More concretely, in 2017/18, Oxfam Novib will continue to implement our program on child marriage and further develop a program called Women on the Move, to address the SRHR needs of women and girls who are forced to leave their homes. In Southern Africa, we will further implement the pilot project Say YES, which focuses on providing access to reliable SRH information and services for young people, in particular sex workers and LGBTI individuals.

PROJECTS

THAT'S NO WAY TO GET MARRIED!

In 2016, Oxfam Novib and Save the Children joined forces to help reduce the number of child marriages in five countries: Niger, Mali, Bangladesh, Pakistan and India. Building on previous projects and experiences, we chose to simultaneously work on:

- Empowering girls and boys through information, education and networking.
- Engaging with relevant stakeholders through awareness raising, and lobbying and advocacy for legislation and policy reforms,
- Providing financial opportunities for girls and their families.

Despite the short run-time of the project, we achieved important results in the four countries where Oxfam Novib and partners were active.

Niger

- 7,500 children and youth received information on child rights and on negative effects of child marriage (5,740 planned); Oxfam Novib reached out to 2,370 girls and 1,582 boys, Save the Children targeted 1,670 girls and 1,912 boys.

- 188 cases of child marriage were referred for counseling and support through community mechanisms (planned: 35).
- 35 interventions led to 10 child marriages NOT taking place.

Mali

- 49,700 young people were trained on child rights (and how to claim them) and SRHR (15,000 planned).
- 6 child marriages were prevented and 1 was stopped during the marriage ceremony.

Bangladesh

- 2,300 adolescent girls participated in awareness raising activities and/or campaigning against child marriage.
- 92.5% of young mothers participating in the project (49 out of 53) reported that they do not intend to marry off their daughters before the age of 18 (unknown in the baseline survey).
- 22 existing service providers provided youth-friendly sexual and reproductive health services.
- 95% of parents voiced commitment not to marry their girl children before the age of 18 (55% in the baseline survey).

Pakistan

- 3,600 young people were reached as part of community interventions and actively shared their knowledge with peers and parents.
- 600 young people were reached by youth-friendly SRH services.

We learned some important lessons, such as the need to involve young people through creating spaces for exchange, awareness and guidance; to use alternative tools (sketches, songs) to communicate their messages to their peers, parents and authorities; and to leave room for adaptation, for example in Niger, where we decided to work directly with parents, school directors and teachers, after some parents had kept their daughters out of school. These lessons learned, the successful implementation of the project, and the fruitful collaboration between Oxfam Novib and Save the Children led to a new five-year program (2016-2020). The new program is called "Marriage, No Child's Play" (see page 76) and will be implemented by the More than Brides Alliance, with support from the Dutch Ministry of Foreign Affairs.



PARTNERS SUPPORTED

5



DONORS INVOLVED

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AFFAIRS**



PARTNERS SUPPORTED

**28 WOMEN'S AND
CIVIL SOCIETY
ORGANIZATIONS**



DONORS INVOLVED

**DUTCH
MINISTRY
OF FOREIGN
AFFAIRS**

WOMEN ON THE FRONTLINE

Oxfam Novib, Hivos, PwC and the Institute for War and Peace Reporting (IWPR) jointly ran this project (2013-2016) to provide a long-term investment in civil society organizations (CSOs) that work towards women's rights and gender equality in the Middle East and North Africa (MENA). Most of the organizations are women-led; 'Women on the Frontline' was set up in the context of the Arab Spring, which led to a wealth of new initiatives addressing the role of women in society.

Based on our experience in the region, we identified five main issues that are potentially limiting women's influence and participation in this region:

- Weak women's movement and inadequate organizational and technical content capacity.
- Lack of funding, and inadequate capacity to access and handle funding.
- Inadequate capacity to contribute to reform and implementation of constitutions, legislation and policies.

- Low participation by women in decision-making processes.
- Inadequate knowledge within societies of the importance of gender equality and women's rights.

To address these five issues, we decided to strengthen local women's organizations and female leaders through tailor made training. The project offers these organizations and women financial support to implement activities inside their countries to increase women's participation, and enables them to build informal alliances and networks. In addition, it helps to bring their messages across to a wider public and to decision-makers at the national and international levels.

During the program's run-time, Women on the Frontline organized regional conferences with all participating organizations to exchange knowledge, build networks and showcase activities and successes. We arranged advocacy trips to New York, Brussels and The Hague

to influence international policies on Women, Peace and Security, using (among other tools) videos telling women's stories. These videos will also help the organizations to further disseminate their message to a wider public.

An important lesson we learned in this project is the need to be flexible, due to the constantly changing context in which the organizations work and the obstacles and opportunities arising all the time. But the difficulties in the implementation also confirmed Oxfam Novib's conviction that a project such as WoF presents an alternative answer to the increasingly polarizing, exclusive and militarist discourse throughout the MENA region - and in the international discussions about the region. It is essential to invest in the visibility of women activists and their role in society, since their realities and thoughts about the current and future society offer an alternative and often more peaceful discourse.

CASE

MARRIAGE: NO CHILD'S PLAY

Every minute 28 girls are married before the age of 18. In the time you watch a half-hour television show, 840 child brides get married in countries like India, Malawi, Mali, Niger and Pakistan. These girls are not free to decide on their own sexuality, will not finish their education and are at great risk of dying while giving birth.

In 3 of those 5 countries, as part of the 'More than Brides Alliance', Oxfam started a 5-year program to reduce child marriage and teenage pregnancies. We empower girls and influence a wide range of actors to change the social norms and practices that sustain child marriage.

Shifting social norms

How do you stop child marriage in a developing world where one in three girls is married before turning 18? That is what Oxfam, Save the Children, Simavi and Population Council aim at in the program 'Marriage: No Child's Play'.

Girls should be able to decide if and when they marry. Our alliance equips young people with the necessary skills and information. We increase their access to services and economic opportunities and build their agency. Through advocacy and public campaigns, we help social norms shift

towards acknowledging the sexual reproductive health rights of girls. At the same time, we conduct a policy dialogue and influence policymakers to provide the required legal framework.

In Niger, the program is being implemented in 42 villages. Particularly in rural areas, poverty is a main cause of child marriage. Therefore, the alliance supports the girls and their families with income-generating activities, group-based savings accounts and technical and vocational training.



Photos: Chris de Bode



**'ONE OF MY FRIENDS
GOT MARRIED AND
LEFT SCHOOL.'**

**Zauèra Yakouza (13)
Schoolgirl.**

Zauèra Yakouza is a blessed girl. Every day she goes to school in the morning. Just like other girls, she helps her mother by fetching water and cooking millet when she gets home. After dinner, the 13-year-old girl does her homework or goes out to play with her many brothers and sisters.

Zauèra dreams of becoming a nurse, she wants to help people in need. Not all of her friends are that lucky. 'One of my friends got married and left school. I disagree with that. First I want to finish my school.'

Her father, Yahouza (50), believes that marrying at a young age is not good for his daughter. Nor should her future husband be much older than she is. "She has to be mature first. I'm waiting for a man who can take care of Zauèra. He has to be around 20 years old."

**'I DON'T WANT TO GET
MARRIED YET.'**

**Hassana Hima Hama (15)
Engaged.**

When Hassana Hima Hama (15) was a little girl, her parents died. Since then, she has been living with their aunt and uncle. Hassana went to school until the 5th grade, but she stopped when there was not enough money to continue. Her uncle has little income and it is hard to get by.

Hassana's twin sister got married 7 months ago. "I'm also engaged, but I don't want to get married yet. My biggest wish is to go back to school." Her cousin and best friend Safiya Soumaila (23) notices the same change in attitude about the importance of going to school among other young people in her village.

Safiya works as a peer educator in Oxfam's project to prevent child marriage. Safiya regularly meets with a small group of girls and boys to discuss life issues and topics like sexuality and marriage. "I feel that being educated has gotten more priority than getting married."

[Learn more about this case](#)



YOUTH

YOUNG PEOPLE AS ACTIVE CITIZENS

Young people make up one quarter of humanity, which is more than ever before. In fact, in the 48 least developed countries more than half the population is under 25. Given the ability to provide for themselves and their families, this new generation can alter extreme poverty and inequality. For this to happen, communities around the world must ensure that young people obtain their rights to sexual reproductive freedom (love), quality education (learn) and quality employment (earn). Oxfam Novib works with all stakeholders to empower youth as active citizens to benefit from improved policies, practices and beliefs regarding ‘love, learn and earn’.

YOUTH AND INEQUALITY

Currently, education and employment are just a dream for 225 million young men and women. Practices and beliefs on sexual reproductive health and the denial of women’s rights contribute to 1 million girls under the age of 15 giving birth every year. Every day more than 40,000 children get married. Quality education is vital for young women – and men – to have more control over their lives; decent work offers them hope for a better future.

Unemployment and migration

Oxfam Novib, in partnership with many others, works to ensure that young people are empowered and that their human rights are met. Our youth employment projects in Bangladesh, Pakistan, Indonesia, Ethiopia, Egypt, Somalia and Nigeria aim to provide young people with improved skills and livelihoods. But our goal is also to ensure they become active members of their societies who can hold their leaders accountable for providing basic human rights.

Since the rise in populism and the huge impact of the influx of migrants and refugees, development aid has targeted young people in at-risk countries, with the aim of preventing migration and radicalization. Yet the popular theory that, once employed, youth are less likely to migrate or radicalize is full of challenges and especially difficult when oversimplified. Unemployment certainly is not the only factor leading to youth being frustrated or becoming involved in violence.

YOUTH MANIFESTO

Millions of today’s youth bear the burden of the growing inequality in our world; especially when they are born into poverty. In 2016, Oxfam worked with young people on a policy paper on youth and inequality. Together, we urged governments, multilateral institutions and civil society organizations to support youth as agents of their own future; in August, we presented a policy paper in Montreal, during the Youth Summit on Inequality. At the same event, we supported a meeting of young people which resulted in a youth manifesto. In this declaration, youth called on their peers worldwide to mobilize, and on power holders to promote young people’s human rights and reach the Sustainable Development Goals.

PARTNERING WITH KEY STAKEHOLDERS

We believe change cannot happen without key stakeholders being involved. Oxfam Novib works with other civil society organizations, families, communities, young people, governments and the private sectors to empower youth. Work in Progress! (see page 82) is a collaboration between four international organizations. We are implementing the project with and through civil society partners; they understand local dynamics and ensure the project is embedded in the community context. In Quality Educators we work with international and Malian teachers unions. Empower Youth for Work is a collaboration between different Oxfam affiliates and brings together over a dozen civil society partners.



In the coming year we plan to upscale and further improve our work on youth employment through collaborative learning. Together with civil society partners and young people we will study how to further support youth movements and youth-led organizations in a meaningful way. Through the innovative learning process E-motive (see page 106) we will link our rural hubs with successful projects that promote rural young female entrepreneurs and build on their knowledge. Oxfam will start a new project on youth employment and active citizenship in the MENA region (Egypt, Jordan, Morocco and Tunisia), which will be led by Oxfam Ibis and will be supported by Oxfam Novib; we will build on our experience in working with youth over the past five years. This 5-year project is funded by DANIDA and has a budget of 25 million Euros.

PROJECTS

QUALITY EDUCATORS FOR ALL

Mali is ranked one of the lowest quality education systems in the world. More children are attending school than ever before, but their learning outcomes are poor. The main reason is the shortage of professionally trained teachers. Only 60 percent of education in Mali is public. In the remaining non-formal schools, the average duration of a teacher's training is five days.

In 2010, Oxfam Novib and Education International launched Quality Educators for All in Mali. We introduced a competence framework for teacher education and professional development and started training primary community

school teachers. By the end of 2016, all 3,700 community teachers in the Ségou region had been trained or had followed a refresher course; they are qualified, certified and accepted in the public education system, which gives them decent working conditions and a better salary. "Today, I'm a teacher truly able to teach in my class," a participant stated proudly.

In 2016 we started a new phase, building on the lessons learned and expanding to lower secondary education. We introduced ICT; through co-creation (with the teachers' unions, government, teachers, and students) the teacher

training modules were adapted to digital format and provided on SD cards. Thanks to this innovation, teachers can better prepare their lessons, working wherever and whenever suits them best.

From the start of the project we have cooperated with the Malian government and have advocated for an improved position of community teachers. This has resulted in strong political commitment to facilitate the transformation of community schools into public schools and the integration of community teachers into the public system.

EMPOWER YOUTH FOR WORK

Youth, especially young women, living in rural areas of Bangladesh, Ethiopia, Indonesia and Pakistan find themselves unemployed and struggle to make a living. In our new program, we empower these young people both economically and socially.

In all these countries an impressive number of partners are setting up rural hubs from which they will simultaneously work on three objectives.

- We build the agency and skills of young people to ensure they are well equipped to work for an employer or start their own business. How?

By establishing or connecting to youth groups and by training young people in relevant skills.

- We support young people in their efforts to find jobs or start their own businesses. How? By linking them to employers or by connecting them to market opportunities and to financial service providers for startup capital.
- We create an enabling environment that supports young women to work. How? We work on empowering policies and practices with governments. But we also address social norms on gender-based violence and care work in communities and families.

In this first year we set up the teams who will be working on this program in the coming five years. Oxfam selected partners who can tackle this challenge with us, sharpened our strategy and developed action plans. We are proud of the fact that young people from the areas we work in were involved throughout the entire program design; from the first ideas to the specific action plans. This helped us to tailor our work to their needs and hence be set up for success.



PARTNERS SUPPORTED

5



DONORS INVOLVED

COMIC RELIEF



PARTNERS SUPPORTED

12



DONORS INVOLVED

IKEA FOUNDATION

CASE

YOUNG PEOPLE CREATE THEIR OWN FUTURE

Work in Progress! was developed with and for young people in Egypt, Nigeria and Somalia who are unemployed or lack prospects of a better future. The project contributes to finding jobs or start businesses so as to create meaningful lives in their own countries.

Young people do not feel part of society and are often excluded at the political level. Ideas and prejudices hinder their ability to contribute to positive social change. Egypt has the second-highest percentage of youth unemployment in the world. Somalia and Nigeria also experience rampant unemployment amongst young people. Oxfam Novib, Butterfly Works, International Organization for Migration and Venture Capital for Africa joined forces to improve the economic prospects of youth in the target countries.

Jobs and startups

Work in Progress! supports young people's efforts to develop market relevant skills, supports the SME sector grow (to provide youth employment) and cultivates an enabling environment for both the youth and SMEs.

Young people are trained in ICT and digital design, but also learn how to apply for jobs and adopt professional work ethics. We provide SMEs with business development services and give them access to experienced consultants for on-the-job training.

After the intensive training and guidance, we organize internships and job fairs for the young professionals to link them to employers. At the end of the accelerator program, the young entrepreneurs pitch their innovative projects to potential investors.

Young people play a strong role in the 3-year program; about a thousand young women and men in Egypt, Somalia and Nigeria are actively involved. Their feedback serves as input for our advocacy towards communities, governments and the private sector.



**'I'LL BECOME AN
INFLUENTIAL
ENTREPRENEUR
IN INFORMATION
TECHNOLOGY.'**

Faith Kolawole (20) Teacher

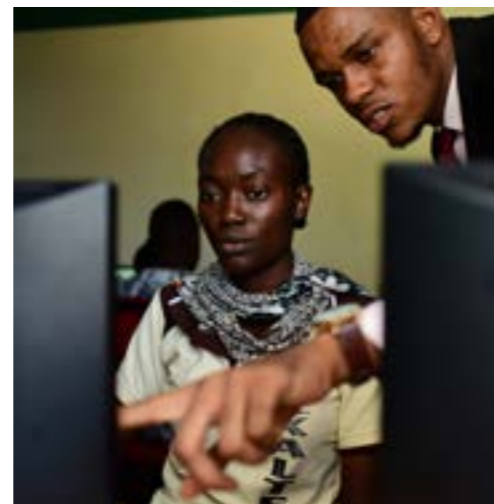
"EkoBits has changed my future job prospects," says Faith Kolawole. Actually, the digital design school, set up by Work in Progress!, changed her future life. "Before EkoBits I thought I'd get married after secondary school and leave everything in my husband's hands. But now I have various options to become someone great in the future."

Faith is 20 years old and teaches kids in a nursery. Being the daughter of a petty trader and a security guard, there was no money to allow her to continue her studies. EkoBits, set up to train underprivileged youth in creative technologies, provided her with the chance to follow a comprehensive computer course. "I was scared to even touch a mouse, let alone use it. Now I know how to design websites very well and I love it."

Since Faith also learned how to manage her own business, she has ambitious plans for the future: "I don't only want to teach ICT at school, but I'm very certain that I'll become an influential entrepreneur in IT."



Photos: Benedicte Kurzen



[Learn more about this case](#)



OUR WORK IN THE NETHERLANDS

OUR SUPPORTERS

Oxfam Novib is very grateful for the valuable support from hundreds of thousands of Dutch citizens. Therefore we would like to start this chapter with a big thank you to the people who contribute to our global efforts to defeat poverty: our highly valued supporters. In 2016/17 their number remained stable with 326,823 people, who supported our work with €25.6 million.

Overall, we are seeing a downward trend in donations, even in the Netherlands, which is famous for its generosity. In absolute terms people are donating more, but counted in percentage of household income donations are decreasing. Recent research points at two developments influencing this general trend in the Netherlands: first, the decline of a traditionally big group of givers, namely religious – mainly Protestant – people. And secondly, government budget cuts in the international development sector are not compensated by private donations (contrary to other sectors).

The big question is therefore: how do we inspire our current and potential supporters, what should we do to earn their loyalty for our vital work? Oxfam Novib plans to continue the current line of growth, through building long-term relations with our loyal base of supporters and through innovation.

Building long-term relationships with donors requires public visibility, an appealing message, and clear relevance for our target groups. This is what Oxfam Novib worked on in 2016/17 and will follow up in the coming year. Supported by a new branding strategy we will continue to inspire and connect with our donors.

Online media presence

‘Innovative’ is the word to describe how we took the next step in our online media presence. Over the last fiscal year our strategy to reach out to our supporters online proved successful, although the income from these sources is still low. The number of unique web visitors grew by 29 percent to 387,588

(2015/16: 297,779) and our fanbase on Facebook increased to 67,000 fans. In 2016/17 we decided to fully integrate our online strategies into our campaigns and community fundraising. A good example is Oxfam Novib’s campaign on refugees (see below and page 23), in which we combined TV and radio advertisement with a second screen strategy, targeting and retargeting web visitors, social media content and free publicity. This paid off not only in a growth of new donors via our website, but also in passionate online dialogues about refugees on social media. Our most successful content was a hidden camera video on tax dodging, which went viral after 255,000 people watched it.

Inspire and connect with donors

Our supporters contribute to our work in many ways. They donate as individuals or as private foundations, they support fellow entrepreneurs, or leave legacies for a better future. They help us out as volunteers during events, sign our petitions, like our posts, and buy our calendars. We are grateful for all contributions, small and large; yet we will continue to broaden our donor base, to increase the support for and funding of our work.

To recruit new donors, we currently depend on Direct Dialogue as our primary channel. In 2016/17 we started a carefully conceived transition towards reaching potential donors through multiple channels. To diversify our income streams we must develop all segments and continue our efforts to convert our public campaign supporters and activists into financial supporters. Our focus will stay on acquiring regular givers with the highest potential and engaging with them in long-term relationships.

Another change in our fundraising and mobilizing strategy concerns our presence at public events. In the coming years we will attend fewer events and intensify the ones where we can meet with and further engage our current supporters, building on long-

term relationships. In 2016/17 we still involved some 35 volunteers to engage with thousands of visitors at Lowlands, North Sea Jazz, and the International Documentary Festival Amsterdam (IDFA). We also participated in sporting events such as The Hague Marathon and ‘Limburgs Mooiste’. To support our public campaign ‘Share a Seed’, about our Farmer Field Schools in Zimbabwe (see also page 42), the photo exhibition of Sacha de Boer travelled to Lowlands, Artis and other public spaces in the Netherlands. And to raise awareness about the continuing persecution of critical writers, we publicly awarded Indian research journalist Malini Subramaniam the Oxfam Novib PEN Award 2017 for her courageous investigative reporting.

Some of our most loyal supporters are the subscribers to our book series and the purchasers of our popular Oxfam Novib calendar. In 2016/17 we sold almost 44,000 books and 45,000 calendars. Together, our private individual and business donors supported our work with €25.6 million in 2016/17. In the previous fiscal year we received a large legacy (€500,000) and an additional income of €500,000 through a special appeal in our refugee campaign; this explains the decrease by €1 million compared with 2015/16.

Legacies and bequests

In 2016/17 Oxfam Novib increased its legacy activities in order to make more people aware of this very special way of giving. This resulted in many personal conversations about ending poverty through gifts in wills and personal talks about life stories. We are very grateful for the 45 legacy gifts we have received. We will continue on the path of close and personal contact with our donors, offering them support and advice. In the long run their support might also add to the diversification of our income.

Major donors and private foundations

Oxfam Novib is supported by private individuals, family foundations and ecclesiastical institutions that

contribute to our mission in a special and substantial way. Some of these donors have a Personal Fund that Oxfam Novib manages for them. In 2016/17, we were able to increase our network and engage a number of new major donors, many of whom were our guests during events such as North Sea Jazz and IDFA.

Entrepreneurs for entrepreneurs

Our business network, Entrepreneurs for Entrepreneurs, allows small and medium-sized enterprises (SME) in the Netherlands to help their fellow entrepreneurs in Africa and Asia. In 2016/17 some 750 business ambassadors supported our efforts to give these entrepreneurs access to finance and essential training; together they generated €2.1 million. Six engaged business ambassadors travelled to Uganda with Oxfam Novib to see the results of our microfinance work there (see also page 88).

We highly appreciate our ‘super ambassadors’: entrepreneurs who joined us on previous field trips and who are putting an extra effort into supporting the work of the Entrepreneurs Network. They delivered valuable input and support to help build a program for SME Development (see also page 47) and Impact Investment activities. In 2016/17 we organized regular meetings to enable our business ambassadors to inspire each other and learn more about Oxfam Novib’s work, for example during the Week of the Entrepreneur. Furthermore, we invited them to the annual MeetUp for business ambassadors, North Sea Jazz and IDFA.

Supporter contacts

Oxfam Novib takes great care when engaging with supporters; we act in compliance with rules and regulations, respect our audience and listen to our donors. We make sure that we deliver the best service we can when receiving questions, requests and complaints. In 2016/17 we handled nearly 60,000 communications, by phone (50 percent), e-mail (44 percent) and mail (6 percent). 1158 of these communications were

complaints; these provide us with insight into donor satisfaction and show us how to improve. For instance, based on complaints we received last year, we fine-tuned our order delivery process. As a result, this type of complaints decreased by 30 percent.

The total number of communications has increased significantly (+20 percent), while the number of complaints has increased only slightly (+4 percent). The number of complaints on fundraising and campaigning activities has increased. This is the result of both a more active approach to communicating with our supporters and an increased focus on campaigns, targeting subjects such as tax evasion, the rise of populism and the refugee crisis (see below), which are politically controversial.

PRESS

Last year, Oxfam Novib has increased its efforts to advocate for people living in poverty, for refugees, and people whose rights are ignored. With opinion letters to newspapers, media reactions to current affairs or at important political moments, and with press releases addressing flaws in Dutch policies.

On the occasion of our 60th anniversary, Oxfam Novib organized an expert meeting about the role of, and the increasing threats to, civil society organizations worldwide. This resulted in an interview with the director of our longstanding partner Civicus in newspaper Trouw.

One topic has received an overwhelming attention, and massive pick-up in media: inequality. Oxfam Novib has become an important voice in addressing this injustice, which poses major threats to societies internally and to international stability. Oxfam Novib was often quoted in publications about tax evasion, as one of the key drivers of inequality. Media have

shown a strong interest in Oxfam Novib's research and knowledge, stemming from our presence in over 90 countries worldwide and our international research capacity (see below).

Dutch comedian Dolf Jansen and actress Arianne Schluter committed themselves to the work of Oxfam Novib and became very strong advocates for our cause. Arianne travelled to Greece to witness the desperate conditions of Syrian and other refugees, and on her return spoke about her experiences in popular TV programs. She also lent her voice to RTV commercials for Oxfam Novib's campaign on refugees. Dolf Jansen actively participated in the Fair Tax Campaign (RTV commercials and events) and has often referred to the issues of inequality and tax evasion in his performances in theatre and in the media.

Oxfam Novib's media team maintains close communications with journalists in the area of politics, development and humanitarian issues, economics and foreign affairs. Our mass media efforts resulted in almost 5,000 publications in Dutch print, RTV and online media, with highlights on tax inequality, migration and refugees, as well as discussions about Dutch development policies.

LOBBYING, ADVOCACY AND PUBLIC CAMPAIGNS

In the run-up to the elections in March 2017, Oxfam Novib worked with likeminded organizations, including those in Partos (Dutch association of NGOs working in International Development), to ensure development remained high on the political agenda. In addition, we acted against sentiments that determined the results of the Brexit vote and the US elections. We continued advocating with members of parliament and provided information for parliamentary debates.

Humanity Checker

The Humanity Checker is an online tool which enabled the Dutch public to compare the election programs of the eight biggest political parties in the run-up to the March 2017 elections. Oxfam Novib and an independent research company developed this humanitarian election guide to show voters if and how political parties respect international agreements and the human rights of refugees. Voters could check the party programs on four issues that could improve the lives of people on the move: addressing root causes, safe flight, humane arrival, and the right to a future.

Some parties scored very well and were keen to share this with their constituents via social media. Others did much worse, which led to bilateral meetings on how to ameliorate their scores. The impact was therefore quite high; some parties improved their scores significantly when they submitted their final election programs. Oxfam Novib will continue to use the content of the Humanity Checker for advocating a more human refugee policy, both in the Netherlands and abroad.

The Humanity Checker was part of our public engagement campaign on migration, basically stating, "The lives of people on the move are put on hold. Help them ahead." In addition to the Dutch elections, we mobilized people around the UN Summit and the Obama Summit in New York. The campaign included a fundraising call to action for the public to support our humanitarian efforts in Greece and elsewhere, presenting heartbreaking and inspiring stories of refugees stranded in camps and makeshift settlements (see also page 24). Despite – or perhaps because of – the fluctuating public sentiments surrounding this topic, the campaign successfully reached 800,000 people, it triggered conversations with the public

and politicians and brought a spotlight to the plight of people on the move.

Advocating for aid

Oxfam Novib has been the leading agency in the Netherlands to advocate for a return to a development aid budget of at minimum 0.7 percent GNI, despite negative responses from both journalists and politicians. In the course of last year, we saw a gradual restoration of the notion that development aid is crucial to addressing the multiple international challenges (see page 55).

Oxfam Novib advocated recommitting to aid as an effective policy instrument to end extreme poverty and inequality. In 2016, Oxfam outlined a new vision on public development finance in its report "Accountability and Ownership". Private finance may complement aid, but it serves a different role from public finance and cannot substitute for it. In a policy paper, Oxfam Novib documented how the Dutch government subsidized Dutch businesses with hundreds of millions of euros, without much proof of the effectiveness of "trade instead of aid" in the fight against poverty and inequality.

To raise awareness among the Dutch public about the vital role of aid in fighting poverty and inequality, we produced a few short videos featuring "Rich" and "Poor", explaining the problems in an easily accessible way. Furthermore, we communicated the impressive results of development cooperation since the start of the Millennium Development Goals in 2010. In a joint position paper, Oxfam and some twenty other Dutch NGOs called on the government to modernize ODA in a way that truly serves the poorest and most marginalized people, without misappropriating aid for climate finance or the reception of refugees.

Fair Tax campaign

In May 2016, Oxfam Novib launched a campaign to build awareness about and create support for fair tax and to expose the Netherlands as a tax haven for multinationals. Through radio commercials, social media, the candid camera video that went viral (see above), newsletters, impactful Southern stories and our celebrity ambassador Dolf Jansen, we reached a wide audience, leading to – among other results – over 4,700 text messages donating to Oxfam Novib and almost 16,000 people signing our fair tax petition.

We lobbied Dutch decision-makers, urging them to act in favor of a fair reform of the international tax system and the reduction of tax avoidance. In 2016, the Dutch parliament adopted, among other measures, a motion in favor of an EU agreement on public country-by-country reporting (see page 52). Another motion supported '0% corporate income tax' as an indicator for EU listing of tax havens. As a result, the Dutch government had a more neutral, not to say positive, contribution on these two issues at EU level; the EU included the 0% criterion in its tax haven listing.

While Oxfam Novib was not the only organization advocating on these issues, our work was quoted in parliament, and we saw our information reflected in the debates and motions. The political capture chapter in our report "The Netherlands: a tax haven" clearly hit a nerve. It opened new doors for debate with tax advisory offices and policy-makers; as a direct result of the report, Dutch media are now paying more attention to the dual roles of tax experts.

CASE

FAIR FINANCE FOR STRONG WOMEN

When you are poor, it is hard to get a loan from a commercial bank. If you are a poor woman in a rural area, it is nearly impossible. Yet a small loan is often enough to help women and men to work their way out of poverty, for example by starting or expanding micro-enterprises of their own.

Oxfam Novib's microfinance program supports the development of a financial sector that provides poor people with fair and transparent products and services. These range from credits and savings to money transfers and insurances that are tailor-made to the needs of low-income clients.

Microfinance institutions

In 33 countries from Uganda to Cambodia, Oxfam Novib works with microfinance institutions (MFIs). We aim to make them financially sustainable, so they can provide poor people with financial services on a continued base. Our Oxfam Novib Fund of about €51.8 million enables the growth of their portfolio for on-lending to poor people's small businesses, and we offer technical support to improve their operations.

Oxfam Novib successfully engaged Dutch entrepreneurs in this inspiring microfinance work. Through our

Entrepreneurs for Entrepreneurs network, they contribute to the startup and expansion of the micro, small and medium enterprises (MSMEs) of their colleagues in developing countries. In 2016 six Dutch network members visited Uganda to see with their own eyes what our partner Vision Fund Uganda has achieved for its poor rural and agricultural clients.

MFIs like Vision Fund not only provide loans, but also offer training and technical knowledge to help SMEs succeed, alongside savings programs and insurance products.



Photos: Julius Caesar Kasujja



'THE SOFT LOAN FROM VISION FUND WAS EXACTLY WHAT I NEEDED.'

Aber Santolini
Runs sewing shop.

Aber Santolini is one of more than two billion poor people who lacked access to good quality financial services. "I'm a widow with two children and two other relatives depending on me. So I desperately had to boost my business. The soft loan from Vision Fund was exactly what I needed to sustainably increase my income, feed my family and pay for my children's education." Aber runs a small sewing shop at the central market of Gulu in northern Uganda.

She is an active woman, being a board member of the market and the enthusiastic leader of Kacei Watwero, a group of five seamstresses. Each woman has a small loan from Vision Fund Uganda to start up her business. If she is successful and has fully repaid her loan, she is eligible for a larger loan, thus building up her enterprise step by step. Aber can now plan for her children's future: 'I want them to finish school and get good jobs.'

'THANKS TO MY SUCCESS, I CAN PAY FOR MY CHILDREN'S EDUCATION.'

Monica Apio
Farmer and entrepreneur.

Monica Apio is almost a superwoman. She is a farmer and successful entrepreneur, and she takes care of nine children. Four of these kids are orphans who came to live with her after their parents, relatives of Monica, died.

Monica leads the women's group Diiro Anywala in Gulu. They all, including Monica, owe their initial success not only to their own skills and ambitions, but also to soft startup loans from Vision Fund Uganda. Monica ensures all women make their monthly payments.

The women are proud of what they have achieved. Monica sells the crops she grows in her vegetable garden on the market. She has also managed to get local restaurants interested in the chickens she breeds. 'Thanks to my success, I can pay for my children's education.'

[Learn more about this case](#)

OUR ORGANIZATION



In our previous Annual Report (2015/16) we reported on a pretty turbulent year, in which we had to severely cut back our expenditures and went through a big internal change process. By contrast, 2016/2017 was a year of recovery and finalizing the new organization's structure and way of working. We continued our collaboration with partners, affiliates and country offices across 23 countries. In accordance with the Oxfam 2020 plan, we are nearing completion of the One Oxfam initiative, including the redeployment of staff.

HOW WE ARE ORGANIZED

Organization & chart

In 2016/17 we developed a new organizational structure. In the coming two years the three members of the Board of Directors will redistribute their tasks. The Executive Director will become responsible for Public Engagement, in addition to the units Corporate Communications and Innovation. The main task of the Director Programs & Campaigns will be the central management of multiple project departments (Thematic Units, Program Support & Impact). The Director of Operations will remain responsible for the departments of Quality, Finance and Control (QFC), HR, ICT, and Institutional Funding and Donor Relations.

EMBEDDING THE PROJECT ORGANIZATION

In 2016/17, Oxfam Novib continued its transformation into a project organization. Our donor landscape has changed significantly; our funding comes from a variety of donors, each with their own specific requirements. In addition, Oxfam Novib's role is shifting from a grant-maker towards an implementer of programs, together with local partners. Organizing our work in projects allows us to

professionally manage scope, budget and deliverables in an efficient way. In The Hague, we further implemented our reorganization along the lines of the major themes we are working on: governance and financial flows; food, land and water; gender; youth; and conflict and fragility. The unit Program Support & Impact was created to host program support functions such as impact measurement, information management and capacity building. All our work in the Netherlands was brought together in one unit: Public Engagement. Corporate functions now fall under Corporate Groups.

Regarding the country offices, Oxfam Novib invested in making the Executing/ Partner Affiliate model work (see page 95). On behalf of the confederation, Oxfam Novib will be an Executing Affiliate in 13 countries: Afghanistan, Burundi, Cambodia, Egypt, Mozambique, Niger, Nigeria, Occupied Palestinian Territory and Israel (OPTI), Somalia, Tunisia, Turkey, Uganda and Vietnam. In these countries, we provide all the necessary legal commitments, operational services, management support and systems to enable Oxfam to deliver effective

programs. In almost all these countries the restructuring has been completed and the establishment of the Executing Affiliate role is nearly finished.

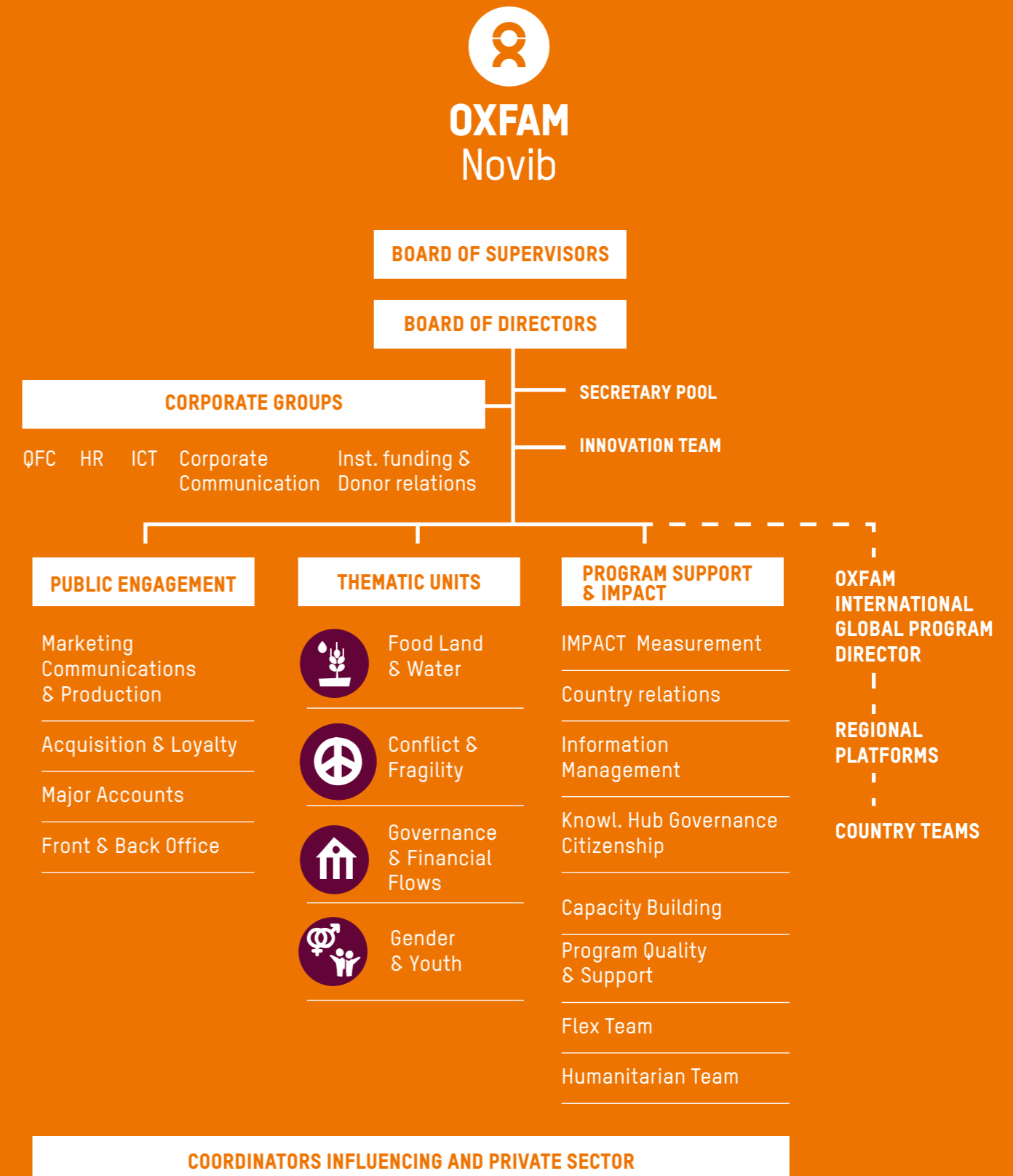
Last year we worked extensively on the challenging task to embed the project organization. We have made progress on the detailed design part; e.g. we are going to introduce a tariff structure based on cost. It also implies that we increasingly focus on project-based work, instead of planning at the organizational level. A renewed Outcome Framework with predetermined outcome and output indicators, aligned with our main themes, allows us to continue measuring and demonstrating results at an organizational level.

We are proud to state that we have succeeded in delivering great projects and programs in complex international settings; after the major restructuring of our organization we are able to meet and even exceed our targets for new contracts with donors (see also page 96). At the same time, we realize that to make our project organization truly successful we have to invest in the quality of implementation, the harvesting

WHERE OXFAM NOVIB WORKS

- Afghanistan
- Burundi
- Cambodia
- Congo, Democratic Republic
- Egypt
- Indonesia
- Lao People's Democratic Republic
- Lebanon
- Mali
- Morocco
- Mozambique
- Myanmar
- Niger
- Nigeria
- Occupied Palestinian Territory and Israel
- Pakistan
- Somalia
- South Sudan
- Tunisia (Maghreb)
- Turkey
- Uganda
- Vietnam
- Yemen
- Zimbabwe

OUR ORGANIZATION





ONE OXFAM

Oxfam Novib is a proud affiliate of the Oxfam confederation, in which 20 likeminded organizations join forces to defeat poverty and injustice. Today, we are active in more than 90 countries. Oxfam builds on the strengths of each affiliate to seek maximum impact and a truly global reach.

Under the Oxfam 2020 project the confederation is changing into a stronger Oxfam, which is more globally balanced, sustainable, accountable and relevant in every country we work in. By improving our collaboration, we also enhance our efficiency, cost effectiveness, impact and ability to influence.

In each country the different affiliates work in, we are moving towards a single program strategy, a single country team, and single budget per country: One Oxfam. Regional platforms, led by an Oxfam regional director, will provide strategic leadership, deliver regional impact and facilitate connections between practitioners. Affiliates will use new ways to engage with countries and regions, as Partner Affiliates providing thematic and capacity building support, and some as Executing Affiliates providing back office support.

In 2016/17 we welcomed two new affiliates: Oxfam Brazil and Oxfam South Africa, while we are preparing for Turkey and Colombia to follow soon. By the end of the reporting year, almost all regional directors had been recruited, and regional platforms were being installed. 61 out of 67 program countries have signed their One Oxfam Country strategies.

of lessons learned and the scaling-up or accurate closing of projects.

In transforming into a project organization, Oxfam Novib has paid much attention to optimization of business processes and staff development in all departments. Compass was introduced as a new Oxfam-wide intranet, as well as a portal for the service catalogue and the implementation of Success Factors, a self-service HR system for employees.

Employees

The total number of staff members working at Oxfam Novib's headquarters was 309 as of March 31, 2017 (April 1, 2016: 329).

The number of field staff increased from 569 on March 31, 2016 to 837 on March 31, 2017. The significant growth is mainly driven by the implementation of the Oxfam 2020 strategy.

Oxfam Novib increasingly positions itself as an attractive employer in the NGO sector. Given the new circumstances

in countries (including the recruitment procedures), we consider it a good result that 121 job vacancies were filled within the expected deadlines.

Part of the One Oxfam process was the secondment of some employees within Oxfam International. To harmonize the differences in employment terms and conditions (compensation and benefits) between affiliates, we are developing a plan that will be presented next year.

In the The Hague office, Oxfam Novib strives towards annual absences of no more than 3.5 percent. Compared with last year this percentage fell by 0.3 percent, to end up at 3.7 percent - below the national average of 4 percent.

CODE OF CONDUCT

Oxfam Novib highly values its Code of Conduct. In 2016, we decided to apply the policy Certificate of Good Conduct to all new employees, instead of a selection of staff. A special campaign informed employees and gave instructions to

managers about the code. By the end of the fiscal year, all employees had signed the code.

WORKS COUNCIL

Last year the works council worked on some remaining reorganization issues, such as the closure of cases regarding redundant staff, security policy, the pension scheme and the preparations for a new Collective Labor Agreement. The changes in the country offices (Oxfam 2020) and the consequences for the staff were also an important point of interest. In 2016/17, the works council conducted a survey to better understand the perceived workload among employees and discussed the results with the management team. Managers committed to taking concrete measures to lower the workload in their respective units.

PENSION SCHEME

In the pension scheme for the contract period (2015-2019), pension accrual was based on career-average salaries, which was an outdated and costly arrangement. After consulting the unions and the works council, a new pension scheme has been proposed and agreed on for the years 2017- 2019. With pension accrual now being based on a defined contribution scheme, Oxfam Novib both meets current standards and offers employees a sustainable and future-proof pension scheme.

TRAINING AND DEVELOPMENT

Preparation and training of employees is high on Oxfam Novib's agenda. We designed and implemented a Learning & Development plan for the fiscal year 2016/17, including concrete actions and desired results, and reserved 3.25% of the wage bill (€475,000) for its realization. Last year, we granted individual requests for language courses and

coaching and organized various group and in-company trainings. As part of the organizational development, the Board of Directors and the management team started work on a management development program, which will be completed in 2017. We applied the performance management cycle, in which employees annually discuss their (personal and work-related) goals with their managers, who in turn share the evaluation and performance ratings of their employees.

SECURITY INCIDENTS

In the past years we have witnessed an increase in (potential) incidents in the countries we work in, because of our increased humanitarian work in conflict countries. Since the security and safety of our employees is a serious concern for Oxfam Novib, we took a number of measures in 2016/17. We reviewed our security policy and our security training, we increased the FTEs for security advisors (from 1 to 2 FTEs) and organized risk assessments for high risk countries.

OUR PARTNERS

INSTITUTIONAL DONORS

2016/17 marks the first full year since the end of the Dutch co-funding system, which resulted in a substantial income reduction for Dutch NGOs, including Oxfam Novib. To ensure we can continue to have impact at scale, Oxfam Novib set out with high ambitions towards retaining and increasing its institutional income base and partnership development. We have successfully achieved these ambitions, securing a total amount of €176.9 million in newly signed contracts with institutional donors for 2016/17.

In the reporting year, a total of 31 institutional donors awarded us grants and partnerships; we work together with these donors to achieve our goals. Our largest donor remains the Dutch government, which supports some of our major programs on food, finance for development and conflicts under the Strategic Partnership 'Towards a worldwide influencing network' (see page 19). In addition, Oxfam Novib, together with Hivos, implements the grant facility Voice on behalf of the Dutch Ministry of Foreign Affairs to empower the most marginalized people.

We are also happy with our other bilateral donors, such as the Swedish and Australian governments, and with the European Union, which supports our work on humanitarian crises and our development projects to defeat poverty. Other grants and partnerships are awarded by several United Nations' programs and specialized agencies, including IFAD, FAO and UNICEF. Our growing base of international foundations includes IKEA Foundation, which awarded us a second, substantial grant in 2016 (see below).

Building on our successful approach, Oxfam Novib aims to maintain its institutional income base in the upcoming fiscal year. This requires a continuous delivery of high quality

programs, which will therefore be our highest priority, working in close coordination with our institutional donors and partners.

PRIVATE FUNDS AND CORPORATE DONORS

We believe that responsible companies, both small and large, can contribute to poverty reduction in the countries where they operate. While seeking profits, companies can positively impact their employees, customers, suppliers, the wider community and the environment. Oxfam Novib seeks to partner with companies that strive to do business in a sustainable and inclusive manner. Since we shifted to a more proactive market approach in 2014, we have vastly increased our number of prospects and our network.

The Dutch Postcode Lottery exists to make this world a better place, for both 'people' and 'planet'. Since it was first started in 1989, the Postcode Lottery has contributed €5.1 billion to more than 110 charities working in the areas of poverty alleviation, human rights, nature conservation, the environment and social cohesion in the Netherlands. Oxfam Novib is proud to have been a partner of the Dutch Postcode Lottery since 1990. In 2016, we again received a grant of €13.5 million.

Oxfam Novib is also a proud partner of IKEA Foundation, which in 2016 decided to fund our 5-year program 'Empower Youth for Work' with €20 million (see page 82). In 2016, we welcomed a new partner, Adessium Foundation, which has supported our advocacy project for a fair tax system with €425.000 for 2.5 years. Oxfam Novib also highly values its long-term partnership with the Hans Geveling Third World Foundation, which supports small-scale farmers in Africa.

ASN Bank celebrated its long-term partnership with Oxfam Novib with a

special campaign, resulting in an extra donation of €50,000 for a project in Mozambique to support small-scale farmers in their efforts to obtain fair prices for their produce. Other long-term and much appreciated corporate partners are GSRD Foundation, which supports medium-sized entrepreneurs through Oxfam Novib; Nysingh, our legal partner; Books4life, which contribute to 'Marriage: no child's play' (see page 76); and Booking.com, which enables some of our disaster relief activities. With our partner WakaWaka, we distributed Solar Lights to almost 6,700 refugee households in South Sudan and Uganda.

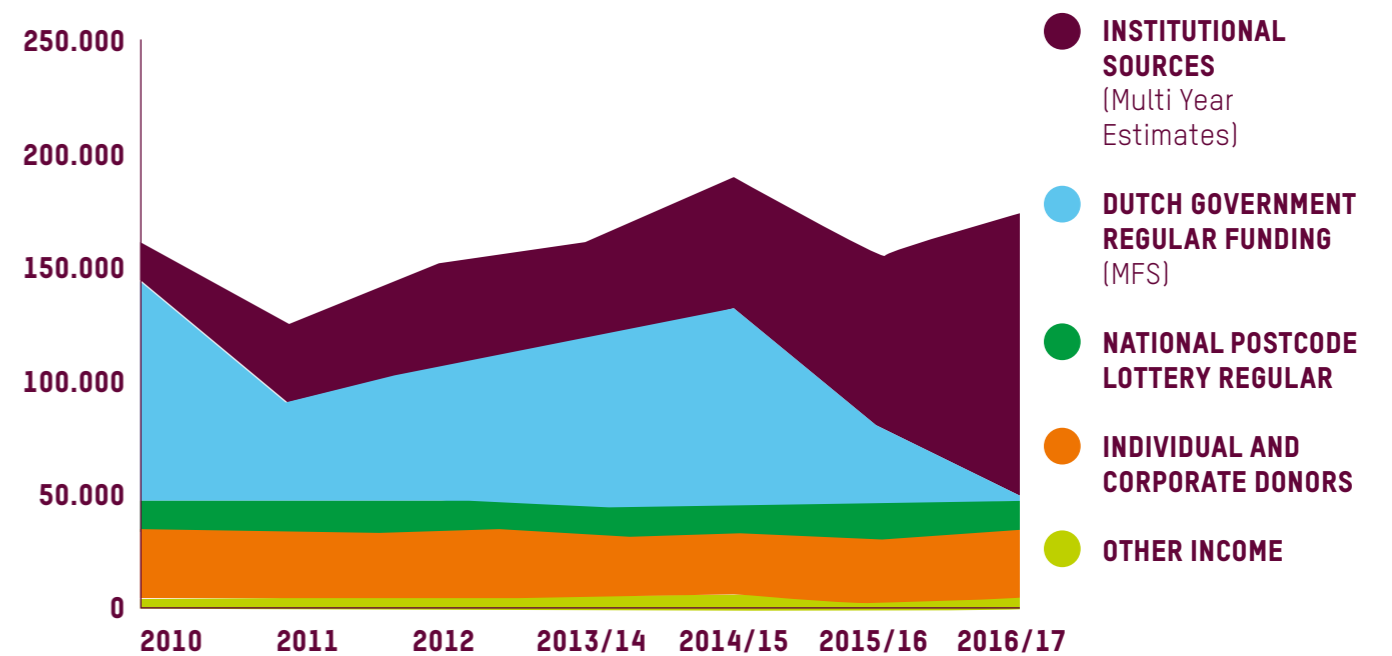
PRIVATE SECTOR

Oxfam Novib acknowledges the growing role of the private sector in development; we influence companies to become forces for good. The UN Guiding Principles on Business and Human Rights are the normative framework we use to decide how to engage with particular companies. Engagements range from (funding) partnerships to lobbying and outright campaigning.

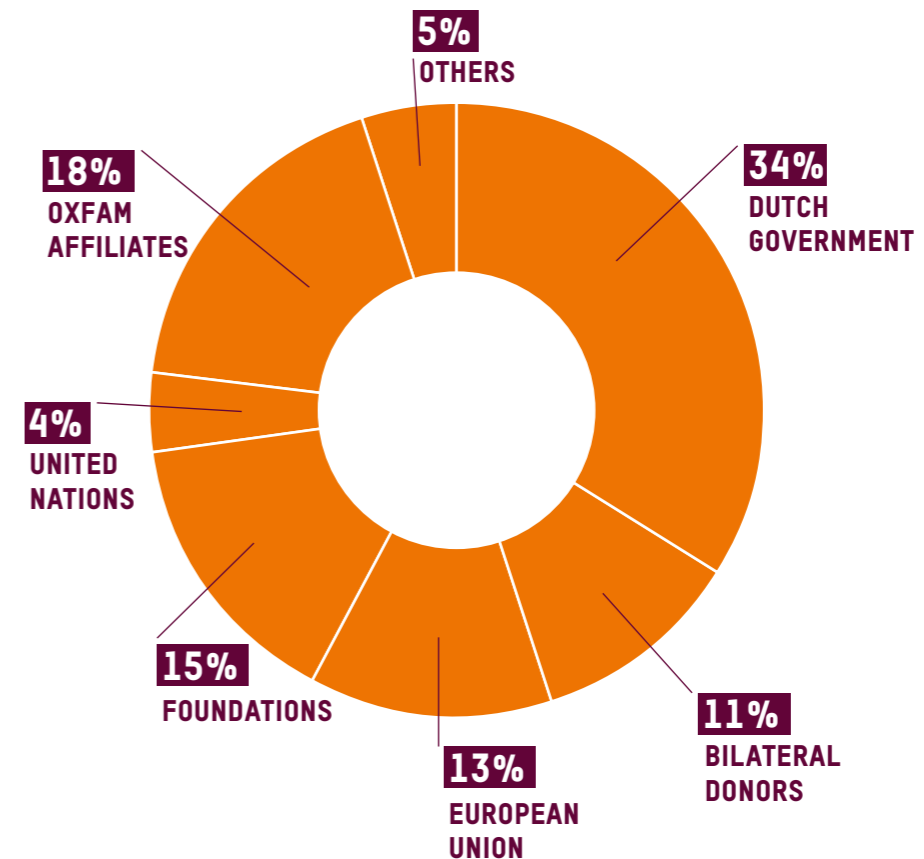
Oxfam, Shift and UN Global Compact Networks - including the Dutch network - implemented the multi-year collaboration called the Global Perspectives Project, led by Shift. From 2014 to 2016, we brought together companies and civil society in Mexico, Indonesia, South Africa and Turkey to explore perspectives on effective implementation of the corporate responsibility to respect human rights. In these four focus countries, Oxfam initiated multi-stakeholder dialogues between companies and representatives of civil society.

To help companies respect human rights, GPP has published an online guide and case stories at businessrespecthumanrights.org.

REVENUE BY FUNDING SOURCE 2010-2016/17



DONOR DIVERSIFICATION FY 2016/2017





TRANSPARENCY AND ACCOUNTABILITY

Oxfam Novib strives for a just world, without poverty. Minimizing our own environmental impact is part of this effort. We comply with the Dutch government's sustainability criteria for all our purchases and acquisitions and, wherever possible, go beyond. For example, we ask suppliers to show us what happens in their supply chains and we enquire about their policies on human rights, the environment and the treatment of their staff. All suppliers must comply with the Oxfam Ethical Purchase Policies. By signing these conditions, as part of the agreement, suppliers are both morally and legally obliged to adhere to our ethical and environmental standards.

WHAT DO WE DO AT GENERAL MANAGEMENT LEVEL (THE HAGUE)?

- For the work we do in The Hague, we do not use company cars. Instead, we use and promote using public transport and bicycles. As much of our work takes place abroad, our staff have to travel. Our travel policy aims to limit the number of air miles as much as possible. We do this by organizing meetings via Skype, webinars, teleconferences and video conferencing and by training country office staff using online courses. When flying is necessary, however, we limit our costs by using travel agents that offer special rates for charities and we compensate CO2 emissions by contributing to the Hivos Climate Fund.
- We reduce our ecological footprint by using green energy. We practice energy saving measures and we use certified materials as much as possible. When replacing lighting, we use energy saving LEDs. Also, we collect our paper waste separately.
- In 2016/17, a new (outsourced) caterer started offering its services to our office in The Hague. This company provides biological products and reduces food waste as much as possible. Seasonal products from local producers are part of the food offered, while the caterer uses fair trade products whenever possible. In addition, all our tea and coffee are fair trade products.

Furthermore, we will increasingly combine our procurement with that of other Oxfam affiliates and country offices to achieve economies of scales. We will continue to adhere to sustainable and ethical criteria, look into green logistics and work with suppliers to improve their supply chains.

WHAT DO WE DO AT PROJECT MANAGEMENT LEVEL?

- Oxfam Novib procures its goods and services from local suppliers as much as possible, in order to execute our projects in an economically sustainable way for all parties in the regions we operate in. More and more we do so using a voucher system, which enables local suppliers to supply their goods and services directly to our beneficiaries.
- In Oxfam Novib's country offices, vehicles are increasingly equipped with GPS tracking boxes, which allow us to compare fuel usage data. Tracking boxes tend to trigger a better use of vehicles, which will reduce our overall fuel consumption and CO2 emissions. The tracking box data are shared with the entire Oxfam confederation to maximize potential savings.

Integrity

Integrity and accountability are at the heart of our work and must therefore be part of our DNA. This means we are accountable for our actions, for spending our donor money wisely and for adhering to moral and ethical principles.

We commit to complying with our Code of Conduct and remaining true to our mission, aims and core values: Empowerment, Inclusiveness and Accountability. Though we must comply with procedures, we also care about creating an open and safe environment without undesirable behavior; an environment that allows for dilemmas to be discussed. In 2016 and early 2017, Oxfam Novib paid particular attention to awareness-raising activities on integrity throughout the organization.

FRAUD PREVENTION AND MONITORING

As part of our approach to integrity, Oxfam Novib is committed to preventing and fighting all types of fraud and corruption within our organization and the partner organizations we work with. To enable us to live up to this commitment, Oxfam Novib has a counter fraud and corruption strategy, which includes:

- The Code of Conduct for all Oxfam employees: all staff must read, sign and comply with this code. The code outlines the standards of behavior and defines ethical values and standards.
- Policies against bribery and other types of corruption, and holding employees and partner organizations accountable for reporting incidents.
- Maintaining, updating and enforcing additional policies and procedures for countering corruption within identified risk areas.
- Holding employees and partner organizations accountable for reporting suspected cases of corruption, providing them with suitable channels of communication and ensuring that sensitive information is treated appropriately.
- Investigating instances of alleged fraud and corruption and taking firm action against any employee or partner organization involved in proven corruption.
- Strengthening partner organizations to improve their accountability systems and procedures.

Other organizational risks linked to integrity are staff misconduct, potential conflicts of interest around procurement and the risks of serious security situations affecting the welfare and safety of staff. Effective policies and procedures are in place.



Saikat Mojunder

In 2016/17, 19 cases of suspected fraud either were already under investigation or were reported (30 during 2015/16). Of these 19 cases, 12 were newly reported in 2016/17, 15 were closed during the fiscal year, and 4 are still under investigation. In total, 4 cases were closed during the financial year. Of the 15 closed cases, fraud was confirmed in 8 instances, with an estimated total loss of €220,000. In addition, the confirmed amount of ineligible expenditures in 2016/17 amounted to €3,886.

Quality Management System

To ensure the quality of Oxfam Novib as an organization, a Quality Management System is in place, including various external and internal quality standards. We are firmly committed to doing our utmost to meet these standards, to enable the organization to perform in an efficient, professional and transparent

manner. In order to achieve this, we adhere to a range of standards and tools, as explained below.

THE POLICY CYCLE

The policy cycle is an integrated part of Oxfam Novib's way of working and an important part of our Quality Management System. The policy cycle ensures that our quality objectives are expressed as SMART as possible. This cycle is meant to strengthen Oxfam Novib as a result-oriented and learning organization. Its basic principle is the PDCA cycle (Plan-Do-Check-Act), set up to continuously learn from experiences and results.

The planning and reporting cycle is our basis for developing and deciding on, plans, progress reporting and (annual) accounting at Oxfam Novib. It can therefore be used to manage our

strategic goals, provide insight into the status quo, monitor progress made and steer our activities. Furthermore, it ensures the effectiveness of our actions and results, and thus makes us accountable towards our internal and external stakeholders.

The tools used within the policy cycle include:

- The Oxfam Strategic Plan
- Country strategies
- Strategy Letter from the Board of Directors
- Annual Plans of Oxfam Novib, countries and units
- Monitoring results on programs
- Balanced Score Card
- Financial monitoring
- Annual Report including the auditor's report
- Trend and Market analysis
- Business Plan

INTERNAL AUDITS

Oxfam Novib uses external audits as well as internal audits to monitor compliance and continuous improvement. In 2016/17, we audited our country offices in Tunisia (Maghreb region), Occupied Palestinian Territory and Israel, Nigeria, Mali, Mozambique, Burundi, Niger, Somalia and Vietnam. We also conducted a project audit in Greece. All The Hague units and sub-units will be audited in 2017/18.

Country offices and partner organizations are supported in following up on audit results. In addition, project audits were held of a sample of all projects, covering internal control processes around approvals and transfers to partner organizations. Internal audits follow the main rules and regulations for compliance with institutional donors.

In 2015/16 Oxfam Novib, in cooperation with Mazars (Oxfam Novib's accountant), established a new and improved audit approach for internal audits. In 2016/17, this new approach was embedded in the auditing of our country offices as well as of our partner organizations. The approach has an increased focus on areas of risk and is based on a clearly determined level of assurance we as an organization require. This strategy will also be the foundation for the internal audits planned for 2017/18. Starting in 2017/18, Oxfam Novib will internally audit all country offices, regional platforms and The Hague (sub-)units once every two years. If deemed necessary, more frequent audit visits will be planned, based on a risk analysis carried out per country.

EXTERNAL STANDARDS

ISO 9001:2015: Oxfam Novib is measured against a Quality Management System standard defined by the International Organization for Standardization (ISO) 9001. Our ISO 9001 certificate is based on the framework of standards set in 2015, which features the high level structure as its new foundation. Oxfam Novib is audited against these standards on an annual basis.

Partos: Oxfam Novib also complies with the Partos standard for the development cooperation sector in the Netherlands. In 2016/17 we were audited against the special Partos standard derived from the ISO 9001:2015 framework of standards. We now have the Partos Seal of approval based on the latest requirements. In addition, and as a member of Partos, Oxfam Novib is committed to upholding the agreements laid down in the Partos Code of Conduct, in the interests of effective collaborative development.

Central Bureau on Fundraising (CBF): The CBF is an independent foundation that has monitored fundraising by charities in the Netherlands since 1925. In 2016/17, Oxfam Novib was successfully reassessed for the CBF Seal of approval; we will be reassessed once every three years. This latest reassessment was performed based on the new qualification system from CBF introduced in 2016.

Goede Doelen Nederland: We are party to and comply with the code of conduct for members of the Dutch charity sector's association Goede Doelen Nederland, on standards of behavior and actions for fundraising organizations.

Code Wijffels: The 'code Wijffels', named after the chairman of the committee that designed it, has been the governance code for charities in the Netherlands since 2005. It provides a set of checks and balances in order to maintain public trust in charities. In line with this code, Oxfam Novib has separate organs for governance and supervision, arranged in the statutes and the regulations governing the Board of Directors and the Board of Supervisors. The Board of Directors governs the foundation.

International Aid Transparency Initiative (IATI): Oxfam Novib complies with the IATI standard for open data and transparency, and hosts the Atlas website (atlas.oxfamnovib.nl) to digitally disclose information on all our projects. By sharing our project information and making our data accessible, we aim to connect with organizations and individuals similar to us who are committed to transparency. We add value by providing insight into our work, share knowledge, join forces, and compare projects and work done by different organizations. This way, we can improve our responses and avoid duplication of efforts.

INGO Accountability Charter and the Global Reporting Initiative (GRI): Oxfam Novib is a member of the INGO Accountability Charter, which is committed to a high standard of transparency, accountability and effectiveness. The Charter defines standards in all areas of NGO work, such as governance, program effectiveness, and fundraising. Signing up to these standards involves annual reporting on commitments using the Global Reporting Initiative (GRI) NGO Sector Supplement, a reporting tool developed to meet the



Kemal Jufrri

needs of NGOs for annual reporting. The standards relate to how organizations should report and on which topics, mainly with regard to Corporate Social Responsibility issues.

Since 2014, as committed to in Oxfam's Strategic Plan 2013-2019, Oxfam has moved from individual reporting to a consolidated report on the GRI framework that covers all Oxfam affiliates. In 2016 an Oxfam-wide accountability report for all eighteen affiliates was established. Reporting is done bi-annually through the 'Accountable Now' website, and our latest 2016 report can be found there.

Risk Management

Oxfam Novib works in a complex, multi-level and dynamic environment. Working in such an environment, it is of a paramount importance to identify risks on different levels within the organization and manage them adequately. Risk management throughout the organization is therefore considered a high priority. Oxfam Novib has integrated risk management at all organizational levels, as well as in our relationships with our partner organizations. Oxfam Novib's risk policy is based on the internationally recognized management model for risk management, COSO (Committee of Sponsoring Organizations), and on the risk management policy of the Oxfam confederation.

RISKS AT THE ORGANIZATIONAL LEVEL: THE RISK REGISTER

Oxfam Novib's Risk Register identifies potential internal and external risks, classifies the risks and defines and monitors mitigation measures. We renew our risk register on an annual basis and, in addition, update it biannually. Both renewal and update are carried out in close consultation with the management team and the Board of Directors, before being submitted to (the financial committee of) the Board of Supervisors.

Based on the risks (and sub-risks) mentioned in the risk registers, mitigation measures are determined which are monitored through the Balanced Score Card and through the annual update of the register. In some cases we create internal project teams to deal with these risks.

RISKS AT THE PROJECT LEVEL: PARTNER ASSESSMENTS

Risks within the projects we execute are managed throughout the entire process. The Oxfam Novib Project Cycle describes our ways of working and the checks and balances we have implemented. When a (local) partner organization implements a project, a financial and governance risk assessment is carried out as part of the assessment of this partner. A uniform risk assessment method called 'Risk Assessment Method Oxfam Novib' (RAMON) is mandatory whenever we take on a new partner organization and an annual update of the findings is obligatory. We manage risks regarding our partners through this tool and through periodical reporting and field visits. As our country offices manage our local partners, potential risks are carefully managed from the country itself. Payments to partner organizations are done only when all contractual conditions have been fulfilled.

RISKS AT THE COUNTRY LEVEL: CONTROL FRAMEWORK

All country offices have separate (financial) risk profiles. Wherever and whenever needed, Oxfam Novib supports its country offices from our office in The Hague. We minimize risks by providing support and training, and through a solid control framework. Furthermore, through the internal audit cycle (as explained above), all main risk areas are tested and checked regularly. When audits prove that risks are not mitigated well enough, we draft an action plan, provide support and plan a follow-up.

RISKS AT THE PERSONAL LEVEL: SECURITY

As we work in high-risk, conflict-sensitive and fragile areas, the safety of our employees is paramount. Oxfam Novib provides mandatory security training for all travelling employees, a global toolkit for security management, security briefings in-country and constant monitoring of the security situation in designated areas. If a security situation does not allow our staff to work in a safe way, our projects continue to be closely monitored from another location.

In order to ensure a safe working environment for all Oxfam Novib employees, the organization complies with an anti-bullying and anti-harassment policy in addition to the Code of Conduct. Oxfam Novib also provides in-house confidential counselors, who are selected and approved by the Board of Directors and the Works Council.



Khaula Jamil

MEASURING AND LEARNING

Oxfam Novib prioritizes measuring the effects of its work, as well as purposeful learning. Last year an organization-wide conversation explored the current and future role of knowledge in our work. The subsequent roadmap that we will implement in the coming year highlights both our ambition to be a knowledge- and evidence-driven organization and important activities to up our game. For example, we will institutionalize thematic track records for our subthemes in which we document main lessons learned about our Theories of Change and assumptions, as well as the related adaptation of strategies.

This chapter provides information on how Oxfam Novib works on learning and innovation, but also on capacity development, impact measurement, adaptive programming and innovation-induced South-South learning. It tells about how we connect demand and supply for knowledge on governance and active citizenship globally, and how we seek to be a space for young talent to share and gain experiences.

Driving knowledge to the heart of our work is pivotal for sustaining Oxfam Novib as an impactful organization. This chapter seeks to illustrate parts of our journey to realize this.

IMPACT MEASUREMENT

Last year Oxfam Novib worked on expanding and diversifying the impact measurement portfolio, following a strategic shift towards our measurement and learning work. This implies moving away from a quasi-independent unit that assesses the impact of country programs, to a team of highly qualified researchers who work with project teams inside and outside Oxfam to research the impact of projects relevant to Oxfam's ambitions.

We built expertise and used it to tailor existing methodologies for each of the strategic research questions developed for a particular program or project. These methodologies can be quantitative, such as conducting large surveys, including randomized controlled trials. Or they can be qualitative, using for instance Stories of Change, in-depth interviews with vignettes or focus group discussions. Through these tailor-made methodologies, we collected primary data, talking to the people whose lives we ultimately seek to change. We analyzed these data relying on a solid theoretical framework to ensure scientific robustness.

Accountability for learning

Within Oxfam Novib, baselines are now increasingly being set up and used as a formative research tool. This means they do not only inform project actors and stakeholders of the current situation in a traditional baseline way, but also provide an in-depth understanding of the profile of the project's target groups. Such a profile spans from demographic characteristics over the relevant social norms and attitudes, to the wider cultural and political dynamics in which the project takes place. Findings inform program strategies and thus facilitate adaptive programming.

In short, last year we strategically moved from an emphasis on only accountability to an emphasis on accountability for learning. Our work is about building a creditable knowledge base for each theme that Oxfam Novib serves. In the next year, we will ensure that this shift is engraved in the organization, while paying specific attention to the actual use of findings by project teams and sharing knowledge more actively externally. We aim to produce additional research, organize learning events, and work and publish together with partners. Furthermore, we seek to do more sense-making reports to tailor our messages to specific audiences, and to lift the uptake of insights and findings from our studies beyond one single project.

We also seek to link ourselves to the larger data revolution. For this purpose Oxfam Novib and country offices have jointly developed the Datalab Initiative. We want this project to result in data-driven services for citizens in a number of countries. In addition, we aim to build up the technological and analytical capacity in Oxfam, in order to work with big data as a new way to generate, analyze and process the evidence that underpins our work.

CASE FAIR TAX BASELINE

In 2016 Oxfam Novib launched a new Tax Justice project in the Occupied Palestinian Territory, to contribute to a fair tax system and ensure citizen participation in setting budget priorities. Before starting, we selected 1001 people (using the stratified multistage sampling approach) and asked them: what do you know and think about the Palestinian fiscal system and its fairness?

We found a significant knowledge gap: around half the respondents did not know which taxes they had to pay, the overwhelming majority did not know how to influence local budgets, and 67 percent had no idea about how companies pay their taxes. Still, most of the respondents wanted companies to pay their fair share: 79 percent felt that corporate tax evasion is wrong and punishable.

Oxfam Novib is using this information to feed the lobbying and advocacy strategy within this project, as well as a public campaign to increase demand for a fairer tax and budget system. At the end of the project, respondents will be surveyed again, in order to find out objectively whether the project has made a positive difference.



Saikat Mojunder

E-MOTIVE

Oxfam Novib's E-Motive program offers a systemic peer-to-peer learning approach, based on the belief that effective and innovative solutions often remain 'hidden' in local communities. E-Motive aims to share, further improve and implement this valuable knowledge in communities around the globe. To this end, it connects social innovators from different cultures and contexts to share their knowledge and gain unexpected new perspectives, which has proven to lead to practical solutions. E-Motive focuses on urgent local issues that are related and transferable to other local issues and that provide a radical innovation for the community.

In 2016/17, E-Motive started a new learning trajectory as part of the Empower Youth for Work project (see page 82). In this project, Oxfam Novib will set up rural hubs to create employment opportunities for youth. Currently, similar and successful hubs mainly exist in urban areas. An important reason is that organizations promoting entrepreneurship find it challenging

to make rural hubs effective and sustainable, especially where rural women are concerned. E-Motive has started looking for existing examples in Bangladesh and Pakistan that might offer innovative solutions to this challenge.

CAPACITY DEVELOPMENT

An empowered civil society is the driving force of change; therefore developing the capacity of civil society organizations is a core strategy in all Oxfam Novib's work. We support their search for new and off-beat solutions, facilitate creative thinking, and encourage mutual strength, build innovations and test them. We aim to be a connector, to build knowledge based on the organizations' experiences and to share it with our extensive partner network.

In 2016/17, Oxfam Novib's capacity building team strengthened the capacities of some 90 organizations in (digital) influencing, project management, monitoring and financial management. This involved more than 200 leaders and staff of local civil society

organizations who were directly involved in the implementation of Oxfam Novib projects.

Effective capacity development extends and retains existing capacities; it can only be based on the priorities and desired changes in people's lives, as expressed by the leaders, communities and organizations involved. For example, in Nigeria we strengthened the influencing capacities of 36 local leaders, taking into account their different aims. Some seek to change policies and practices of governments and the private sector towards a fair finance system, others focus on the right to food for vulnerable people, and still others want a more enabling environment for sustainable income for youth. Oxfam Novib continues to support these leaders in translating their influencing strategies into impactful and effective lobbying and mobilization actions.

KNOWLEDGE HUB

To deliver on its Strategic Plan 2013-2019, Oxfam established five Knowledge Hubs on themes which are of strategic importance: governance & citizenship; extractives; resilience; violence against women and girls; and women's economic empowerment in agriculture. The purpose of the hubs is to harness learning, experience and expertise from across the confederation on these strategic themes, and make this available to the network of staff and partners working on them.

Oxfam Novib hosts the Knowledge Hub on governance & citizenship, a vibrant community of 300+ staff in countries and affiliate teams working as a flexible flat network. We share knowledge in an accessible way and at opportune and timely moments, so that others can use this to improve or scale up their own governance work. In addition, we make the knowledge and expertise of our network visible, and facilitate opportunities for staff and partners to learn, apply new strategies and reflect on adaptations together. We trial different mechanisms for sharing program lessons and content, experimenting with podcast series and short videos, bearing in mind that people have different learning styles.

A highlight in 2016/17 was the FAIR Global Learning event, which the Knowledge Hub developed in consultation with country and global teams of the FAIR-Even it Up! program (see page 50). The learning event on fiscal justice both provided immediate answers to practical challenges faced by teams, and set up connections and action plans to take further learning forward.

Knowledge Hubs fill a gap for program teams by organizing spaces for exchange of (strategic) ideas, without being held accountable for these ideas. Another

lesson is that we are most successful when we combine different skills, disciplines and contexts in working or learning groups. In 2016/17 we created such 'exchange spaces' around two thematic areas: civic space and tax, budgets & citizen participation. We also implemented a successful three countries/ three teams peer-to-peer exchange between Tanzania, Kenya and Vietnam, in which we focused on different approaches and strategies for engaging citizens.

ACCELERATING INNOVATION

Oxfam Novib has been a frontrunner in the field of development cooperation for many years. We are continually on the lookout for smart and more effective ways to achieve impact. Since donors are professionalizing and at the same time struggle with declining budgets, they hope and expect that we come up with tried and tested innovations. To this end Oxfam Novib set up an Innovation Support Team in July 2015. In 2016/17, the team focused on the development of small and medium-sized enterprises (SMEs) in Uganda, Vietnam and Nigeria whose products or services positively impact poor people's lives, for example helping raise small farmers' income or producing sanitary napkins that allow girls to attend school freely during their menstruation period. The first results of this program look very promising, with some important milestones being achieved:

1. The SME development program has been introduced in Egypt and Somalia, as part of the "Work in Progress" project supported by the Dutch government.
2. Two awarded grants allow the program to scale to at least two new countries: Pakistan and Tunisia.
3. The Oxfam Novib Impact Investment venture "Triple III", an SME impact fund, has invested in three SMEs.

A business ambassador of our Entrepreneurs for Entrepreneurs network (see page 47) joined Oxfam Novib in 2016/17 as a stockholder in Triple III, investing €1 million in the growing number of SMEs that we support worldwide.

Innovation Fund

To accelerate the process of developing innovative ideas into proof of concepts, Oxfam Novib has established an internal Innovation Fund. Teams from both our office in The Hague and country offices are eligible. The Innovation Support Team uses an agile methodology based on a practical combination of Human Centered Design and Lean startup approach.

In 2016/17, three projects were financed through this fund, for a total of €231,000: 1. Consulting Youth, a Nigerian startup social enterprise that includes young people in solving complex questions; Oxfam in Nigeria is its launching customer. 2. Datab Initiative (see above, under 'Accountability for learning'). 3. Empower Youth for Work (see page 82), to set up rural hubs for entrepreneurs in Bangladesh and Pakistan using the E-Motive learning process (see above).

OXFAM NOVIB ACADEMY

The Oxfam Novib Academy mobilizes the knowledge, expertise and energy of young academics to defeat poverty. In 2016/17, 34 Oxfam Novib Academy interns from 10 different universities, colleges and research institutes cooperated with Oxfam colleagues. The students worked on varying issues, such as impact measurement, land rights and tax justice campaigns and youth projects. The Academy organized learning sessions for the interns to acquaint them with working in the field of international development cooperation, and to offer them the opportunity to develop both professionally and personally.



Petterik Wiggers

BOARD OF SUPERVISORS' REPORT 2016/17

The Board of Supervisors has a supervisory role at Oxfam Novib and functions as the employer and a sounding board for the Board of Directors. The Board of Supervisors upholds the principles of the Code of Good Governance for Charities and acts accordingly.

The Board of Supervisors' mandate and tasks are laid down in statutes and further detailed in a regulation. Members of the Board of Supervisors are recruited on the basis of an agreed profile and through open advertising. In 2016/17 the Board met four times and held a Masterclass Agility and Governance together with the Board of Directors. In addition, its members regularly join meetings with stakeholders.

COMPOSITION AND FUNCTIONING OF THE BOARD OF SUPERVISORS

The Board of Supervisors has six members and is chaired by Hanzo van Beusekom. The chair of the Oxfam Novib Board of Supervisors is also a member of the Board of Supervisors of Oxfam International. In 2016 Hanzo van Beusekom was reappointed as chair of the Board of Supervisors of Oxfam Novib until November 2018.

To become more familiar with Oxfam Novib's working method, members of the Board of Supervisors visit several projects during their terms in office. In June 2016 Jan van Zijl traveled to Mozambique, and in February 2017 Laurien Koster traveled to Niger and Diffa region to visit the Oxfam Novib office, partners and projects. They were both accompanied by Executive Director Farah Karimi.

THE BOARD OF SUPERVISORS AS A SOUNDING BOARD

The Oxfam transition process towards One Oxfam in-country reached its final stage in 2016/17 (see page 95). Many countries have now completed the transition process and operate under the One Oxfam structure. Some still have to go through the process. The Board of Supervisors was regularly informed about all major changes. They assisted the Board of Directors in their strategic choices regarding Oxfam International and approved final decisions as an affiliate.

In 2015 Oxfam Novib started working as a project organization, with new units and new ways of working. In 2016/17 an initiative was started to embed Project Management in the organization. Important deliverables of this project are the cost structure and the tariff structure. These subjects were discussed with the Financial Committee of the Board of Supervisors.

The Oxfam International (OI) Board of Supervisors holds at least one face-to-face meeting each year. The chair of the Dutch organization's Board of Supervisors participates in these meetings on Oxfam Novib's behalf. The Board of Supervisors discusses the proposals for confederation development in its meetings, based on the agendas of the Confederation meetings. As our chair, Hanzo van Beusekom, was unable to attend the meeting in October 2016, Peter Verbaas went in his place. Hanzo van Beusekom attended the meeting in March 2017. During this meeting the OI Board of Supervisors approved the Annual Operation Plan and Budget.

THE BOARD OF SUPERVISORS IN ITS SUPERVISING ROLE

As part of its supervising role, the Board of Supervisors approved the 2015/16 Annual Accounts and Board Report, the 2017/18 Annual Plan and Budget and the risk register. The Annual Report on Internal Audits and the Annual Report on possible fraud and irregularities were also discussed with the Board of Supervisors.

The financial and audit committee, consisting of two members of the Board of Supervisors, prepares advice for the Board of Supervisors on the annual accounts, the budget, and the financial reports. The committee also monitors the follow-up of points raised in internal and external audits, recommendations in the auditor's management letter, and the updating of the risks register. In 2016 the committee also monitored two projects of Oxfam Novib and discussed the audit of these projects with the auditor.

The Board of Supervisors is informed by the Board of Directors and the Works Council, as well as through staff presentations on various fields of working of Oxfam Novib. The Board of Supervisors also stayed informed through the members' individual contacts within the organization and via

participation in a number of events and activities.

THE BOARD OF SUPERVISORS AS AN EMPLOYER

The remuneration committee of the Board of Supervisors, consisting of three members of the Boards, conducted performance reviews of the Directors. Due to the announced departure of Tom van der Lee as Director of Campaigns and Advocacy, the remuneration committee and Farah Karimi discussed the recruiting strategy and started the recruitment process to find a new Director of Programs and Campaigns.

COMPENSATION

Members of the Board of Supervisors do not receive compensation for their work. The costs of travel, accommodation, and telephone calls are reimbursed on the basis of a regulation applicable to all Oxfam Novib staff members and volunteers of Oxfam Novib. A total of €2,525.51 was paid out in reimbursements in 2016/17.

The 2016/17 composition of the Board of Supervisors is included in Annex II.

CLOSING REMARKS

Last year two of our Directors left Oxfam: Tom van der Lee and Aletta van der Woude. They both have served Oxfam Novib exceptionally well. We would like to take this opportunity to thank them for all they have done for Oxfam Novib and for the Oxfam confederation. Moreover, the Board of Supervisors would like to express its sincere gratitude to all staff of Oxfam Novib, who perform their important duties so well, often in difficult circumstances. We have great confidence that Oxfam Novib will continue to play an important part in the fight for a just world without poverty.

Hanzo van Beusekom
Chair Oxfam Novib

OUR FINANCIAL SUMMARY



Oxfam Novib prepares the financial statements in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650).

The detailed Annual Accounts 2016-17 can be downloaded from our website oxfamnovib.nl/jaarverslag

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

Amounts in thousands of Euros	MARCH 31, 2017	MARCH 31, 2016
ASSETS		
Tangible fixed assets	8,277	9,480
Financial fixed assets	54,970	54,949
Inventories	40	47
Receivables from governments		
Long-term	3,667	4,392
Current	6,810	9,070
	10,478	13,462
Receivables	33,610	21,257
Cash and cash equivalents	84,315	81,619
TOTAL	191,690	180,814
LIABILITIES		
Reserves and funds		
Reserves		
Contingency reserve	15,079	17,184
Earmarked reserves	51,285	51,162
	66,364	68,346
Funds	45,159	46,192
	111,523	114,538
Provisions	3,544	4,193
Liabilities:		
Long-term	1,086	463
Current	15,905	15,169
Prepayments from donor organizations	-	9,105
	16,990	24,737
Project liabilities:		
Long-term	20,871	9,318
Current	38,761	28,029
	59,633	37,347
TOTAL	191,690	180,814

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of Euros

	FIN STMNT. 2016/17	BUDGET 2016/17	FIN STMNT. 2015/16
INCOME			
Income from direct fundraising	40,723	34,252	37,845
Revenues from third-party campaigns	15,489	14,000	18,502
Government grants	79,919	71,585	81,565
Income from affiliated non-profit organizations	15,709	17,265	12,459
Income from other non-profit organizations	21,060	8,958	7,122
Income from interest	4,019	3,133	2,266
Other income	2,991	1,513	1,502
Total Income	179,911	150,707	161,263
EXPENDITURE			
Expenditure on goal of 'structural poverty alleviation'			
Food, Land and Water	42,616	37,887	29,875
Governance and Financial Flows	42,823	26,589	22,564
Conflict and Fragility	40,238	37,988	23,706
Gender and Youth	33,226	29,866	22,888
Humanitarian	4,378	2,065	38,660
Public Engagement	8,426	7,789	6,424
	171,707	142,183	144,116
Costs of generating income			
Costs of direct fundraising	6,821	7,738	7,310
Expenditure on third-party campaigns	356	599	270
Costs of securing government grants	1,503	1,855	1,891
	8,681	10,191	9,470
Management and administration			
Management and administration costs	2,539	2,335	2,099
Total expenditure	182,926	154,709	155,686
Net result	(3,015)	(4,002)	5,577
Loans and guarantees provided	8,368	600	21,163
Loans and guarantees repayments received	(9,260)	-	(6,917)
Microfinance Innovation Fund	-	-	2,245
Expenditure on goals - not reflected in statement of income and expenditure	(892)	600	16,491
Appropriation of net result			
Added / charged to: earmarked reserves	9,288	1,844	(14,616)
Added / charged to: earmarked funds	(1,032)	(865)	13,236
Added / charged to: projects reserve	(9,164)	(4,374)	6,706
Added / charged to: contingency reserve	(2,106)	(607)	251
Net result	(3,015)	(4,002)	5,577

EXPENDITURE ALLOCATION

	GOAL OF STRUCTURAL POVERTY ALLEVIATION						COSTS OF GENERATING INCOME			MANAGEMENT & ADMINISTRATION	TOTAL		
	FOOD, LAND AND WATER	GOVERNANCE AND FINANCIAL FLOWS	CONFLICT AND FRAGILITY	GENDER AND YOUTH	HUMANITARIAN	PUBLIC INFORMATION AND MARKETING	DIRECT FUNDRAISING	THIRD-PARTY CAMPAIGNS	GOVERNMENT GRANTS		FINANCIAL STATEMENTS 2016/17	BUDGET 2016/17	FINANCIAL STATEMENTS 2015/16
Amounts in thousands of Euros													
Grants and contributions	23,773	23,773	22,053	16,033	516	-	-	-	-	-	86,148	81,124	71,135
Fees and other payments	759	759	759	759	-	-	-	-	-	-	3,034	4,108	3,272
Outsourced work	315	315	315	315	-	-	-	-	-	-	1,261	1,373	917
Publicity, communication, other	848	922	718	607	-	4,193	5,492	219	62	204	13,265	14,248	15,813
Staff costs	7,514	7,671	7,104	6,527	1,326	3,110	1,183	127	1,058	1,676	37,296	28,237	37,622
Provision for reorganization	267	267	267	267	-	-	-	-	56	-	1,124	-	-
Housing costs	150	150	150	150	-	150	19	1	37	42	847	837	758
Office and general expenses	8,721	8,697	8,602	8,298	2,535	727	96	7	224	548	38,456	23,135	24,876
Depreciation	270	270	270	270	-	246	31	2	66	69	1,494	1,648	1,292
TOTAL	42,616	42,823	40,238	33,226	4,378	8,426	6,821	356	1,503	2,539	182,926	154,709	155,684
Publicity and communication (except if allocated to goals):													
Other internal operating costs	16,655	16,787	16,126	15,245	3,862	4,233	1,329	137	1,385	2,334	78,093		
Total internal operating costs											84,071		

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

126,107

STAFF COSTS

	FIN STMT. 2016/17
Amounts in thousands of Euros	
Salaries headquarters	18,777
Salaries local contracts and ex-pats	12,492
Social security contributions	2,427
Pension costs	2,642
Temporary workers	749
Commuting costs	654
Other costs (incl. participations)	(445)
TOTAL	37,296

AUDITORS' FEES

	AUDIT OF THE FINANCIAL STATEMENTS	OTHER AUDIT SERVICES	TAX CONSULTANCY SERVICES	OTHER SERVICES	TOTAL
Amounts in thousands of Euros					
Mazars Paardekooper Hoffmann Accountants NV	78	271	-	-	349
Deloitte Sweden AB	8	-	-	-	8
KPMG	-	68	-	-	68
BDO	-	38	-	-	38
TOTAL	86	377	-	-	463

KEY PERCENTAGES

	FIN STMT. 2012	FIN STMT. 2013/14	FIN STMT. 2014/15	FIN STMT. 2015/16	BUDGET 2016/17	FIN STMT. 2016/17
Amounts in thousands of Euros						
KEY CBF FIGURES						
Income from direct fundraising	31,158	35,660	30,072	37,845	34,252	40,723
Costs of direct fundraising	6,147	6,671	6,283	7,310	7,738	6,821
as a % of income from direct fundraising 3-year average (CBF criterion max. 25%)	21,8%	20,5%	19,7%	19,6%	20,9%	18,8%
Management and administration	3,366	3,388	2,452	2,099	2,335	2,539
as a % of total expenditure + loans granted (in the year) (own criterion max. 2%)	2,0%	1,5%	1,3%	1,2%	1,5%	1,4%
Expenditure on goals	146,287	188,990	168,289	144,116	142,183	171,707
as a % of total income	93,5%	91,4%	87,0%	89,4%	94,3%	95,4%
as a % of total expenditure	91,8%	93,9%	94,0%	92,6%	91,9%	93,9%

AUDITORS REPORT

INDEPENDENT AUDITOR'S REPORT

To the Supervisory Board 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 2017 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 2017 of Stichting Oxfam Novib. We expressed an unqualified audit opinion on those financial statements in our report dated 4 July 2017. 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 Dutch Accounting Standard for Fundraising Institutions (RJ 650) published by 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 Note 3.4.1.

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 2017 of Stichting Oxfam Novib are consistent, in all material respects, with those financial statements, in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650) published by the Dutch Accounting Standards Board.

Amsterdam, 4 July 2017

Mazars Paardekooper Hoffman n.v.

w.s.
drs. R.C.H.M. Horsmans RA RV



ANNEXES



ANNEX 1: COMPOSITION OF THE BOARD OF DIRECTORS

FARAH KARIMI (1960)

Ms. Karimi started as Executive Director on February 1, 2008. She was reappointed in this position by the Board of Supervisors in February 2016. As Executive Director and chair of the Board of Directors, Ms. Karimi has final responsibility for the strategic direction and organizational development of Oxfam Novib.

Ms. Karimi holds other positions related to her chairmanship of the Board of Directors. She is a member of the Executive Board of Oxfam International, the Oxfam Executive Board Operations Committee, the Executive Board Long Term Development and Knowledge Committee and the Oxfam Finance, Risk and Audit Committee, the Executive Board Humanitarian Committee and chair of Oxfam Sweden. She represents Oxfam Novib on the Board of SHO (Samenwerkende Hulporganisaties, the Dutch umbrella organization for emergency appeals). She is chair of the Executive Board of the Oxfam Novib Fund.

ARNOLD GALAVAZI (1956)

Mr. Galavazi started working as Director of Operations in September 2014 and as such is responsible for the departments of Quality, Finance & Control, HR, ICT, Institutional Funding and Donor Relations (IFDR) and Facility Services. Mr. Galavazi holds consultation meetings with the Works Council and negotiates with the Union on CLA, on behalf of the Board of Directors. His other position is chair of the Value Board, the goal of which is to oversee and define investment thresholds and evaluate, prioritize, and select new investments for the Board of Directors' approval.

TOM VAN DER LEE (1964)

Mr. Van der Lee joined the Board of Directors in August 2009, as Director of Campaigns and Advocacy. He was reappointed in this position by the Board of Supervision in January 2014. He led the Public Engagement unit, the Thematic Units and was responsible for the cross cutting work on influencing and private sector engagement.

Related to his membership of the Board of Directors, Mr. Van der Lee was chair of the Campaigns Group of the Oxfam network, the Oxfam Private Sector Team and the Board of Oxfam Sweden, and vice chair of the board of Partos, the Dutch sector organization for international cooperation, until November 2016. He is a member of the International Press Centre Nieuwspoor.

Mr. Van der Lee left Oxfam Novib on March 23, 2017.

ALETTA VAN DER WOUDE (1967)

Ms. Van der Woude was appointed Director of the International Department on September 1, 2014, with responsibility for all regional programs and country offices. From January 2016 forward she was also responsible for Oxfam Novib's role in the change process towards one Oxfam in countries and regions.

Related to her membership of the Board of Directors, Ms. Van der Woude was also a member of the Oxfam Program Directors and the Oxfam Change Directors group. Her other positions included membership of the board of Aidsfonds until the end of 2016.

Ms. Van der Woude left Oxfam Novib on March 31, 2017.

ANNEX 2: COMPOSITION OF THE BOARD OF SUPERVISORS

HANZO VAN BEUSEKOM (1972)

Mr. van Beusekom was first appointed in January 2010, and reappointed in 2013 and 2016. He has been Chair of the Board since October 2013. He is a member of the Remuneration Committee. On account of his position as Chair of Oxfam Novib's Board of Supervision, he is a member of the Board of Oxfam International. He has also been elected chair of the Governance Committee of Oxfam International.

Mr. van Beusekom is a partner at Clear Conduct, a specialized strategic consulting firm on regulatory practice, risk management, and business conduct. He is a senior consultant with the World Bank aiming to improve financial inclusion. He is also a visiting lecturer at several universities and serves as a board member at sSSIO.

JOYEETA GUPTA (1964)

Ms. Gupta was first appointed in November 2012 until November 2014, with a maximum period of tenure ending in 2019. She is a member of the Remuneration Committee.

Ms. 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 UNESCO-IHE Institute for Water Education in Delft. Her other positions include that of Vice-Chair of the Committee on Development Cooperation and membership of the Advisory Council on International Affairs.

KEES TUKKER (1955)

Mr. Tukker was first appointed in November 2012 until November 2014 with a maximum period of tenure until 2019. He is a member of the Financial Committee.

As an independent consultant and advisor, Mr. Tukker has worked for organizations in the media and in mental health care. As a media professional he has held several leading positions in major public broadcasting organizations. He is also working on several books, one of them being a study of one of the leading figures in the food supply system in the Netherlands during World War II.

PETER VERBAAS (1959)

Mr. Verbaas was first appointed in November 2012 until November 2015, with a maximum period of tenure ending in 2020. He is Chair of the Financial Committee.

Mr. Verbaas teaches at Nyenrode University and the Center for Private Wealth Management, Banking and Governance. He is a partner at Charistar consultancy on philanthropy, shared value, and impact. His other positions include a non-executive position at VU Medisch Centrum Fonds, membership of the Advisory Committee of Waarborgfonds Sociale Woningbouw, membership of the Supervisory Board of ASN Novib Microkredietfonds and a seat on the non-executive board of UBS Bank Nederland.

JAN VAN ZIJL (1952)

Mr. van Zijl was appointed in June 2015, with a maximum period of tenure ending in 2023. He was appointed on the recommendation of the Works Council.

Mr. van Zijl is a former Member of Parliament. He also was Chair of the MBO Council and Chair of Samenwerking Beroepsonderwijs Bedrijfsleven. Currently he is vice president of ABP. His other positions include that of Chair of Vluchtelingenwerk, the position of Chair of the Foundation Learning from Each Other (an NGO in Peru) and membership of the Advisory Board of Foundation Instituut Gak Fund.

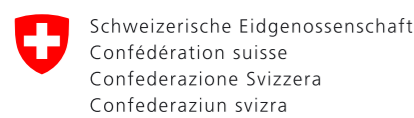
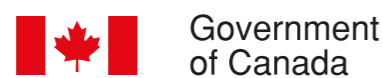
LAURIEN KOSTER (1950)

Ms. Koster was appointed in June 2015, with a maximum period of tenure ending in 2023. Ms. Koster became chair of the Remuneration Committee in June 2015.

Until her retirement, Ms. Koster was the Chair of the Netherlands Institute for Human Rights. Previously she was, amongst other positions, President of the Court in Alkmaar, and she worked as a judge and a lawyer for over 27 years. Ms. Koster is also a member of the Advisory Council of the Advanced Master Human Rights of the University of Leiden.

ANNEXES

ANNEX 3: INSTITUTIONAL DONORS





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