

OXFAM NOVIB ANNUAL REPORT 2017-2018



OXFAM
Novib

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In line with Oxfam International, our reporting period covers the fiscal year April 1, 2017 to March 31, 2018. The Annual Report and Annual Accounts are available online at oxfamnovib.nl/jaarverslag.

We set high quality standards for all our work. We regularly check the quality and accuracy of the results registered in our systems, so the results given here may be updated after the publication of this Annual Report. For regular updates of project results, please visit oxfamnovib.nl/atlas.

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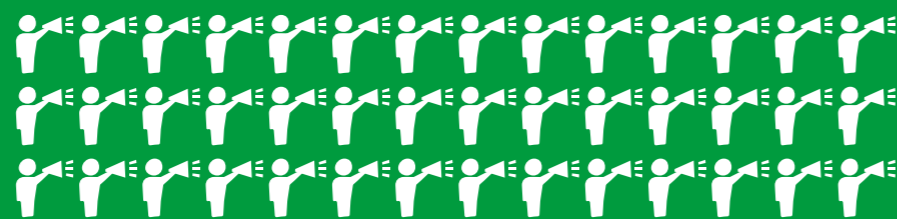


OUR RESULTS 2017/2018¹

659,000 **PEOPLE ENHANCED THEIR CAPACITIES**
 People in 36 countries have benefited from credit through microfinance, or 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.

325,000
CITIZENS CHANGED THEIR ATTITUDES

325,000 men and women in Afghanistan, Burundi, Mozambique, Niger, Occupied Palestinian Territory and Israel, Pakistan, Uganda, Vietnam and Zimbabwe demonstrated increased awareness of – and changed their norms and attitudes regarding – women’s rights and the potential of youth.



2,150,000 **CITIZENS RAISE THEIR VOICES**

2,150,000 people in 19 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.

250

GOVERNMENTS IMPROVED POLICIES

250 cases in which international bodies such as the EU and the UN and governments in Cambodia, Mozambique, Uganda 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.



2,6
MILLION **WOMEN AND MEN RECEIVED LIFESAVING RELIEF**
 2.6 million women and men affected by conflict and natural disasters in eleven countries received humanitarian aid.



CIVIL SOCIETY SPACE WAS STRENGTHENED

1,500 **CIVIL SOCIETY ORGANIZATIONS IN 24 COUNTRIES ARE BETTER ABLE TO LOBBY AND ADVOCATE FOR ISSUES**

which are key to defeating poverty, such as protecting civic space, local humanitarian leadership, land rights, and tax justice.

199
CASES WHERE POLITICAL WILL HAS INCREASED

199 cases in which those in power in Niger, Uganda, Indonesia, Mozambique, Vietnam 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, peacebuilding and conflict transformation.

119 **COMPANIES BEHAVED MORE RESPONSIBLY**

119 cases in which (international) companies in Burundi, Vietnam, Niger, Nigeria, Cambodia, Mozambique and the Netherlands promoted or implemented gender-sensitive policies on vital issues such as land rights, tax transparency, and inclusive agribusiness.



WORLDWIDE INFLUENCING NETWORK GAINED POWER

180 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.

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

MESSAGE FROM THE EXECUTIVE DIRECTOR



Ten years ago, when I took up the role of executive director of Oxfam Novib, one of the first questions I asked was, “Why did Novib, a Dutch organization with a remarkable record in the international solidarity movement, join together with other organizations to form the Oxfam confederation?”

The answer is simple: by collaborating and joining forces we achieve more impact in our struggle for a just world without poverty. In recent decades we have made huge progress in defeating extreme poverty, but every time has its own struggle. Climate change and its impact on the lives of poor people, growing economic and social inequality, increased political instability, the rise of authoritarian regimes and populism around the world: these are the big challenges of our time. The world is richer than ever, people are better

educated, equipped with incredibly advanced technologies, and more connected than ever. Yet the divide between rich and poor, between people enjoying freedom and people living under tyranny, between the powerful and the powerless, is growing; this causes conflicts and wars, forcing people to become refugees.

Responding to these challenges requires our tireless engagement with the people who are struggling to survive in the margins of an international economic

and political system that prioritizes profit over people and planet. This task is huge and demands that we get together, join our resources, and benefit from each other’s strengths in order to create a better future for all people.

At Oxfam Novib we engage with and mobilize our supporters. We build bridges to governments and private sector parties, we build alliances with civil society around the world, and we are part of Oxfam International. We need to strengthen our voice; the voice of marginalized and poor people, the voice of the victims of war and conflict, the voice of women and men who are systematically being left behind. A strong voice and engagement are the prerequisites for strong actions to restore justice, and to change the broken economic system that perpetuates poverty and inequality. A failing economy that only serves the interests of the rich. The wealth of the richest 1 percent in the world is equal to the wealth of the remaining 99 percent, enabling them to increase their wealth and power still further. Oxfam Novib, as part of the Oxfam confederation, has the ongoing ambition to be at the forefront of the fight against poverty and injustice; the fight for a better future for everyone.

IN SO MANY WAYS, THIS PAST YEAR WAS A STRONG ONE FOR OXFAM NOVIB.

Though the struggle against poverty and injustice is an enormous challenge, our work is both rewarding and impactful; you will find stories of our successes throughout this report. I especially

encourage you to read about our climate-change-combating Sowing Diversity=Harvesting Security program, supported by the Swedish International Development Cooperation Agency (Sida), which is having a major positive impact on the lives of women farmers in Asia, Africa, and Latin America.

I myself visited this program in Zimbabwe last year, when we launched the Champion Farmer Seeds Cooperative with our Zimbabwean partners; this cooperative produces and markets certified seeds produced by farmers, most of them women. The program demonstrates Oxfam Novib at its best: we stand with people during difficult times in their history, believing in the power of people to bring about change.

I am also particularly proud of our advocacy to curb child marriage in Mali, Niger, and Pakistan, funded by the Dutch Ministry of Foreign Affairs, and our IKEA Foundation-backed Empower Youth for Work program, which is making a remarkable difference in the lives of young people from Ethiopia to Indonesia. On a global scale, we contributed to the mounting pressure for transparent and fair tax systems, moving away from the tax havens and tax race to the bottom and towards progressive taxation policies that provide poor people with the services they need.

With your support, we were able to raise urgently-needed funds to save lives, helping people at risk of famine in Somalia, Yemen, North-East Nigeria, and South Sudan. Individual supporters made generous contributions to the Giro555 appeal, led by Oxfam Novib on behalf of the Dutch Samenwerkende Hulporganisaties (Foundation of

Cooperating Aid Organizations), raising more than €33 million to help more than two million people in desperate need. In addition, although budgets and humanitarian systems were stretched, in September 2017 institutional supporters like the Dutch Ministry of Foreign Affairs helped us reach over 185,000 Rohingya refugees in Bangladesh.

THANK YOU FOR TRUSTING US TO DELIVER THIS LIFESAVING SUPPORT TO THOSE WHO NEED IT.

In 2017/18 Oxfam Novib succeeded in increasing the financial resources for our programs. The total income from fundraising activities not only exceeded the budgeted amount by €23.3 million, but also increased by €19.4 million compared to last year. Our total revenue was €195.4 million. We spent 94% of our total expenditure on our organization’s goals of structural poverty alleviation.

At the end of the financial year we witnessed extensive media coverage of a case of sexual misconduct by staff of Oxfam Great Britain, another member of Oxfam International, which took place in Haiti in 2011. The behavior of these employees – including the Haiti country director – was and still is unacceptable, and is against all values that Oxfam stands for. I am ashamed of their misconduct, just as I was when it first came to light back in 2011.

At Oxfam Novib we are determined to do our best to prevent any misconduct by our staff, and we cherish our strong value-based leadership and integrity

policy. However, we know that despite our best efforts we cannot safeguard against all possible misbehavior in all countries we work in and by all individuals we hire. For this reason, in addition to our investments in creating an open and safe environment and working culture, we have created robust whistleblowing, reporting, counseling and control mechanisms too. We also practice a zero-tolerance policy for those who fail to act upon misconduct by our staff, our partners, or other people we work with. The Haiti incident has made it very clear, both to Oxfam Novib and to other organizations, that our

legitimacy is at stake if we lose public trust. Empowerment, accountability, and inclusiveness are our organizational values. We must live up to these values with full commitment and passion and without reservation. Without this, we will lack the credibility to hold powerful stakeholders such as governments and companies accountable; upholding these values starts with ourselves. We remain fully committed to our mission and to our high ambitions, as a truly value-based organization, to become a global leader in protecting people against abuses of trust and power. More than ever I am grateful for the continued

support of our hundreds of thousands of Dutch supporters. Your trust in our work and in our fight against poverty is encouraging and heartwarming. We will ensure that you are able to see that we are reliably, competently, and honestly committed to the highest standard of integrity.

Thank you for standing with us. Together, we can – and we will – defeat poverty and injustice.

Sincerely,
Farah Karimi
Executive Director

OUR MISSION & APPROACH

Oxfam Novib is a member of the Oxfam confederation 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 develop and implement rights-based sustainable development programs and campaigns, advocate at all levels, and provide humanitarian assistance in disasters and conflicts; we put gender justice at the heart of all our programs. We strengthen civil society and local partners, and work with allies and partners locally and globally.

Together we tackle the root causes of poverty and injustice.

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.

SUSTAINABLE DEVELOPMENT GOALS



On January 1, 2016, the 17 Sustainable Development Goals (SDGs) officially came into force. These goals set a global agenda for 2030 to end poverty, protect the planet, and ensure prosperity and gender equality for all. Influencing the implementation of this agenda continued to be a priority for Oxfam in 2017/18.

In this Annual Report we highlight 17 faces of people who have inspired us with their contribution to the SDGs through Oxfam's work in Niger.



Photos: Tom Saater

17 FACES CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT GOALS

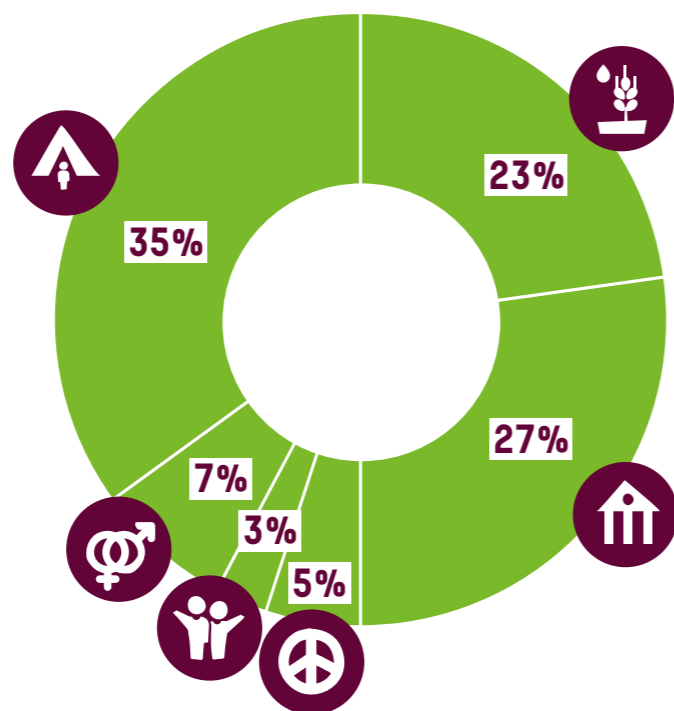


OUR WORK

Oxfam Novib is an affiliate of the Oxfam confederation, which works to defeat poverty and injustice in more than 90 countries. In 2017/18, the 20 Oxfam affiliates further improved their collaboration within the One Oxfam initiative, becoming a stronger global organization with more affiliates in the global South. As an affiliate, Oxfam Novib worked with over 500 partners in more than 35 countries to tackle the injustices that cause and perpetuate poverty. We do this by linking programs on the ground to influencing work on national, regional and international levels. Oxfam Novib fights for a just world without poverty by defeating hunger and inequality, saving lives, and creating opportunities for people, with a focus on women and youth. In order to do so, we focus on five thematic areas: Food, Land & Water, Governance & Financial Flows, Conflict & Fragility, Gender, and Youth. In addition, we have a substantial engagement with humanitarian response.



OVERVIEW OF OUR THEMES



Expenditure by theme

SUSTAINABLE DEVELOPMENT GOALS

On January 1, 2016, the 17 Sustainable Development Goals (SDGs) officially came into force. These goals set a global agenda for 2030 to end poverty, protect the planet, and ensure prosperity and gender equality for all. Influencing the implementation of this agenda continued to be a priority for Oxfam in 2017/18. If we do not reduce inequality, it will be impossible to put an end to poverty by 2030. To enable us to determine where governments stand in terms of committing to reducing the gap between rich and poor, Development Finance International and Oxfam produced the first Commitment to Reducing Inequality Index in June 2017 (see page 62).

In this Annual Report we highlight 17 faces of people who have inspired us with their contribution to the SDGs through Oxfam's work in Niger.

STRATEGIC PARTNERSHIP: TOWARDS A WORLDWIDE INFLUENCING NETWORK

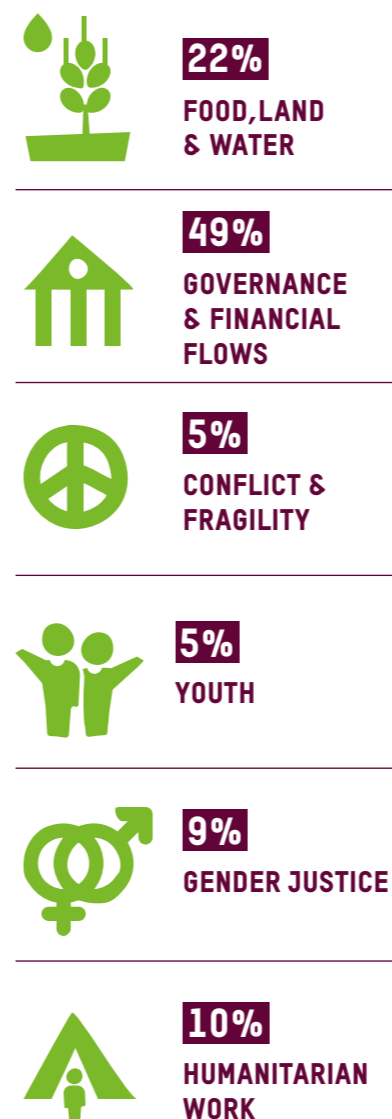
Within the Strategic Partnership with the Dutch Ministry of Foreign Affairs (2016-2020), 'Towards a worldwide influencing network', Oxfam Novib and SOMO (Centre for Research on Multinational Corporations) work to build the influencing capacities of civil society organizations. Thanks to this partnership, which the Ministry has funded for five years with a grant of almost €78 million, we are able to empower civil society organizations to influence their governments and private sector parties to improve policies and practices for people living in poverty and injustice. In addition, we jointly influence powerholders at the regional and international level.

The Strategic Partnership is successfully being implemented in 17 countries in Asia and Africa, where we collaborate with more than 125 civil society organizations. In this second year of implementation we built on the strong partnerships we have established with local civil society and strengthened our worldwide influencing network. Together we were able to influence local, national, and international actors, resulting in improved policies and practices. We have spent over €16 million in the past year on expanding the program further, to support the work of Oxfam Novib and its partners on the three thematic areas covered by this partnership: 'Right to food', 'Greater responsibility in finance for development', and 'Conflict and fragility'. Results can be found in the following chapters.

PRIVATE SECTOR

The private sector has become an important stakeholder in our work around the world. The struggle against poverty and injustice can only be won when companies are held accountable, and the private sector truly contributes to sustainable development, by taking responsibility for its value chains and by creating jobs and paying taxes. Through our thematic work and internationally established norms (such as the UN Guiding Principles on Business and Human Rights), Oxfam Novib engages companies in making a positive contribution to people's lives and helping to eliminate poverty. Our engagements range from funding partnerships and other types of partnerships to lobbying and outright campaigning; examples can be found under the different themes in the next chapter.

Partners per theme





GENDER JUSTICE

ENDING POVERTY REQUIRES GENDER EQUALITY

Despite positive developments in the last decades, women still receive lower wages for the same work, and have less access to credit, land, time, education, and other productive resources. Women and girls are still exposed to various forms of violence and exploitation and experience further inequality because of their ethnicity, age, race, class, marital status, sexual orientation, and (dis)ability. The fight against poverty therefore requires an approach that addresses and challenges social norms that condone discrimination and abuse. Oxfam Novib strongly believes that sustainable development implies achieving gender justice. We implement high-quality multi-country programs and projects in the areas of women's bodily integrity (BODY), women's economic empowerment (MONEY), and women's political participation and transformative leadership for women's rights (VOICE), while striving to put women's rights at the heart of all we do (WALKING THE TALK on gender mainstreaming). *Our work on gender justice contributes to SDG 5.*

WOMEN AND GIRLS FIGHT BACK

2017/18 has been a year of both rollbacks and new challenges, and of the undeniable power of women and girls mobilizing and coming together to stand for their rights and fight back. The global #MeToo campaign is an example of the power of the women's movement. But unfortunately women's rights violations are still present. Deaths related to pregnancy and childbirth are needlessly high, and women are prevented from making deeply personal choices in their private lives. Many women and girls around the world are still married as children or trafficked into forced labor and sex slavery. They are refused access to education and political participation, and some are trapped in conflicts where rape is perpetrated as a weapon of war.

The Sexual and Reproductive Health and Rights (SRHR) of young women and girls remain a priority for Oxfam Novib. Through our project 'Marriage: No Child's Play', we continued working with partners in Mali, Niger, and Pakistan to reduce child marriage and its adverse effects on young women and girls. In Thailand and Laos we combat child prostitution and exploitation with 'Saving Our Daughters'. This project

improves the prevention system in the border provinces by working with police and immigration officers, using memorandums of understanding to ensure the government's long-term commitment. We support the girls that have been rescued with skills trainings to help them develop alternative livelihoods.

Economic empowerment and political participation are also central to our project 'Integrating household methodologies in agricultural extension, value chains and rural finance in Sub-Saharan Africa'. With partners in Burundi, DR Congo, and Rwanda we supported poor rural households to increase their food, nutrition, and income security. We used the Gender Action Learning System (GALS), a methodology which is typically integrated in economic interventions. This community-led action training helps vulnerable women and men to address gender inequalities. It also gives them the skills to negotiate better terms and conditions with external stakeholders such as agricultural input suppliers and local government representatives.

TOGETHER WE SAY 'ENOUGH'

Oxfam Novib collaborates with numerous organizations to achieve gender justice.

A good example is ENOUGH, an Oxfam campaign to end violence against women and girls (VAWG) that is active in thirty countries. We challenge the harmful social norms that sustain people's belief that this violence is normal. In Tunisia, Oxfam interviewed forty young men and women on how social norms are being constructed, then analyzed the results together with experts, NGOs, and bloggers. This resulted in the identification of three key drivers of violence and of people's inability to recognize 'corrective' behavior as violent, which makes it harder to fight VAWG; these insights help us to sharpen our focus.

THREE PILLARS: VOICE, MONEY AND BODY

One of Oxfam Novib's pillars is the creation of open and safe spaces where marginalized groups can raise their VOICES and mobilize towards defending their fundamental rights. In 'Promoting and Protecting Human Rights of Sexual Minorities', we helped to create and sustain ten safe space groups in South Africa, Zimbabwe, and a third country (which we cannot name for security reasons). This brings the total to 42 safe spaces during the three-year project, which are regularly used by 750 LGBTIQI persons.

Our project in Sub-Saharan Africa (see above) also contributed to increase the VOICES of marginalized rural communities in Burundi, DR Congo and Rwanda, especially in decision-making regarding the enhancement and diversification of their livelihoods. It supports them to find best practices to make livelihoods more resilient to socioeconomic shocks, with nutritious food available in households (contributing to our second pillar, MONEY). The project ended in 2017 and benefitted over 15,000 men and women.

The final pillar of Oxfam Novib's work on Gender Justice concentrates on empowering women and girls, and creating opportunities for them to claim and enjoy their SRHR, and live free from violence (BODY). In 'Saving our Daughters', 65 trafficked girls in two government shelters were trained in various ways, including in mini-donut baking skills. Furthermore, our partners have started lobbying government officials to grant work permits to these young women more easily. In 'Marriage: No Child's Play', Oxfam Novib and its partners in the More Than Brides Alliance have provided some 3,500 adolescents with essential SRHR information in the three target countries, and showed them how to get access to these services. In this way, we built

their agency while at the same time shifting social norms related to marriage formation, SRHR, and gender equality, so that young people can decide for themselves when to marry and how many children to have. In Mali for instance, seven journalists were trained on child protection and the harmful effects of early pregnancy on young women and girls. They went on to publish articles with strong messages against child marriage. In addition, fifteen community champions are now active role models for the new generation in the crusade to change traditional perceptions of what is expected of men and women.

In Niger, 36 young women and girls, trainees in (interactive) forum theater techniques, prepared and facilitated theater presentations in local communities in the form of roadshows, to present the youth perspective on child marriage. In the third project country, we worked with school management committees to stress the importance of girls' education. This meant that in 2017, 73 girls who had been taken out of school by their parents and guardians were later reenrolled. In addition, the project was able to help 55 girls at risk of being married off by linking them to existing social protection schemes and scholarships.

LOOKING AHEAD

In the coming years, Oxfam Novib will redouble its efforts to create an environment where women and girls are able to make their own choices and exercise their collective voice. We will continue our work on gender-based violence and violation of women and girls' SRHR, specifically in conflict and crisis situations. Women and girls who are fleeing conflict, travelling, or settling in refugee camps are particularly vulnerable. For this reason we have developed the 'Women on the Move' project to help them protect themselves from violence, and to claim and exercise their SRHR. We strive to ensure that all humanitarian responses have a women's rights component, and that gender equality is at the center of all interventions. Activities include enhancing the capacity and skills of service providers, as well as influencing local and national officials and holding them accountable for the implementation of relevant policies and legislation. The project aims to create economic opportunities for women and girls with the aim of making them less vulnerable to abuse and exploitation, and to promote gender equality and social inclusion.

Another new project is called 'Equal Power, Better Life', and we will pilot it in three countries in South East Asia: Cambodia, Laos, and Vietnam. The pilot will apply a combination of the GALS methodology and the Transformative Leadership for Women's Rights approach to existing economic interventions with agriculture or fishery sectors. We aim to test whether this combination is a more effective way of promoting women's full participation in formal and informal decision-making processes.



PARTNERS SUPPORTED

18



DONORS INVOLVED

**COMIC RELIEF,
DUTCH MINISTRY
OF FOREIGN
AFFAIRS, IFAD**

5 GENDER EQUALITY



Mariam Kebe (30) leads an incubation center for women and youth. She supports women entrepreneurs to develop a business plan and stimulates them to compete for a selection in Oxfam Niger's innovation fund. Mariam had a good education herself. Now she wants to help other women to chase their dreams.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Marjama Hoodi (45) is president of the small milk factory, built by Oxfam's partner AREN to avoid the waste of milk. In the factory, women can preserve their milk at cold temperatures. They produce cheese and yoghurt, and sell it at local and regional markets. The income makes Marjama independent. She can even send her children to school.

CASE

SAFE SPACES FOR LGBTI PEOPLE

Oxfam Novib fights inequality and its root causes; this includes homophobia, biphobia and transphobia. We are convinced that everyone has the right to his or her sexual orientation and gender identity. However, in many societies this right is not recognized or is even violated. Being open about your non-heterosexual identity often comes at a cost, including discrimination, harassment, and violence. Oxfam Novib supports organizations around the world to advance the rights of lesbian, gay, bisexual, transgender, and intersex (LGBTI) people. Thanks to their powerful and effective advocacy that promotes equality, we see people changing their attitudes and LGBTI people gaining stronger legal rights.

In South Africa, Zimbabwe, and a third country, Oxfam Novib and five local partners ran a four-year project (2014-2017) to empower LGBTI people and support their networks and organizations. Together we succeeded in increasing the voice and visibility of LGBTI issues in these societies, through training of journalists, social media, and the celebration of IDAHOT (International Day Against Homophobia, Transphobia and Biphobia) and Youth Day, amongst other methods. We helped to establish 40 safe spaces, which benefitted over 750 LGBTI persons.

Speaking out and claiming your rights in an often hostile environment is not easy. Oxfam Novib increased the skills and knowledge of LGBTI communities and their organizations to help them to protect and promote their rights. We also engaged other partners and human rights organizations, and strengthened their capacities to work with LGBTI persons. Linking and sharing knowledge to improve our different approaches was a crucial part of this project. An important conclusion: running safe spaces (real and virtual), where LGBTI people can support each other and freely discuss and develop strategies, is key to achieving any of the other goals.

Photos: Steven Chikosi



“THIS SAFE SPACE REALLY CHANGED MY LIFE”

In Zimbabwe, having a sexual identity that is not considered ‘normal’ usually means harassment and having your human rights denied on a daily basis. For Braenden Phiri (19) life was particularly difficult, since she is transgender and from a Muslim family. “I suffered from anxiety and depression. At school I was discriminated against by my teachers and classmates; I remember them locking me up in the boys’ toilet to verify my gender identity. Being able to walk through the doors of the Sexual Rights Center helped me to accept myself.”

Braenden now works as an administrator’s assistant at the Sexual Rights Center, Oxfam Novib’s partner in this project. “This safe space really changed my life. I know my rights now, I am a motivational speaker and no longer let my situation discourage me. The woman I was is not the woman I am now. I dare to live the true me.”

“MOST OF THE SUPPORT I GIVE IS PSYCHOSOCIAL”

“I am always available in case of domestic violence issues, stress, behavioral problems, abuse cases or legal issues. Most of the support I give is psychosocial. The LGBTI community suffers a lot of violence from the public and the police. This makes me realize how important our work is.”

Rose is an experience expert. As a former trainee of the Sexual Rights Center herself, she is happy to help others. “There is a lot of depression and stress among LGBTI persons, as they face rejection and isolation from family and friends. After our counseling sessions some of them mend relations with their relatives, others regain their will to live and not commit suicide. Yet a lot of people still have to come out and find a safe place like the Sexual Rights Center. Therefore our work has to continue and grow.”





YOUTH

Sanne de Wilde

THE YEAR OF THE YOUTHQUAKE

Worldwide a staggering 1.2 billion people are aged between 15 and 24 years of age. They present the world with unprecedented opportunities to accelerate economic growth, reduce poverty and improve wellbeing. Yet young people are faced with strong challenges in their struggle to fulfill their potential and determine their own futures and that of their society. Oxfam Novib works with and for young people and those around them to break through the barriers that are stopping them from achieving a quality education and a decent living, having a say over their own bodies and sexuality, and a voice to influence relevant government policies. We improve the quality and relevance of the vocational education system in collaboration with governments, teachers, schools, parents, and students. We accelerate startups and support small and medium-sized enterprises (SMEs) to grow, in order to create decent jobs for young people. Together with young people we campaign and lobby communities and governments. *Our Youth programs contribute to SDGs 4, 5 and 8.*

YOUTH ARE ACTIVE CITIZENS

Youth unemployment and the number of youth affected by working poverty are increasing at alarming rates, particularly in Africa and Asia. With SMEs providing the biggest contribution to job growth, entrepreneurship plays a vital role in economic development. Through the Work in Progress! project, Oxfam Novib empowers young people in Somalia, Nigeria, and Egypt to find jobs and develop their strengths; we provide technical skills and life skills, and connect them to potential employers, investors, role models, and mentors. In the Empower Youth for Work program, we enable young people (especially young women) in climate-affected rural areas of Ethiopia, Bangladesh, Pakistan, and Indonesia to seek and obtain decent work and take an active part in creating positive change.

Young people's capacity to trigger innovation and technological advances, their increasing social and political activity and international orientation, and their creativity and capabilities allow them to exploit entrepreneurial opportunities. Promoting role models has proven an effective strategy for stimulating entrepreneurship for young people.

However, in many low-income countries there is a clear lack of role models that they can identify with. On International Youth Day (August 12), under the theme 'Let's Trigger Change', we brought attention to the importance of role models in boosting young people's confidence, inspiration and motivation. Through Pecha Kuchas – visual presentations of twenty slides, with each slide shown for twenty seconds – young role models shared their inspirational stories, reinforced by our online content; as a result the hashtag *#letstriggerchange* went viral in Nigeria!

Our review (July 2017) of practitioners' views and approaches taught us what we can learn from youth-led initiatives that have successfully influenced policies. Youth who trigger social change are increasingly non-traditional actors, particularly in less democratic regimes with limited space for civil society. We have thus identified new types of youth movements we work with: non-traditional youth actors – particularly young individuals and informal or underground youth movements that can trigger social change. In the Occupied Palestinian Territory, we have interviewed over a hundred youth movements to identify how we can best support them and work together.

YOUTH AS CRUCIAL PARTNERS

Besides working with country offices, in the Work in Progress Alliance we work with the International Organization for Migration and Venture Capital for Africa, as well as with Butterfly Works. We also team up with Butterfly Works within Empower Youth for Work, as well as sixteen national organizations. Young people should be partners and leaders in development, not just beneficiaries. An example are the young people in Somalia who organized meetings with government officials, where they discussed youth policies and voiced their priorities around employment. In Quality Educators for All in Mali, a key success factor is the involvement of a wide range of stakeholders and frank collaboration between civil society organizations, a teachers' union, and the government. Together they have created strong public and political support for the recognition of the quality of community teachers and the importance of their integration into the public system.

JOB AND STARTUPS

In Work in Progress we trained 9,256 young people (50 percent of them young women) both offline and online in soft

employability skills, such as cooperation and teamwork and self-motivation, basic entrepreneurship, and digital and technical skills. Job fairs were held in two Nigerian and four Somali cities, contributing to the total of 808 young people trained by the project who became employed or self-employed. Additionally, we provided business development support to 36 SMEs through classroom training and one-to-one consultancies, and supported them in improving their social and environmental impact strategies. Together, these SMEs created 98 new job opportunities. Furthermore, 42 startups (of which more than 50 percent are led by women) graduated from the acceleration programs in 2017, and grew to employ 96 new staff. Almost 50 percent of the startups accelerated in 2016 are still in operation, contributing to the total of 122 positions created by all accelerated startups in this program since 2016.

In Empower Youth for Work, Oxfam Novib empowers young people both economically and socially. We build their agency and skills to ensure they are well-equipped to work for an employer or start their own business; in the past year, 9,851 people have been trained in social and technical skills and another 200 have started apprenticeships in partnership with the Prime Minister's Office in Bangladesh. In 2017/18 we also began to support young people to find jobs or start their own businesses, by linking them to employers or connecting them to market opportunities and financial service providers. With our help, so far 260 microbusinesses have started this year, even though this part of the program is still in the setup phase. In total, we supported more than 37,000 young people in the target countries.



PARTNERS SUPPORTED

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WORKING WITH YOUTH

To create an enabling environment for young women to work, we work both on empowering policies and practices with governments, and on addressing social norms on gender-based violence and care work in communities and families. We intend to work from rural support centers: Youth or Rural Hubs, which we set up in collaboration with local partners. In 2017/18, the first youth hub was launched in Pakistan. The opening ceremony reaped the rewards of the program partners' influencing work: more than 500 people (public, government, and media) attended the event. This provided youth representatives with the opportunity to present their startup ideas. We are proud that youth have been working with us on all levels to tackle the challenge of preparing and implementing these activities, further sharpening our strategy and developing the hubs' action plans.

EXPANDING QUALITY EDUCATION

In Mali, Oxfam Novib improved the quality of education of 18,500 children and youth through the project Quality Educators for All. Having trained all community teachers in the Ségou region over the course of the past five years, we shifted our focus to secondary education in 2017. We developed a competency profile for both teachers and learners in lower secondary education, and translated these into practical training modules to improve their teaching competencies. An initial 200 teachers (32 female) and 100 school leaders (11 female) were subsequently trained. Based on this test phase, the curriculum's training modules were further improved and validated by the Malian Ministry of Education.



DONORS INVOLVED

**COMIC RELIEF,
DUTCH MINISTRY
OF FOREIGN
AFFAIRS, IKEA
FOUNDATION**

LOOKING AHEAD

According to the Oxford Dictionary 'Youthquake' was the word of 2017, defined as 'a significant cultural, political, or social change arising from the actions or influence of young people.' The world heard the voice of youth rising – and in the countries where we work young people represent the majority of the population. Young people throughout the world are increasingly 'staying woke.'

They are concerned about their society and the world and are determined to change it. We will increase our efforts to tap into the energy of young people as active citizens, role models for equality and justice, and entrepreneurs.

Our focus will remain on the economic empowerment of young people; we plan to upscale our Work in Progress! interventions in Egypt, Nigeria, and Somalia. What's more, we intend to expand the program to West Africa, which is one of the poorest regions with the youngest population in the world. We will increasingly work around the changes and trends that shape the future of work and will have a crucial impact on young people. This notably concerns the opportunities afforded by technological innovation, and the growing trends of urbanization, climate change adaptation, and building the circular economy.

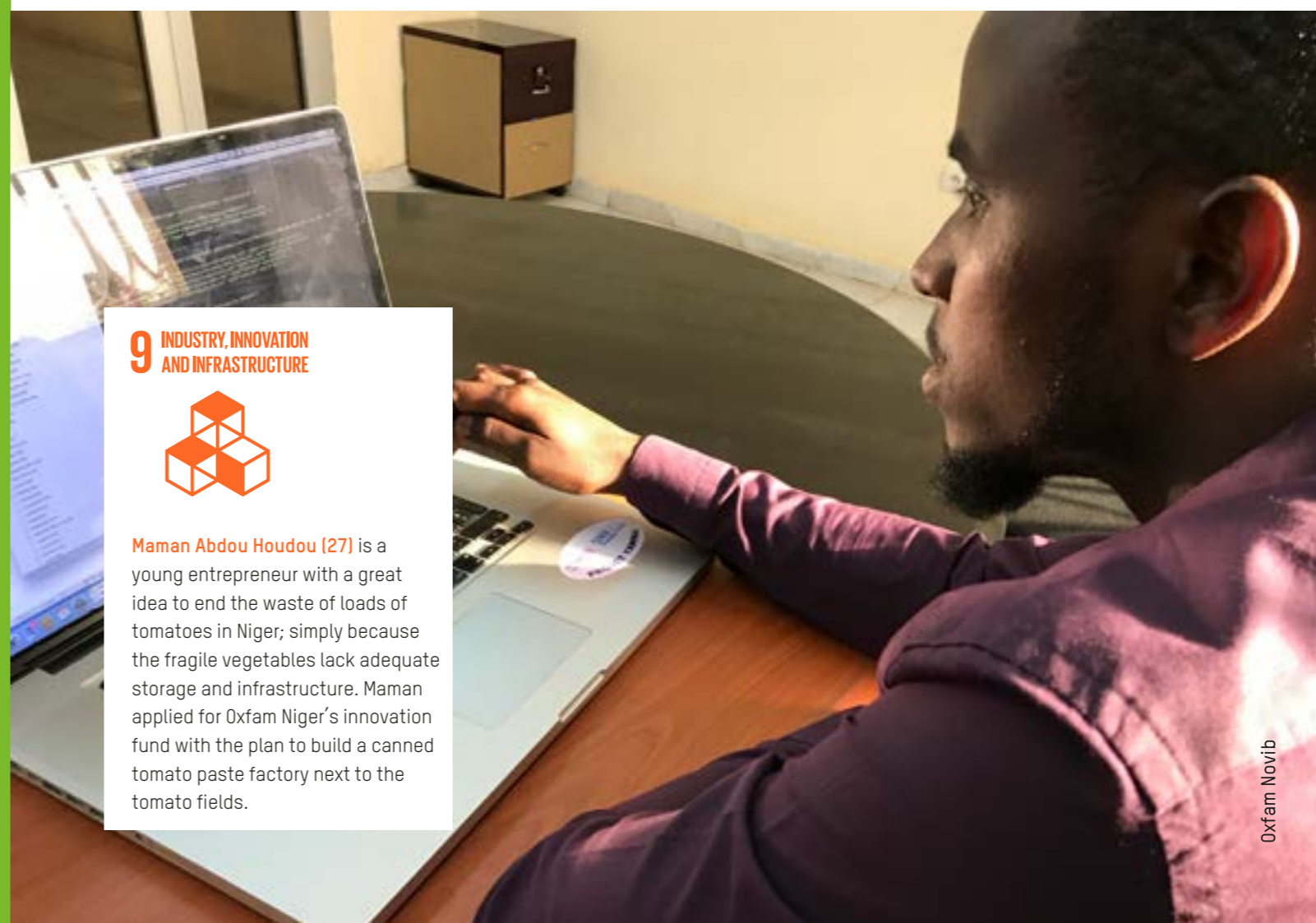


Oxfam Novib

4 QUALITY EDUCATION



Narcisse Agbendu (32) is an ambitious young entrepreneur. He wants to build an application which helps parents to find good quality education for their children. Narcisse knows from his own experience how difficult this can be. He hopes to be selected for Oxfam Niger's innovation fund, and further develop his business plan.



Oxfam Novib

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Maman Abdou Houdou (27) is a young entrepreneur with a great idea to end the waste of loads of tomatoes in Niger; simply because the fragile vegetables lack adequate storage and infrastructure. Maman applied for Oxfam Niger's innovation fund with the plan to build a canned tomato paste factory next to the tomato fields.

CASE

RURAL YOUTH TAKE CONTROL OF THEIR FUTURE

In climate-affected rural areas in Pakistan, Bangladesh, Indonesia, and Ethiopia, many young people don't see much of a future in their home village or town. Quality education is nearly nonexistent and the same goes for jobs. Many young people join the growing army of jobless youth in the big cities; their dreams of a better life are often shattered.

Funded by IKEA Foundation, Oxfam Novib, its partners, and young people in these four countries have joined forces to challenge these problems. In the five-year program Empower Youth for Work we develop strategies to change the attitudes, practices, and policies of both private sector and governments. At the same time, we support young women and men to develop their social and professional skills, enabling them to find or create jobs.

Knowledge, skills and self-confidence are the basis of empowering youth to take their lives into their own hands. Through targeted training sessions, Oxfam Novib and its local

partners have built the agency and skills of almost 10,000 young people in the past year. We linked them to employers and market opportunities, and connected them to youth groups and other meaningful social networks. Young people working on family farms are taught how to best deal with the effects of climate change.

Not only do we help young people to increase their job opportunities, but we also encourage them to get involved in decision-making processes. Young people are at the forefront when it comes to influencing governments on policies to empower youth.



Saikat Mojumder

PAPIYA REALIZED HER DREAM

Becoming a self-employed business woman is never easy, but it's particularly difficult when you are a young woman living in rural Bangladesh. But despite the challenges, Mosammot Papiya Khatun (22) was determined to open up her own shop. Papiya's husband Mijan was totally against the idea: "Housewives have to stay in the house!" He also objected to her becoming a cofacilitator of Empower Youth for Work's soft skills training. Oxfam Novib's partners had discovered her qualities when she did a (paid) survey job for them.

Help came from an unexpected angle: Mijan's mother encouraged her to do the training while Mijan was away for a couple of days. Mijan's mother took care of her grandson and Papiya's household, to enable her daughter-in-law to follow her dreams. When Mijan returned, Papiya

handed him what she had earned by cofacilitating the training, and managed to convince her husband: he agreed she would start her own business.

Mijan decided to set up a multipurpose retail store, with her main target market being women who are not permitted to talk to men. Thanks to Empower Youth for Work's credit mapping report, Papiya knew how to get a soft loan from a local NGO. Now the young woman is the proud owner of 'Papiya's Cosmetics and Variety Store' and has already paid back almost a third of her loan.

Papiya is currently the only female shopkeeper in her village. But she might soon have some fellow female entrepreneurs: Papiya's success has inspired her sisters-in-law, who also want to start their own businesses.



Petterik Wiggers



HUMANITARIAN WORK

THE GROWING ROLE OF LOCAL HUMANITARIAN ACTORS

In the first quarter of 2018, humanitarian organizations responded to large-scale emergencies across the world, including in DR Congo, Iraq, Syria, and Yemen. Rohingya refugees are seeking protection in Bangladesh and the threat of famine and armed conflict looms in Nigeria, South Sudan, and Somalia. In its present state, the global humanitarian system is unable to cope with the humanitarian needs resulting from protracted conflicts and natural disasters. Local and national actors, who know the context best and are the first responders when crises hit, can help solve this capacity problem. However, they receive only a tiny fraction of the available international aid to tackle this role effectively. For several years now Oxfam Novib has been arguing the case for pushing power and resources into the hands of these actors, and sees a growing support for this local leadership amongst international humanitarian and development communities. In November 2017 Oxfam made improving its humanitarian partnership practices a central priority. *Our humanitarian work contributes to SDGs 1, 2, 3, 6, and 17.*

LOCAL HUMANITARIAN LEADERSHIP

Through expertise, funding, and humanitarian advocacy and campaigning, Oxfam Novib contributed to a large number of humanitarian responses in 2017/18, including in Afghanistan, Bangladesh, Central African Republic, Iraq, South Sudan, and Yemen. According to UN OCHA, in 2018 more than 128 million people across the world will continue to need humanitarian assistance and protection, and more funding than ever before is required to help them. Given the lack of political will in Europe to shelter the number of migrants and refugees that the region should be accepting, as well as the increasing number of people who might flee their homes due to climate change, we can expect challenges that affect both humanitarian and development work. Oxfam Novib advocates for these two sectors to cooperate, as a precondition for being able to address the root causes and create durable solutions.

Local humanitarian actors – including communities, civil society organizations, local and national NGOs, and national governments – are a vital part of these durable solutions. Oxfam Novib supports this local humanitarian leadership in

Uganda and Bangladesh through the IKEA Foundation-funded project Empowering Local and National Humanitarian Actors (ELNHA). In 2017/18 we continued to help these local actors to define their agenda and strategies. We created two flexible funding instruments: a fund for collective and tailored capacity development plans defined by local actors, and a grant facility which is activated in a crisis. The latter allows local actors to demonstrate their ability to design and implement quality response projects with good financial accounting systems.

A key trend is the emergence of civil society movements in humanitarian work. Local and national NGOs are coming together, aligned around humanitarian purposes, demonstrating a willingness to assert a strength, voice and space which has never previously been recognized. Oxfam Novib supports this changing dimension of humanitarian civic space, in order to realize the change towards a more equitable and balanced humanitarian system.

BROAD COLLABORATION

Oxfam Novib cooperates with many partners and encourages others to do the same. Local actors increase

their coordination and strengthen complementarity, advocating towards local governments for increased accountability and engaging media to raise the visibility of crises. In West Nile, Uganda for instance, Radio Pacis amplified the voices of refugees and host communities, providing information on the gaps and challenges in both camps and communities. This resulted in community dialogues being organized, along with talk shows with the district authorities. A new addition is our collaboration in Kasai, DR Congo, where millions of people are affected by the fighting. We partnered with four key organizations and supported a broader collaboration between local civil society organizations.

INCREASING IMPACT OF LOCAL ACTORS

In 2017/18, our financial support to Oxfam's responses on humanitarian crises has benefitted 2.6 million men, women and children. Oxfam's support includes Water, Sanitation and Hygiene (WASH), Emergency Food Security and Vulnerable Livelihoods (EFSVL), protection, and advocacy and campaigns. For example, Dutch Relief Alliance funding through Oxfam Novib resulted in the rehabilitation of the water supply system in Kirkuk,

Iraq. Oxfam-trained water committees monitor the water quality and take care of maintaining the water system. This benefitted an impressive 967,500 people. In Afghanistan, we provided 17,042 men and women with unconditional cash transfers and cash-for-work support (delivered through e-cash on mobile phones), coupled with awareness-raising on nutrition and gender-based violence.

Through ELNHA and the project in Kasai, Oxfam Novib continued to build local and national humanitarian capacity. We combined research to support advocacy, supported local actors to enter national and international spaces, and capitalized on growing awareness and uptake by local and national governments. Key milestones include:

- Local humanitarian actors have developed response programs through ELNHA's grant facility, which reached about 54,000 crisis-affected persons in 2017/18. In Bangladesh local actors launched two grant facility calls, resulting in 32,306 people being reached with a combination of cash transfers and distribution of non-food items. Humanitarian actors in Uganda supported refugees from South Sudan and their host communities, as well as drought-affected communities in Karamoja region, reaching almost 22,000 people in total. Local Ugandan actors that were engaged in the grant facilities are now receiving direct funding from other donors.
- Thanks to the strengthened capacity of Ugandan local actors in cash transfer programming, one of them – Aridland Development Programme – reached 200 highly food-stressed households through food interventions. Another, SORUDA, used cash-for-work in EFSVL



PARTNERS SUPPORTED

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for refugees in a camp in Lamwo district, after which UNHCR allocated direct funding to implement livelihood activities in other areas of this refugee camp.

- In Bangladesh, we created a cadre of 21 Cash Transfer Program leaders through a ten-month leadership program and four face-to-face training modules. These leaders subsequently rolled out a successful training course in their respective districts, supported by ELNHA's capacity development fund. The course will be replicated next year. In parallel, ELNHA's influencing work resulted in the inclusion of six local humanitarian actors as members of the Cash Working Group (co-chaired by Oxfam) in Bangladesh, which until that time had only consisted of international organizations.
- In terms of influencing change, in Bangladesh the revision of the government's Standing Order on Disaster included local actors' voices for the first time, and a national humanitarian platform was established in addition to a women's humanitarian platform. In Uganda more than 50 local actors worked together using their commitments and policy asks to develop the Gulu Communiqué. Following their advocacy work, the Ugandan government gave them the space to present their message at the UN Solidarity Summit on Refugees in June 2017. A national humanitarian platform was also established in Uganda, and the government committed to a framework for the Localization of Humanitarian Assistance. Furthermore, DFID in Uganda asked local actors to join the Comprehensive Refugee Response Framework.



DONORS INVOLVED

DUTCH RELIEF ALLIANCE, DUTCH MINISTRY OF FOREIGN AFFAIRS, GIRO555, IKEA FOUNDATION, ECHO

LOOKING AHEAD

Oxfam Novib – as part of Oxfam – will continue to alleviate humanitarian needs around the world through humanitarian preparedness and response. We will couple this with humanitarian advocacy and campaigning, giving particular attention to the issues of displacement and migration, and to protracted crises like Yemen.

In the coming years, we will intensify our work to empower and strengthen local humanitarian actors. We seek to expand and continue ELNHA and will persist in our influencing work towards international and national actors, encouraging them to shift decision-making and funding in humanitarian responses to local humanitarian actors. This work will include brokering between and linking up networks, alliances, and champions of localization, building and sharing knowledge, and proving the ELNHA model to an external audience. Future support for local humanitarian leadership should increase the impact of existing humanitarian civic space. We must improve the humanitarian system, and ensure that the participation and voices of communities further reinforces the accountability of humanitarian work.

6 CLEAN WATER AND SANITATION



Rouwa Madou (30) is an outgoing woman, and therefore perfect for the clean water promotion she does in her refugee camp. Rouwa is divorced and takes care of her three children alone. Still, she finds the time to teach families how to properly maintain the water, by keeping it covered while carrying it home from Oxfam's water taps.

7 AFFORDABLE AND CLEAN ENERGY



Yadami Elhaji Garba (35), a father of five, has the serious responsibility of maintaining his village's water source. Oxfam installed the water pump and the solar panel it runs on, and trained a water committee to manage the installation. Yadami thinks solar panels are a great source of energy: cheap, clean and quiet, compared to generators.

CASE

CLEAN WATER FOR ROHINGYA REFUGEES

Until August 25, 2017, the small city of Cox's Bazar in Bangladesh was chiefly known for its long beach and fishing port, which attract some two million tourists each year. But then targeted violence against Rohingya people in Rakhine State, Myanmar, drove close to 700,000 refugees across the border. The refugees, mainly women and children, joined the 300,000 people who had fled Myanmar during earlier waves of violence. Now Cox's Bazar has one of the densest concentrations of refugees in the world.

Many people live in flimsy shelters made of tarpaulin and bamboo on bare soil. All refugees rely on basic food aid; many children suffer from severe acute malnutrition. In addition to the huge suffering, this humanitarian crisis puts an enormous pressure on Cox's Bazar's infrastructure. Preexisting camps are extremely overcrowded, new settlements are growing quickly and the already poor host communities are accepting as many refugees as they can – but their absorption capacity is limited.

Supported by the Dutch Ministry of Foreign Affairs, the Dutch Relief Alliance (DRA) has taken on a six-month emergency operation led by Oxfam

Novib. Given the dire situation, the key objective is to save human lives by providing basic assistance: safe drinking water, latrines and bathing cubicles, hygiene kits, and fresh food.

This lifesaving support contributes to the broader Oxfam response at Cox's Bazar, which has reached out to 240,000 people (as of March 31, 2018), serving both Rohingya refugees and their host communities. Besides the prevention of waterborne diseases, we are focused on shelter, dignity and protection, in particular for women and girls.



Photos: Saikat Mojumder

HOPE FOR A BETTER FUTURE

Many Rohingya refugees arrive in Cox's Bazar injured and deeply traumatized by their experiences. Marjina, 25, talks about the night she had to flee: "I was eight months pregnant when they came. We were all sleeping, when we heard gunshots and saw our house was on fire. My husband and I picked up the children, woke my parents and his mother, and ran into the woods while they were shooting at us. We could not save my disabled aunt. She died in the flames."

For ten days Marjina and her family walked towards the border, barefoot; it was a terrible journey. Now they live in a tent near Cox's Bazar. "I am relieved that we at least have clean water and the latrines are not overflowing anymore, thanks to Oxfam. And I can feed my little daughter Asma, who was born in this camp. I really hope for her to have a better future, a good education and safety, so that she will not end up as poor as we are."

"MY CHILDREN ARE DOING BETTER NOW"

Oxfam is installing sewage facilities, drilling wells and setting up water points, toilets and showers. By distributing soap and other essentials, we help people stay healthy and hygienic. Rohingya volunteers train people and emphasize the importance of good hygiene. For example Khairul (7) knows that he has to wash his hands. Khairul's mother Sumania and his six brothers and sisters live together in one of the many refugee camps near Cox's Bazar, where Oxfam has installed latrines and water pumps.

"The water pump gives us all kinds of benefits," Sumania says. "We can drink water whenever we need it. We can take our medicines with clean water now. I am so glad that we can take a shower, it makes you feel so much better. My children are doing better now that they can wash their bodies and drink safe water from the pipe. They don't have to go far to fetch the water anymore."





Joel van Houdt

FOOD, LAND & WATER

SAFEGUARDING LAND AND WATER RIGHTS

Access to land and water for all is vital if we want to end poverty and hunger. Yet millions of people in Africa and Asia lack land tenure and secure access to water, or are on the verge of losing it. The most vulnerable small-scale producers face fierce competition from powerful interests when it comes to the natural resources on which they depend. Climate change and conflicts – increasingly over natural resources – aggravate the dire food insecurity and water scarcity or floods that many rural communities already face. Oxfam Novib supports these communities in standing up for their rights and advocating for governance systems that secure their access to, use of, and decision-making on land and water. *Our work on Access to land & water contributes to SDGs 1, 5 and 6.*

INCREASING COMPETITION FOR NATURAL RESOURCES

In the past years we have seen the global competition over natural resources becoming increasingly aggressive and unfair. Local communities and indigenous peoples are generally the ones to lose out. Large infrastructure projects, urban expansion, multi-nationals searching for cheap land: the threats are many, as the brave defenders of land rights know all too well. It is about time that governments and companies put their money where their mouths are when it comes to the numerous declarations of intents, policies and commitments on inclusive land tenure.

To strengthen our response to this alarming development, Oxfam has launched a Global Land Program in which it coordinates all land-related programs by Oxfam affiliates. These include both projects on the ground in 19 countries – such as the Pan Africa program on women’s land rights – and global influencing campaigns such as Land Rights Now (see page 54). By working actively on land in different contexts and using different approaches, Oxfam and its partners can develop more effective

strategies for increasing secure access to land and water, natural resources management, and women’s land rights.

Transboundary water issues have always been politically sensitive. While tensions between so-called ‘riparian’ states (states sharing the same river) are mostly caused by rules on water sharing, such states also cooperate on issues like river flow data and flood forecasts. In recent times there has been a growing trend amongst these states to extend their collaboration to economic and trade opportunities. This is the case in the South Asian river basins where Oxfam Novib is working. In coordination with our national partners, we explore ways to engage with these initiatives and the related investments. Our aim is to ensure that communities’ rights over water and land are safeguarded, and that adequate mechanisms will be put in place to minimize negative environmental and social impact.

JOINT FIGHT FOR LAND AND WATER RIGHTS

Oxfam Novib works with major alliances and land specialized institutions in the Netherlands and worldwide, such as the Dutch Land Academy on Land

Governance, the Global Land Tool Network, Global Land Indicators Initiative, and the International Land Coalition (ILC). ILC is one of our partners in Land Rights Now, which Oxfam Novib continued to host in 2017.

In the Transboundary Rivers of South Asia (TROSA) program, Oxfam Novib works with ten local NGOs and five regional partners. Together we develop the capacities of river basin communities, sub-national and national governments, civil society organizations, and private sector parties, to make water governance policies and practices more inclusive.

CIVIC-LED ADVOCACY FOR LAND AND WATER RIGHTS

Oxfam Novib has played a significant role in ensuring that land is at the core of global development discussions and policies. We have created space for influencing land policies by our national partners, and have supported marginalized and vulnerable groups in claiming their rights and access to land. Our land programs range from enabling NGOs to effectively monitor their governments’ land rights commitments, to safeguarding the forest rights of communities in Myanmar and testing new

technologies with farmers in Mozambique to allow real-time alert systems on land grabbing. In Katsina, Nigeria, our sustainable agroforestry project successfully restored 160,000 hectares of land, reduced fuel wood consumption by 15 percent, and improved the livelihoods of 55,000 people (see page 54 for more land rights victories).

In the five-year TROSA program, which was launched in 2017, Oxfam Novib and its partners work to reduce poverty in river communities in the Ganges, Brahmaputra-Meghna, and Salween basins. In India, Bangladesh, Nepal, and Myanmar, we engage national and local government institutions on water management, as well as private sector parties and community-based organizations including women and youth groups. In multi-stakeholder initiatives we enable them to better understand and address the complex challenges in transboundary river basins. We encourage decision-makers to carve out more democratic governance models that benefit the poorest communities and guarantee their water and land rights.

Given that convening partnerships and collaborations are crucial in the highly sensitive field of transboundary river

governance, in this first year we focused on joining forces with networks such as the Indo Nepal Joint Action Forum (INJAF), which unites over forty civil society organizations. We celebrated an initial result in Nepal, where TROSA partners managed to capitalize on the new federal political structure in the country. They successfully mobilized the newly-elected provincial and municipal governments of Province 7 (along the transboundary river of Mahakali), and had them commit to better river water governance that protects the water rights of communities in both Nepal and India.

This Dhangadhi Declaration was agreed and signed by the newly-elected representatives on the eve of World Water Day 2018. Though it still needs to be effectively implemented, the declaration is an important foundation on which we can build and foster civic leadership for positive action on water governance. As a follow-up, INJAF and TROSA will jointly convene a series of Mahakali Dialogues among communities along the Mahakali River in Nepal and India, to discuss irrigation water access and identify suitable mechanisms for fair and equitable distribution of water.



PARTNERS SUPPORTED

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DONORS INVOLVED

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

LOOKING AHEAD

In the coming years, Oxfam Novib will focus on four issues in its land programs:

- promoting women's land rights in policy and in practice, with women at the forefront of the action;
- strengthening a global movement to defend indigenous and community land rights;
- promoting the people's voice and right to engage with the private sector and public institutions, to ensure that local communities benefit from agricultural investments;
- exploring new programmatic actions to work on land rights that contribute to peacebuilding and sustaining peace in conflict-ridden countries.

To strengthen our work on climate resilient livelihoods Oxfam will develop quality programs that build on, amongst other things, key experiences with our integrated landscape approach in the FAIR partnerships (see page 45), and our climate change work with LEAD in Pakistan (see page 54). Oxfam Novib will extend its work on climate resilient livelihoods in West Africa and the Horn, East and Central Africa, with a strong focus on natural resources management.

Oxfam Novib will focus on building the capacities and skills of our partners in the TROSA project, to understand potential cooperation processes between riparian states (such as the Inland Water Navigation in India). We will engage communities and strengthen the capacities of civic leadership in order to make certain that solutions include consultation with local communities and ensure their rights to land and water. Much of our engagement will also be with and through the private sector, to help them integrate the most responsible business practices into their acquisition practice, their production operations, and sourcing produce from riverine communities. Oxfam Novib will specifically try to engage youth movements and promote women's leadership in water governance initiatives.

13 CLIMATE ACTION



Ankafal Madou (64) experiences the devastating impact of climate change. Extreme droughts degenerate the soil and force the pastoralists to move their herds in search of grazing lands. Oxfam's partner AREN helps the farmers plant trees to improve the soil quality. As a respected negotiator, Ankafal prevents conflicts over cattle eating the young trees.

14 LIFE BELOW WATER



Sani Ayouba Abdou (31), has many battles to fight as the director of an environmental organization. Lake Chad has lost more than half of its size, the river Niger is heavily polluted and dam building plans will forcedly displace 60,000 people. But Sani was born in a slum and is not likely to give up; he passionately works for a healthy environment.

Sani is currently not involved with Oxfam but worked with Oxfam's GROW campaign at the COP 22 in Paris to highlight climate change challenges in Niger.



FOOD, LAND & WATER

MAKING VALUE CHAINS SUSTAINABLE AND INCLUSIVE

In Africa and Asia, millions of poor rural households cultivate crops such as food grains, pulses, coffee, cocoa, shrimps, and palm oil. These are bought by traders and sold on to the national and global markets, often leaving the smallholders with a low price for their produce. Oxfam Novib takes a comprehensive approach to pro-poor value chains, focusing on aquaculture, rice, and palm oil. We help rural households to produce more and higher-quality crops, and empower communities in negotiating better prices for their products, better work conditions, and more relevant services. Oxfam Novib also challenges the social norms and legal frameworks that prevent women from improving their position in the value chain and obtaining rights to land tenure or access to water. Furthermore, we engage with companies to bring about changes at scale within their business models. *Our work on pro-poor value chains contributes to SDGs 1, 8, and 9.*

GROWING ENGAGEMENT OF PRIVATE SECTOR PARTIES

Certification initiatives are a useful tool, but they have turned out to have less impact than originally expected. Oxfam Novib therefore focuses on multi-stakeholder initiatives and promotes FAIR partnerships between companies and communities. FAIR partnerships bring four principles into practice – Freedom of choice, Accountability, Improvement of benefits and Respect for rights – through participatory land use planning involving smallholders, their communities, local authorities, and plantation companies. Following consultations in the palm oil sector and our engagement with numerous commodity and financial sector companies, Oxfam Novib started a new FAIR program in 2017. We have initiated the first pilots of this program in the Indonesian palm oil sector over the past year, and plan to expand this to other countries.

An important multi-stakeholder initiative is the Aquaculture Stewardship Council (ASC), in which Oxfam Novib has been actively involved since 2010. In 2017 an evaluation was conducted to assess ASC's uptake of social criteria in its

aquaculture sustainability assessments. It was found that there are gaps in methodologies to include smallholders and address gender inequalities, as well as auditors' capacities to verify social impact assessments. A set of recommendations was provided and ASC indicated its commitment to address them in their ongoing review of standards and procedures. The recommendations were also taken up by the Seafood Certification and Ratings collaborative, an initiative that provides guidance on improving social performance in all seafood supply chains.

In 2017 the Roundtable on Sustainable Palm Oil (RSPO), of which Oxfam Novib is a longstanding member, developed a change strategy that directs it away from being merely a standard and certification mechanism. The aim of the new strategy is to achieve resilient and healthy communities – it defines impact areas related to poverty reduction, sustainable livelihoods, and the protection of human rights.

The high costs of social and environmental certification seriously limit the impact of these initiatives, but technologies can help reduce those

costs. Oxfam Novib, its Cambodian partners and SanoRice prepared a pilot project using innovative blockchain technology to reduce costs and improve the certification of rice in Cambodia.

JOINT FORCES IMPROVE SMALL FARMERS' LIVES

Oxfam Novib works with many stakeholders, including private sector companies, universities and multi-stakeholder initiatives, but our key partners are some 30 national NGOs in South East Asia and Africa. A good example is Burundi, where we work with FOPABU, CAPAD and ADISCO, the most representative national farmers' organizations. Supported by Oxfam Novib, they formulated a joint lobby agenda and achieved considerable success despite the difficult political situation and shrinking civic space in Burundi. Small farmers now have better and cheaper access to the government's fertilizer subsidy program. The farmers' organizations also successfully pushed for a new law that facilitates small farmers' cooperatives and provides them with tax exemptions. Furthermore, they mobilized farmers to signal and avoid corruption involving agricultural inputs.

INSPIRING PRIVATE SECTOR ENGAGEMENT

In 2017/18 Oxfam Novib contributed to increasing the stronger resilience of smallholder farmers, and strengthened the capacity of local partner organizations to engage with the private sector in realizing more sustainable and inclusive value chains. Oxfam Novib strongly believes in the private sector's role in and responsibility for overcoming poverty; we have been engaging the private sector for many years as a key player to push for positive change. In order to increase knowledge, exchange experiences and inspire local Oxfam staff and partners to move this work forward, we organized two successful regional workshops in Uganda and Thailand in 2017/18.

BURUNDI FARMERS GET MORE RESILIENT

In Burundi we support a four-year project financed by the Dutch Embassy, bringing to scale a method that helps to motivate 80,000 households of smallholder farmers, both men and women, to invest in their 0.5 hectare of land, to improve food crop production. At the same time, the method increases their resilience to climate shocks by diversifying income sources, builds their savings, and ensures a more equal division of tasks and responsibilities between men and women. Furthermore, the project strengthens their local organizations to undertake collective action. According to the mid-term review (February 2018), 20,000 households have been given effective training and 436 savings and lending groups have been set up, each counting 20 to 25 members.



PARTNERS SUPPORTED

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SOLVING LAND CONFLICTS OVER PALM OIL

In Indonesia, Oxfam Novib supported twelve communities (almost 4,100 people) to resolve conflicts between the communities and palm oil plantations concerning a total of 2,000 hectares of land. Resilience was identified as a new component in the conflict resolution process and tested on a small scale: women were trained to diversify their income sources and community-owned enterprises were established. This substantially diminished these women's vulnerability and their dependence on the palm oil industry. As an additional result of their training, women became much more confident about sharing their opinions during the conflict resolution process, which was previously male-dominated. Thanks to the project, the Indonesian government recognized the Bengkulu conflict as a special case that needs to be solved urgently.

In 2017/18 Oxfam Novib increased its involvement in the RSP0's human rights working group, including making a contribution to a draft protocol on the protection of human rights defenders and whistleblowers. We also drafted a technical guide on gender equality in smallholder sourcing. Oxfam Novib co-chaired the smallholder interim group for the development of an easily accessible standard for smallholders, without compromising human rights. Oxfam Novib has actively supported the introduction and further development of the concept of a living wage in the RSP0. We are an active member of the taskforce for the review of the current RSP0 standard, and of its steering committee.



DONORS INVOLVED

SIDA, DUTCH MINISTRY OF FOREIGN AFFAIRS, PACKARD FOUNDATION, FORD FOUNDATION, EUROPEAN UNION, DUTCH EMBASSY BURUNDI

LOOKING AHEAD

Oxfam Novib will continue working on inclusive pro-poor value chains and alternative business models. An innovative way to do this is by making technical and ICT innovations available to smallholders, in order to give them a competitive advantage on the local market. A good example is the Feed Calculator, which we are currently piloting in Nigeria together with Dutch social enterprise Single Spark. This smartphone app helps farmers to assemble their own high-quality feed mixture for chicken and fish, using local ingredients purchased at the lowest possible price. Buying expensive feed accounts for more than 70 percent of these farmers' total production costs, so the Feed Calculator is a valuable solution that reduces costs and increases productivity at the same time. We expect the pilot will demonstrate that small farmers' net income can increase by 30 percent on average. In the coming years we will expand the pilot to more than 50,000 fish farmers in Nigeria.

Building on the experiences of our successful program Gender Transformative and Responsible Agribusiness Investments in South East Asia (GRAISEA), we will develop a new program on pro-poor and inclusive value chains in Africa, with a strong focus on youth employment, women's economic empowerment, and climate change.

We will expand the FAIR program to other districts in Indonesia, aiming to work with 1,200 small-scale palm oil producers and their families across twelve communities. Oxfam Novib has already established coalitions with private sector parties, including plantation companies and their mills which source from the small-scale producers. Other companies in the supply chain will provide support. We will finalize collective land use planning exercises and establish local multi-stakeholder fora for joint planning, monitoring and decision-making amongst local communities, small-scale producers, plantation companies, traders, and local authorities.

1 NO POVERTY



Namata Moussa (20) carefully looks after the goats given to her by Oxfam's partner AREN, while her husband took the cattle to look for water. With the milk and butter she can feed her three children. The eldest can even go to school. Namata dreams of having more cattle. She hopes her children will become well-educated, important people.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Marjama Hoodi (45) is president of the small milk factory, built by Oxfam's partner AREN to avoid the waste of milk. In the factory, women can preserve their milk at cold temperatures. They produce cheese and yoghurt, and sell it at local and regional markets. The income makes Marjama independent. She can even send her children to school.

CASE

SMALL SHRIMP FARMERS FIGHT FOR THEIR INDEPENDENCE

Almost half the seafood we eat comes from seafood farming, better known as aquaculture. This is the fastest growing food production system in the world. It has been developed to meet the increasing global demand for fish, as unsustainable fishing practices have caused many fish stocks to decline. However, aquaculture often has an equally negative impact on the environment and local coastal communities. Its negative effects range from water pollution, mangrove depletion, and excessive antibiotic and chemical use, through to the exploitation and abuse of millions of smallholder farmers by multinational seafood companies.

In Dipasena, a village in Lampung Province, Indonesia, local shrimp farmers suffered increasing negative effects from the consequences of privatization in the sector. In 2007 the government sold the state-owned shrimp farms to the Thailand-based multinational Charoen Pokphand. The shrimp farmers then became totally dependent on its subsidiary CP Prima (CPP) for the supply of shrimp eggs, feed, capital, electricity, and even the right to farm. CPP provides them with loans, but in return they must sell their produce to the company; CPP controls

both prices and access to the shrimp market. This leaves the small farmers running all the risks, while CPP enjoys the profits.

Oxfam Novib's partner KIARA helped these shrimp farmers to organize in the Association of Tiger Prawn Plasma Farmers (P3UW) and stand up to CPP. KIARA trained the farmers in business skills and sustainable farming, and taught them how to fight for their rights. Now the farmers are more independent, with lower costs and higher incomes.



Kemal Jufri

A FAIR PRICE FOR THE SHRIMPS

Waida's life was very difficult when she and her husband were under contract to CPP. No matter how good the harvest from their fishpond was, the inescapable debts meant that the proceeds were never enough even to send their children to school. Becoming independent of the contract, with KIARA's support, was a huge struggle, but Waida (45) and her husband think it was worth it. They are now better able to negotiate a fair price for the feed and shrimp eggs they have to buy, as well as for the shrimps they sell. Now their children can go to university!

Waida has joined a women's savings group, Bareta PPNI. This group is also a social fund, playing an insurance role in case of misfortune. Together, the women run a store where they sell prawn crackers and handmade artisanal products to earn additional income.

"AT LEAST NOW WE EARN OUR OWN MONEY"

Nafian Faiz (51) knows the risks of challenging a powerful multinational like CPP from his own experience. Nafian spent two years in prison after being accused of setting fire to the company's premises. After his release, his fellow villagers chose him as the leader of their association P3UW. Now Nafian no longer has time to be a fish pond owner: he fights for the farmers' rights on a daily basis and led the uprising against the unfair contracts of CPP.

"I try to raise our voices with the company and the government. I think the government should take more responsibility in providing basic services in Dipasena, such as infrastructure and electricity, and research into diseases in the ponds. Since we have liberated ourselves from the exploitative system we had as shrimp farmers with CPP, we are really struggling to survive. But at least when our harvest is good, we earn our own money."



Oxfam Novib



Ivy Njikiktjen

FOOD, LAND & WATER

SMALL FARMERS RECLAIM THEIR SEEDS RIGHTS

Seeds are at the basis of our food and nutrition security. Smallholder farmers depend on access to diverse seeds to grow food for their families and communities; seeds that are resilient to their local conditions and a changing climate. Distant markets and high prices impede access to these much-needed seeds. Oxfam Novib's Sowing Diversity=Harvesting Security (SD=HS) program strengthens farmers' capacities to access, develop and use plant genetic resources to improve their food and nutrition security.

We support the role and leadership of women as managers of biodiversity and household food security. Women's knowledge of food and nutrition security is key if farming systems are to adapt to new challenges, and women's preferences and ideas help shape the interventions of the SD=HS program. *Our program SD=HS contributes to SDG 2.*

LOCAL EVIDENCE DRIVES GLOBAL DEBATE

Slowly but surely there is a growing international consensus on the importance of smallholder farmers in safeguarding agricultural diversity and, as a consequence, consensus on the need to strengthen farmers' rights and seed systems. All the same, much remains to be done before laws and regulations and financial flows are changed in favor of the 'feeders of the world'. Oxfam Novib therefore not only supports small farmers on the ground through its Farmer Field Schools, but also brings in the results – enhanced access to crop diversity – as evidence during national and international decision-making forums. We aim to create an enabling policy environment for smallholders and indigenous communities, while empowering them to participate in policymaking processes and reclaim their role in food security.

A good example of how SD=HS has been able to link local practices and farmers' voices to the global debate on farmers' rights can be seen in FAO's Voluntary Guide for National Seed Policy Formulation and in the International Treaty on Plant Genetic Resources for

Food and Agriculture (ITPGRFA). SD=HS worked with farmers and governments in India, Laos, Myanmar, Vietnam, Zimbabwe, and Peru to analyze the impact of seed laws on local seed systems. In 2017/18 we presented the resulting evidence to national and international policymakers, alongside proposals for improvement. As a result, the importance of farmers' seed systems is now better recognized in both FAO Guidelines (for which we provided comments and text) and ITPGRFA.

“THIS IS A CALL FOR COLLABORATION TO YOU ALL”

Oxfam Novib welcomed new partners in 2017/18, amongst them the Global Crop Diversity Trust and the Food Forever Initiative. Through our consortium partners CTD in Zimbabwe, Asociación ANDES in Peru, and SEARICE in Laos, Vietnam, and Myanmar, we empower farmers to raise their voices. One such farmer is Sonia Quispe Tito, an indigenous woman and smallholder farmer from a Peruvian community, who symbolically spoke on behalf of communities from all over the world at the Bonn climate conference (2017): “We all share similar stories and fears. [...]

This is a call for collaboration and action to you all: NGOs, public institutions, and the private sector. You have the power to engage in actions that will see a world less affected by climate change.”

IMPROVED CROP DIVERSITY

In 2017/18 we established 155 new Farmer Field Schools (FFS), in which farmers work together to develop new plant varieties. We now have a total of 750 FFS in the five countries in which SD=HS works. During the past year, these farmers have accessed and improved more than 400 varieties of staple crops with diverse traits to facilitate climate change adaptation, such as improved tolerance to drought, pests and diseases, salinity, and early maturity.

In 2017/18 SD=HS empowered 150,000 households (some 800,000 women and men) to exercise their political rights to seeds and food, and to strengthen the role of farmer seed systems in food security. Over 50 percent of these farmers now are women, thanks in part to the criteria that we set with the specific aim of ensuring that our FFS was gender-sensitive. We used the results of research and focus group discussions

to develop specific participatory tools and an engendered FFS curriculum. One strong result of this is that more than 50 percent of the 35,000 participants in 2017/18 were women.

BRIDGING CRUCIAL GAPS

Good quality seeds that are adapted to complex and variable conditions are key for productive and resilient farming systems. While informal seed systems are dynamic and flexible, they face problems of varietal purity, seed health, and yield stability. In contrast, the formal seed system fails to supply cost-effective adapted seeds of diversified varieties in rural areas. An example of how SD=HS managed to bridge this gap successfully is the Zimbabwean cooperative Champion Farmer Seeds, a Farmer Seed Enterprise which was officially opened by Oxfam Novib's Executive Director Farah Karimi in September 2017. At that time the cooperative had already been operational for a year, during which all seeds it produced passed certification. This is a considerable achievement, showing that farmers can produce good quality seeds that meet the rigorous formal seed certification standards.

Many communities, and especially women, still possess knowledge of minor crops and wild plants that can fill the gap caused by the lack of nutritious food from staple crops. SD=HS is the first program to have developed an FFS

curriculum for the management of these Neglected and Underutilized Species (NUS). This curriculum is currently in use in FFS in Vietnam, Myanmar, Peru, and Zimbabwe.

SCALING UP FARMER FIELD SCHOOLS

Based on our longstanding work in five countries with different climatic, socio-economic and cultural circumstances, we formulated five key conditions for scaling up the successful FFS. We presented these findings in a submission that was endorsed by the governments of Zimbabwe, Bhutan, Laos, Peru, Indonesia and Bolivia during the Seventh Governing Body meeting of ITPGRFA in Rwanda (October 2017). The submission included clear recommendations on how countries can support the implementation of farmers' rights.

At the opening ceremony, Marjory Jeke, lead farmer at one of the program's Farmer Field Schools (FFS) in Zimbabwe, presented her keynote speech in front of the 144 member countries. She asked the delegates for their support to assist farmers to "keep the rich crop diversity in their hands [...] for ourselves and for the rest of the world now and in future." Our combined advocacy efforts led to the adoption of a resolution establishing a Technical Expert Group on farmers' rights, which will develop options for guiding and promoting the realization of these rights.



PARTNERS SUPPORTED

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DONORS INVOLVED

**SIDA, DUTCH
POSTCODE
LOTTERY, DUTCH
MINISTRY OF
FOREIGN AFFAIRS,
HILDE BUMA
FONDS, VIVACE
FOUNDATION**

LOOKING AHEAD

To further improve access to good-quality and well-adapted seeds, improved nutrition security, and more sustainable and resilient livelihoods, we will upscale and further institutionalize our efforts to strengthen farmers' seed systems. This implies that the role of farmers as champions of food security should be recognized and supported by governments and public institutions. SD=HS will intensify the involvement of local and national extension services, research institutes, gene banks, the private seed sector and others in program activities. In addition, we will pursue changes to national seed laws and continue to raise awareness of the importance of farmers' seed systems among global decision-makers.

On the ground we are developing the Digital Diversity Wheel, a smartphone app that gives farmers and breeders information on the uses of and preferences for crop varieties and traits in their own villages and across agroecological zones. The first prototype of the tool received a warm welcome from 16 FFSs in Zimbabwe, and will be further developed and distributed in the coming years.

Given that next year will be the last year of Phase I of our program, we will focus on the management of activities within local settings and closer involvement of local authorities in order to secure the sustainability of the improvements achieved. One example of this is the involvement of local authorities in the management of Community Seed Banks. We will continue to upscale our Farmer Field School approach, strengthen Farmer Seed Enterprises, and increase the program's focus on climate change adaptation strategies. Farmers' choices and voices will be amplified, both at global conferences in order to influence policies, and at local and national exhibitions by using stories, photographs, and videos.



Sacha de Boer



FOOD, LAND & WATER

GROW, A GLOBAL CAMPAIGN FOR FOOD SECURITY

For the first time in ten years, the number of food-insecure people has risen. The tragic paradox is that small-scale food producers suffer most from hunger; despite the rhetoric given to international commitments, little action has been taken to support them. Empowering small-scale food producers, particularly women, could unleash the potential of hundreds of millions and effectively reduce poverty and hunger. Secure land rights are of vital importance to these people, as is adaptation to climate change. Value chains are increasingly unequal, with power concentrated in the hands of few. Through its GROW campaign, Oxfam mobilizes and connects people from all over the world to demand change in local and global food systems. Resilient, sustainable, and inclusive food systems not only contribute to achieving zero hunger (SDG 2), but are also a prerequisite for realizing a number of other SDGs (1, 3, 5, 6, 11, 12, 13, 14 and 15).

CLOSING THE GENDER AND FINANCE GAPS

Oxfam analysis in 2017/18 found that governments fail to meet the needs of small-scale food producers, and more specifically of women farmers. In Nigeria, average government spending on agriculture between 2010 and 2015 was only 1.9 percent; Tanzania did only a little better with 2.2 percent (2007-2017). Oxfam Novib has asked both the African Union and governments across Africa to live up to their commitments to spend at least 10 percent of their budgets on agriculture investments (see below). Funding should be effectively redirected to support women farmers and climate adaptation.

Although the Paris Climate Agreement marked a milestone and climate funding continued to increase in 2017, only a small amount of this has reached the poorest countries. Oxfam Novib advocates among decision-makers at all levels in order to close the adaptation finance gap, and supports the growing trend among financial institutions of reporting on their portfolios' greenhouse gas emissions and formulating emission reduction targets (see page 58).

STRONGER VOICE ON LAND RIGHTS

Land rights are important for smallholder farmers to thrive, which is why Oxfam Novib supports the fight to secure these rights. One way we do this is through the Land Rights Now campaign's Global Call to Action (see below). Women in particular are discriminated against when it comes to land rights and participation in land governance. Lands that are collectively owned by indigenous peoples and local communities are the most vulnerable when it comes to large-scale land acquisitions, and land rights defenders are increasingly under threat. Nonetheless, in the past year the voice of land movements has continued to grow stronger.

In the Netherlands, the efforts of Oxfam Novib and allies to come to an agreement with the food sector that is in line with international guidelines on responsible business conduct were unfortunately unsuccessful in 2017/18. A good agreement would have the potential to strengthen due diligence from businesses and tackle power imbalances in food supply chains. However, the lack of commitment and ambition that the

other parties demonstrated during the negotiations led to NGOs including Oxfam Novib making the decision to step out of the negotiations.

LAND RIGHTS NOW

Oxfam Novib hosts the coordination of Land Rights Now, an international campaign to secure indigenous and community land rights, which now counts more than 800 participant organizations and communities from all corners of the world. Land Rights Now is an initiative of Oxfam, the Rights and Resources Initiative, and the International Land Coalition (ILC). In 2016 we launched a Global Call to Action, with the aim of engaging and mobilizing communities, organizations, governments, and individuals worldwide in promoting and securing indigenous peoples' and local communities' land rights. Our goal is to double the global area of land that these groups legally own or control by 2020; currently they protect more than 50 percent, yet formally own just 10 percent.

IMPROVED CLIMATE FINANCE AND POLICIES

In January 2018, Oxfam Novib presented a paper on agriculture and climate finance, 'Financing Women Farmers', at the 30th summit of the African Union in Ethiopia. We called for the union to improve countries' accountability for funding for agriculture, to increase finance for climate adaptation, and to keep a strong focus on female smallholder farmers. To our satisfaction, these recommendations were largely adopted by the Heads of State in their closing 'Decisions and Declarations'.

In Pakistan, with our partner LEAD, we worked with the District Government of Punjab to formulate a provincial climate change policy. The initiative brought the voices of rural communities to the Climate Change Commission, and the priorities of diverse stakeholders were taken up in the provincial policy. Through officials' participation in the community vulnerability assessments and Local Adaptation Plans of Action (LAPA) process, the district forum and local authorities have endorsed LAPAs as a means of identifying local options for adaptation. Evidence generated by the LAPA process has been influential in securing increased budget allocations for 2017/18 at district level for the purpose of addressing local communities' climate risks.

In the past year we have successfully advocated to keep food security as one of the new Dutch government's official development assistance (ODA) priorities, building on evidence we gathered in 'Finance for a Fruitful Future'. Our research underpinned the idea that empowering smallholders, especially women, is a proven solution for reducing hunger and poverty. Although our lobby efforts proved



PARTNERS SUPPORTED

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successful, the budget implications of the Dutch government's approach remain unclear.

LAND RIGHTS VICTORIES

In 2017, Land Rights Now supported national campaigns in Peru, Liberia, Paraguay, Indonesia, and Brazil. Around Earth Day, we organized 42 mobilizations across 30 countries, calling on decision-makers to recognize indigenous and community land rights as a key solution to climate change. The Land Rights Now banner was seen on the streets of Guatemala, in front of the White House, in the Indonesian jungle, and in the Mongolian desert. More than one million people were engaged online.

We worked with allies to contribute to major victories in August 2017. Brazil's Supreme Court ruled unanimously in favor of indigenous land rights in two separate lawsuits, and in Peru the government recognized the right of the indigenous communities in the Loreto region to free, prior, and informed consent.

In November 2017, the UN's working group on the SDGs indicators reclassified three land rights indicators from 'a monitoring methodology that has not yet been settled' (Tier III) to 'having a clear methodology for measuring them but lacking sufficient data' (Tier II). All governments and national statistical offices of the world are now asked to produce data on tenure. This may have an enormous impact on our ability to tackle inequality and insecurity in land tenure. The reclassification was partly the result of a concerted action of a multi-stakeholder initiative called 'The Friends of the Custodians', which included the ILC.



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS, SIDA, BILL & MELINDA GATES FOUNDATION, INTERNATIONAL LAND COALITION, RIGHTS AND RESOURCES INITIATIVE

LOOKING AHEAD

Oxfam Novib will keep advocating and campaigning to reduce inequality in the global food system, by empowering small-scale food producers and connecting them with consumers and active citizens across the world. To amplify their voices, we will build stronger alliances. In our Oxfam GROW campaign, we will continue to promote positive investments that support small-scale food producers and campaign against bad investments by governments, the private sector, and the financial sector.

In the coming years, we will strengthen our focus on the rights of women, whose role in the global food system continues to go unseen by those in power. Women are often denied land rights and access to productive resources, are most affected by climate change, locked out of decision-making bodies, and bear the majority of unpaid care work in their homes. We will encourage African governments to implement budgets and policies that meet their commitments, and ask key donors to provide more and better aid for smallholder-focused agriculture. This includes climate adaptation finance to reduce poverty and hunger. Last but not least, we will keep advocating for people-centered land reforms, and support due diligence with public, private and financial sectors; we will promote women's land rights and stronger action on indigenous and community land rights.



Ity Njokikijen



GOVERNANCE & FINANCIAL FLOWS

HOLDING THE FINANCIAL SECTOR TO ACCOUNT

Banks and investors do have a choice as to where they put their money. Will they use it to help eliminate poverty or will their investments amplify poverty and inequality? Oxfam Novib has the knowledge, the experience, the network and the guts to challenge the financial sector to do the right thing. Through our Fair Finance Guide coalitions we investigate the impact of investments on climate, human rights, and labor rights; we mobilize consumers to hold their financial institutions to account and we empower civil society to discuss improvements with banks, insurers and regulators. Oxfam Novib also enters into dialogue with financial institutions directly, for instance in the development of Responsible Business Conduct Agreements. To enhance the financial inclusion of the millions of poor people who are currently excluded from financial services, Oxfam Novib provides loans to microfinance institutions (MFIs) through the Oxfam Novib Fund, which is managed by Triple Jump, and invests in small and medium-sized social enterprises through Triple I. *Our work on transparent and accountable finance contributes to SDGs 1, 2, 8, 10, 12, 16 and 17.*

LACK OF (SELF-) REGULATION CAUSES PUBLIC OUTCRY

Effective lobbying by the financial sector meant that in 2017/18 we saw a further watering-down of the regulations that were intended to curb the sector following the financial crisis of 2008. This is why Oxfam Novib not only lobbies for stronger regulations, but also exposes the negative impact of the sector's policies and practices through its Fair Finance Guides (FFGs). The public outcry in 2017/18 as a result of the ongoing revelations on the self-enrichment of banking CEOs and the financial sector's involvement in tax evasion (Paradise Papers) is a good illustration that people worldwide are fed up with these practices.

In 2017 the new Dutch government explicitly confirmed its interest in continuing the development of international responsible business conduct agreements. Oxfam Novib was actively involved in developing these agreements for the insurance and pension sector, and in implementing the Dutch Banking Sector Agreement. In 2017/18 we provided extensive information on human rights risks in the cocoa and palm oil sectors and

contributed to meetings on how to increase transparency among Dutch banks.

NEW NEEDS FOR MICROFINANCE

The microfinance sector is increasingly interested in developing financial services for refugees; savings and transfer facilities in particular can help these people to pick up their lives again. As a member of the Dutch Platform for Inclusive Finance, Oxfam Novib is involved in the development of relevant pilot projects in Kenya, Uganda, Lebanon and Jordan. We collaborated intensively with Oxfam Turkey and affiliate observer KEDV on preparing a project proposal on inclusive economic development for Syrian Refugees and host communities. With the increasing number of floods, droughts and hurricanes, poor people are more than ever exposed to loss of their possessions and livelihoods. Financial services should enable investment in risk reduction, such as building dams or reinforcing houses. Moreover, financial institutions must be able to continue their services after a disaster has struck, in order to ensure that reconstruction efforts can be financed immediately. Oxfam is gathering input for new

initiatives in this area, learning from recent experiences in the Philippines with the role of microfinance in climate-related disasters.

THE POWER OF AN INTERNATIONAL COALITION

We collaborate with Vision Fund International and Global Parametrics on enhancing microfinance in disaster-prone areas. To hold financial institutions accountable, we link the expert knowledge of our strategic partners like SOMO to civil society organizations and critical consumers. In 2017/18 four new organizations joined the Fair Finance Guide International (FFGI), coordinated by Oxfam Novib; it now comprises nine national coalitions made up of forty organizations in total.

A good example of how FFGI collaboration both served poor communities and was instigated by their actions is the response to an investment that Dutch bank ING made in the Cirebon coal-fired power plant in Indonesia. FFG coalitions in Indonesia, Japan, and the Netherlands, supported by those in Belgium and Germany, confronted the bank with the power plant's adverse effects on the surrounding communities.

This case commenced in December 2017, so we will follow up on it in 2018/19.

IMPRESSIVE RESULTS

FFGI coalitions assess and rank the policies of 92 financial institutions on a regular basis, on themes like climate change, human rights, corruption, tax, and arms. To evaluate whether these institutions put their policies into practice, the coalitions conducted 19 case studies and quick intervention cases in 2017/18. They published the results, reaching some four million people over the past year, and mobilized consumers to send their institutions either compliments or complaints. The number of people taking action increased significantly from 26,000 in 2016/17 to 73,000 in 2017/18 resulting in more than 50 commitments from banks to change their policies. FFGI's research into Hanwha, a South Korean arms producer, led the large Government Pension Fund of Norway to exclude the company from financing and Belgium's KBC bank to sell its Hanwha shares.

The Dutch FFG (six organizations) celebrated some impressive results in 2017/18, following its dialogues with Dutch banks and campaigning on their climate policies.

- In February 2017 Rabobank strengthened its climate policy, excluding the direct funding of coal mining, coal transport and coal-fired power plants. In addition, the bank decided to prioritize the trade in low-carbon fuels over the trade in fossil fuels. In June 2017 Rabobank publicly announced that it had stopped its financing of SUEK, Russia's largest coal producer, after the Dutch FFG campaigned Rabobank on this in 2016.



PARTNERS SUPPORTED

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DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS, SIDA

- In December 2017 ING Bank formally promised that it would no longer finance new coal power plants or coal mines, and would phase out current coal industry clients before 2025.
- Our 2015/16 political lobbying to increase Dutch banks' transparency paid off in 2017; after the Dutch parliament and the Minister of Finance both increased pressure on the banks, the banks at last promised to be more transparent about their investments. Our case study showed that the largest banks had indeed increased their transparency.

One potentially groundbreaking development was the acceptance of the first formal climate complaint by the Dutch OECD National Contact Point. Together with Greenpeace, BankTrack and Milieudefensie, Oxfam Novib sent the complaint against ING Bank in May 2017. We argued that the bank violates several OECD Guidelines on climate change, and has no plan to report on and reduce the amount of greenhouse gas emissions from its financing.

OXFAM NOVIB FUND

As at March 31, 2018 the Oxfam Novib Fund invested in 25 countries and 45 MFIs, with a total value of €42.8 million. The fund focuses on the bottom of the microfinance market, with about 42 percent of its investments made in sub-Saharan Africa. 66 percent of its portfolio is invested in rural areas and the agricultural sector. In 2017/18 Oxfam Novib reached 109,000 people living in poverty, with an average credit of €392; 78 percent of these are women and 63 percent live in rural areas.

LOOKING AHEAD

In 2018/19 at least two new coalitions in India and Thailand will join FFGI; we will intensify the work of FFG Japan and FFG Indonesia and pilot the use of the FFG methodology to assess pension funds in four European countries. The Dutch FFG will publish policy updates on sustainable development, climate change, fair tax and gender justice, as well as case studies on investments in the energy sector and on the human rights impact of investments. We will work in close cooperation with other NGOs to try to improve banks' due diligence on human rights within the Dutch Banking Sector Agreement, specifically regarding their investments in the cocoa and palm oil value chains. Once a Responsible Business Conduct Agreement for the insurance sector is reached, Oxfam Novib will actively participate in its implementation; the same goes for the negotiations on a Responsible Business Conduct Agreement for the pension sector.

8 DECENT WORK AND ECONOMIC GROWTH



Yagana Boukar (50) has had a hard life. Her 15 children are all dead, and she takes care of her 3 grandchildren. But Yagana is a strong woman. Fleeing for Boko Haram, all she needed in the refugee camp was a small grant from Oxfam to start her own business. Yagana sells jewelry and makeup products, to give women a sense of normality in their lives.

17 PARTNERSHIPS FOR THE GOALS



Issa Garba (40) and his organization ROTAP work to ensure the government is transparent and accountable on its budget spending. Together with Oxfam he runs the campaign 'Publish what you pay'. Only with a fair tax system, Niger will have the resources to contribute to the SDGs. Issa's dream is a democratic Niger without corruption.



GOVERNANCE & FINANCIAL FLOWS

EVEN IT UP! FIGHTS EXTREME INEQUALITY

2017 saw the biggest increase in billionaires in history: every two days a new extremely rich shareholder or corporate boss popped up. The richest 1 percent bagged 82 percent of all wealth created last year, while nothing went to the poorest half of humanity – the workers who produce our clothes, food, and tech gadgets. Combined, the billionaires’ wealth could end global extreme poverty seven times over. Fairer taxation and progressive spending for social services are key to reducing extreme inequality. Oxfam Novib’s Even it Up! campaign and F.A.I.R. program, on which it works together with partners from forty countries, challenge the drivers of inequality. In fact, fighting inequality is central to all our work, whether we are challenging shrinking civic space, promoting investments in education and health, empowering youth, or taking on the fight to achieve gender justice. *Even it Up! and F.A.I.R. contribute to SDGs 3, 4, 5, 10 and 16.*

LEADERS LACK ACTION TO TACKLE INEQUALITY

Even if achieving economic growth is the starting point, extreme inequality is unproductive. Investing in society’s human capital – the health, education and social protection of the poor, including youth and women – supports economic growth in the long run. Although most political and business leaders acknowledge this as a fact, it’s hard to find leaders who act accordingly. Yet at the conclusion of the first Commitment to Reducing Inequality (CRI) Index, a ranking made by Oxfam and Development Finance International in June 2017, some countries – including Chile and Namibia – have taken strong steps to reduce inequality. The bad news is that most of the 152 countries surveyed failed to undertake action to tackle the gap between rich and poor, with Nigeria and Bahrain adrift at the foot of the index and the USA scoring particularly low among rich countries.

In 2017/18 fiscal policies, domestic resources mobilization, tax evasion, and tax incentives were at the center of public debate. The publication of the Paradise Papers fueled the already growing public anger over abuse of

power by the elite. Oxfam Novib managed to capitalize on this civic outcry by pushing for progressive reforms in many different countries, through inequality reports, fair tax monitors, and targeted advocacy campaigns. Oxfam’s global survey (January 2018) demonstrated a groundswell of support for our actions on inequality: nearly two-thirds of the 70,000 respondents in ten countries thought that the gap between rich and poor should be addressed urgently. This support is clearly reflected in the rapid growth of the global tax justice movement.

COLLABORATING AT GRASSROOTS LEVEL

With our strong belief in the power of collaboration to fight inequality, Oxfam Novib strengthened existing alliances and forged new ones in 2017/18. An important initiative to build power up from the grassroots is the Fight Inequality Alliance, in which we cooperate with NGOs, unions and social movements. We supported rallies and events in over thirty countries around the world during Global Weeks of Action. One of the most striking gatherings was the Usawa (‘Equality’) Festival held at Dandora, a huge Nairobi slum built

on a garbage mountain. As a result of the mobilization, people strengthened their unity and confidence to make their government honor its SDG pledges. In the words of a woman at the festival: “If they can’t hear you, roar!”

SUCCESSFUL TAX CAMPAIGNS

The most noteworthy results of Oxfam Novib’s Even it Up! campaign in 2017/18 concern the work on tax avoidance in the Netherlands and across Europe. Together with organizations like Tax Justice Network, we successfully capitalized on the many influencing opportunities that arose: the Paradise Papers, the Dutch tax reform proposals, the publication of the EU list of tax havens, and new cases of state aid involving the Netherlands. Oxfam Novib used vlogs, blogs, and public actions to increase its public outreach.

On the eve of the EU releasing its (secretly-drafted) tax haven blacklist on December 5, Oxfam published its report ‘Blacklist or Whitewash’, to which the Oxfam Novib tax team had contributed significantly. Our analysis showed that at least 39 countries, including the Netherlands and three other EU

countries, should be blacklisted. The wide recognition of Oxfam’s expertise on tax – and in particular its work against corporate tax havens – was made evident by the immediate reaction of the European Commission and other key stakeholders to the report’s publication, the overwhelming worldwide media attention, and the fact that the readers of Euronews voted for Oxfam as EU personality of the year in December 2017. Following mounting pressure from Oxfam, the EU obtained commitments from dozens of corporate tax havens to amend harmful features of their tax system by 2019 in order to avoid being blacklisted.

In January 2018 we launched our annual inequality report just prior to the World Economic Forum in Davos. The report was very well received in the international media; in the Netherlands alone we counted 110 media citations. On social media we reached over one million people in the week of the launch. At the same time we started a petition to urge the Dutch government to stop tax avoidance; it received 5,700 signatures in the first two weeks. One month later, the Dutch government finally announced plans to combat tax avoidance. For the

first time it acknowledged the problem of the race to the bottom, and proposed relatively strong controlled foreign company (CFC) rules against parking profits in tax havens. Other successes towards which Oxfam Novib had been working for years were two relatively strong proposals: to enhance substance (real business activities) requirements for companies, and to introduce withholding tax on interest and royalty payments to low-tax jurisdictions. In 2017/18 Even it Up! managed to strengthen its campaign by using the stories of our program work in our influencing activities. We also started to build on our successful national efforts to increase the impact of our regional programs in Africa and Asia. In November we organized a meeting for experts and practitioners from fourteen countries, UN Women, Development Finance International, Oxfam and the Ugandan Ministry of Finance in Entebbe, Uganda. The experts shared knowledge about their influencing work on inequality and public spending, and prepared for the global campaign on Fiscal Justice for Women and Girls to be launched in the fall of 2018.

LOOKING AHEAD

Oxfam Novib will double its efforts to counter the rapid rise of extreme economic inequality, together with partners and allies as well as across Oxfam. Our strong response will focus, more than previously, on influencing national governments. To this end we will continue to support grassroots initiatives such as the one in Dandora and support national coalitions to unite, grow stronger, and raise their voices. We will particularly advocate for gender-responsive budgeting, knowing that wealth inequality reinforces existing gender inequalities. In 2018/2019 our global Fiscal Justice for Women and Girls campaign will amplify the voices of citizens who demand the equitable collection and spending of public resources to ensure women and girls have the space, voice, and agency to shape their own futures.

Oxfam Novib will help open up political space and facilitate the flow of reliable information. Oxfam Novib and Free Press Unlimited’s Money Trail project, supported by the Dutch Postcode Lottery, will equip journalists from the global South to investigate illicit financial flows and unravel international tax abuses that rob national treasuries of billions of euros.

We will continue to be a credible voice in calling for progressive taxation and increases in public spending to reduce inequality. To this end we have developed two evidence-based, comprehensive advocacy tools that enable Oxfam and partners to hold governments accountable for their commitments on reducing inequality. The Commitment for Reducing Inequality Index analyzes and compares data on national governments’ actions on social spending, taxation, and labor rights, in order to enable civil society to learn from and use this information. We have also improved our Fair Tax Monitor. This online tool, developed in collaboration with Tax Justice Network Africa, empowers local partners in nine countries to develop an in-depth understanding of their domestic fiscal context and use this to promote relevant reforms.



PARTNERS SUPPORTED

17



DONORS INVOLVED

**SIDA, DUTCH
MINISTRY OF
FOREIGN AFFAIRS,
ADESSIUM
FOUNDATION**



CASE

PALESTINIANS DEMAND MORE MONEY FOR MEDICINE

The 2017 Money for Medicine campaign in the Occupied Palestinian Territory (OPT) is a successful example of how we support local organizations to lobby their governments. Before the campaign, approximately one in every three essential medicines was not available in public hospitals; these included medicines for cancer, heart disease, and diabetes. People were forced to find the medicines outside the public hospitals and pay for them themselves, which inevitably hit poor Palestinians the hardest. Critics hammered the fact that the government spent 26 percent of its budget on security, and only 17 percent on health and welfare combined.

To address the critical shortages of life-saving medications, three civil society organizations started the Money4Medicine campaign with Oxfam's support. Based on a national survey of Palestinians and research into the medical system and national budget, the organizations decided to raise awareness and collect 100,000 signatures. Money4Medicine aimed to pressure the Palestinian National Authority to raise the allocations for medications in the budget of the Ministry of Health.

On the first day of the campaign, which launched at the inception of the Palestine International Festival in Ramallah and Gaza in July, 1,200 people signed the petition. Initially targeting youth online, volunteers began traveling throughout the country to collect signatures. Money4Medicine received widespread media coverage and started a national debate on health. Within two months, more than 42,000 people had signed the petition. As a result, at the end of September the Ministry of Finance allocated an additional US \$19 million to cover the deficit in the medication budget.



Photos: Oxfam Novib

“SPEAKING UP IS ESSENTIAL”

One of the volunteers for the Money4Medicine campaign was Zikrayat Shahdat, a 20-year-old student at the Palestine Polytechnic University. Just like her fellow volunteers, she realized that it is essential to speak up to make their government aware of the problems with which people struggle in their daily lives. “My father had heart problems and he needed medicines from the Ministry of Health. But his medicines were too expensive.”

So Zikrayat decided to join the campaign. She distributed posters, helped prepare an information booth, engaged other Palestinians, and collected signatures. “Working in this campaign was close to my heart. I spread the word on social media and went across the Hebron area to raise awareness on the importance to demand basic health rights. It was really inspiring to work with so many different people for a common cause and to see we could achieve such an important success!”





GOVERNANCE & FINANCIAL FLOWS

DEFENDING CIVIC SPACE AND DEVELOPMENT AID

For twelve consecutive years now we have witnessed a shrinking space for people to speak out, organize themselves, and act against poverty, inequality and injustice in almost all countries in which we work. This has not reduced the commitment of individuals and movements to raising their voices, nor their courage and creativity, but it does make their activities more difficult and dangerous. Oxfam is deeply concerned about this which is why we join forces with citizens and their allies to defend our common civic space. Where domestic resources are scarce – particularly in the 47 least-developed countries – effective development aid is a vital tool to support people in becoming active citizens, and their watchdog and other organizations in monitoring and promoting fundamental civic and political rights. As the Netherlands remains an important donor country, Oxfam Novib tracks the Dutch aid budget and development cooperation policy, and mobilizes political and public support for an increase in the quality and quantity of Dutch development aid. *Our work to strengthen civic space and defend development aid contributes to SDG 16.*

INCREASING THREATS

According to the CIVICUS State of Civil Society Reports 2018 there are ‘serious threats’ to one or more civic freedoms in 109 countries. Governments increasingly use NGO laws and regulations to control and intimidate civil society organizations. For example, in Burundi a restrictive new law for international NGOs includes the requirement to list the ethnicity of all employees. In Uganda, the offices of civil society organizations were raided in September 2017. In Egypt the guidelines accompanying a new draconian NGO law have still not been published, leaving civil society in limbo. In the meantime, human rights and land rights defenders are threatened and the work of grassroots organizations is criminalized in many places. In 2017/18 Oxfam Novib focused on developing counter-strategies, engaging in international advocacy and pressure through diplomatic channels, and supporting civil society organizations with protection and security measures. The civic space strategy that we developed with local actors in Uganda enabled us to activate national and international networks quickly, and put protection measures in motion. In Egypt we cooperated with organizations

that play a key role in international advocacy to keep the ongoing human rights violations and suffocation of civil society organizations on the international agenda. We support Oxfam India in developing a counternarrative to address the very negative image that the government is painting of NGOs and human rights defenders.

NEW GOVERNMENT, NEW CHANCES

The formation of a new Dutch government in 2017 provided an important platform to ensure that the new cabinet would explicitly commit to development cooperation and increase its contribution towards development aid. Oxfam Novib engaged with political parties and organized a coalition of large development organizations and operational agencies around these goals. In response to the increasing use of development aid to secure European borders, for instance through the Libya deal, Oxfam called for a more humane and effective approach. For example, we argued that border control and deterrence alone will not solve the problems that drive displacement and migration.

GLOBAL COALITION, DUTCH ALLIANCES

Oxfam Novib was very successful in international coalition-building in 2017. We led the development of a worldwide Oxfam influencing strategy for civic space. In December 2017 Oxfam Novib took a leading role in the global VUKA! alliance on civic action, which brings together human rights organizations, development organizations, informal movements, and trade unions. Oxfam Novib joined forces with Dutch organizations, including the ONE campaign and Partos, to engage with political parties. We co-organized a global conference convened by Eurodad, and joined a global coalition of NGOs that influences OECD member states to provide more effective aid.

ENGAGING WITH DONORS AND PRIVATE SECTOR TO DEFEND CIVIC SPACE

Internationally, Oxfam Novib engaged with key donors such as DFID, Sida, and the Dutch government in bilateral meetings and at the Stockholm Civil Society Days 2017, a yearly gathering of civil society and European governments. A key issue we stressed was the need

to change donor modalities and avoid limiting (however unintentionally) the space for smaller, informal organizations and movements, due to unnecessarily onerous NGO registration requirements (too much focus on upwards accountability and limiting support only to project-focused programs). Sida included some of our recommendations in its concluding communication.

We focused on increasing the responsibility of the private sector by engaging with 23 companies, such as Coca-Cola, who are willing to speak up on issues of civic space. As a result a pilot action will be launched in 2018 in Kenya, Mexico, and Indonesia, exploring the private sector as a possible positive force towards strengthening civic space. We also made recommendations – which were taken into account – to the UN Working Group on Business and Human Rights on their Guidance for Companies in relation to human rights defenders and preserving civic space.

We successfully supported the influencing work on amending the Tunisian NGO law that would limit civic space, and increased our collaboration with informal Tunisian movements. Oxfam Novib supported the Dutch government in developing guidelines for Dutch embassies on civic space, in collaboration with the Netherlands Human Rights Network (BMO). Finally, in collaboration with Partos, Oxfam Novib wrote a general resource paper with useful counternarratives to help local partners and offices to counter negative and often detrimental fake stories aiming to delegitimize civil society.



PARTNERS SUPPORTED

23

INCREASE IN BOTH QUANTITY AND QUALITY OF AID

In 2017/18 we saw the realization of important policy changes at the heart of Oxfam Novib's advocacy objectives for the quantity and quality of aid in the Netherlands. The pressure on all political parties to demonstrate their commitment to aid resulted in the new government coalition renewing its commitment to development cooperation, arguing that this is key to promoting economic development and fighting poverty. The coalition agreement also announced an investment in the Dutch aid budget of €1.8 billion for the years 2018 - 2021; this is a major break with the aid cuts and disengagement with development cooperation of the past seven years. Finally, there is also more traction among political parties to improve the quality of Dutch aid. A number of parties committed to working on a phaseout of the misappropriation of aid for the reception of refugees during their first year in the Netherlands. Another objective is to ensure that aid money will support private sector development in poor countries, rather than subsidizing Dutch businesses.

As a result of our joint actions in Dutch parliament, eight political parties signed the manifesto 'Turn the Trend', committing to investing more in development cooperation. Some 3,000 Dutch citizens sent e-mails to coalition leaders with the same message and 19,000 people watched our video on the Dutch aid budget, raising awareness of the vital role of aid in fighting poverty and inequality.



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS, BILL AND MELINDA GATES FOUNDATION

LOOKING AHEAD

In the light of an ever-increasing number of incidents of harassment of our offices and partners, we will step up our investment in civic space in 2018/19. We intend to support civil society organizations in eight to ten countries in developing proactive action plans to counter shrinking civic space. Furthermore, we will facilitate civil society organizations' access to regional advocacy at African and European level when space is shrinking; we will also identify Southern champions of civic space in order to break through the narrative that civic space is only a Western concern. Last but not least, we will enter into a coherent set of agreements with organizations specialized in safety (including digital safety) in order to support our partners and country offices.

Despite a more positive outlook thanks to the halt in cuts to the Dutch aid budget, 2018/19 will be a critical year for development cooperation. Both in the Netherlands as well as globally, government donors are spending more and more aid on matters that primarily serve domestic interests – things like the private sector or securing European borders – instead of investing in development in the poorest countries. Oxfam Novib, together with allies and supporters, will therefore engage in research, advocacy, and campaigning to ensure that the Netherlands and the EU will protect the integrity of official development aid in the years ahead. In the Netherlands we will insist that the new coalition's commitments are reflected in its new development cooperation policy, and that the coalition takes significant steps to improve the quality of aid.

10 REDUCED INEQUALITIES



Yahaya Lawali (39) lost a leg by a virus at the age of 24. But being disabled did not stop him from becoming a successful business man. Yahaya is in charge of two parking lots of a national congress center and employs several people. He hopes Oxfam Niger's innovation fund can help him set up a vocational center for disabled youth.

16 PEACE AND JUSTICE



Mamane Malam (45) and his wife took their children and fled, when Boko Haram advanced their village. In the refugee camp he promotes peace and justice. As the chosen secretary general of Oxfam's complaint committee, Mamane informs people of their rights and duties. A hotline enables them to challenge Oxfam to deliver on its commitments.

GOVERNANCE & FINANCIAL FLOWS

UNHEARD VOICES ARE MAKING NOISE

No person – regardless of ethnicity, gender, geography, disability, race or sexual preference – should be denied universal human rights and basic economic opportunities. However, vulnerable and marginalized people in particular do not enjoy these rights and opportunities, and given that poverty, inequality, discrimination, and marginalization are closely inter-linked, they are often excluded from participation in society as well. Voice is a grant facility that aims to amplify and connect voices that remained unheard, by offering grants and learning opportunities to the people who are most marginalized and discriminated against. Improving access to resources and employment, access to social services, healthcare and education, and creating space for political participation are the three main pillars of all Voice projects. We support projects in small communities that reduce stigma or strengthen the capacity of people and groups to stand up for their rights, as well as projects at national or multi-country level that focus on lobby and advocacy for change towards institutions and governments. *Voice contributes to SDGs 3, 4, 5, 8 and 16.*

NOTHING ABOUT US, WITHOUT US

Voice is a consortium between Oxfam Novib and Hivos, focusing on ten countries in Africa and Asia. The fund targets indigenous groups and ethnic minorities, age-discriminated vulnerable groups, women facing exploitation, abuse and violence, LGBTI people, and people with disabilities. Approximately 50 percent of Voice's active grants focus on vulnerable women and youth.

'Nothing About Us Without Us' is a leading principle within Voice. Representatives of the most marginalized and discriminated-against groups that we aim to support are directly involved in all aspects, from co-designing calls for proposals to co-creating and facilitating learning events and developing capacity strengthening activities. In 2017/18 this led to prioritizing intersectionality: we focus on groups that experience the compounded effect of multiple vulnerabilities, such as disabled transgender persons, poor elderly women, or teenagers with Down syndrome.

Being a learning program at its core, Voice has been working hand in hand

with marginalized and discriminated groups to jointly explore, test, and reflect on the role that can be played by technology, the arts, culture, education, and participatory action research. We have together created a body of evidence of what groups themselves identify as the most effective influencing approaches. Through blog posts and during Voice learning events, we aspire to collectively generate and broker knowledge that will assist other development programs to become more inclusive and impactful. Our first Inclusion Innovation Indaba, held in January 2018, is a good example of this.

Shrinking civic space affects the lives of many people within the Voice target groups. In the Philippines indigenous people became the target of severe harassment, and in Indonesia and Tanzania the rights of LGBTI people have been diminished. In quite a few Voice countries, our teams needed to support civil society after activists were arrested or policy changes threatened human rights and civic space; sometimes this resulted in a joint manifesto or an emergency grant. To ensure the safety of our project partners, grantees can request confidentiality.

BOLD AND CREATIVE PARTNERS

Voice country teams liaise and coordinate activities with the Dutch embassies in their respective countries, but our main partners are the civil society organizations and representatives of our target groups. YADEN, for instance, which runs a bold and creative project called #ithechange, working with 100 art and development organizations to support young people in Kenya, Tanzania and Uganda who are in conflict with the law. Thanks to the project, young people improved their personal situations by developing livelihood and business plans. Although the odds were against them, they were able to prove to the authorities that they can make a positive contribution to society.

INVENTIVE AND CREATIVE OUTREACH

Since Voice targets those who are the hardest to reach, it has needed to develop innovative approaches to reaching out to these groups. In 2017 we embarked on rigorous outreach activities to increase access, create awareness, and reach groups that had been systematically neglected by mainstream

development funding. The internet has been broadly used in Indonesia to reach out to spatially marginalized youth. The Voice team based in Jakarta capitalized on existing web platforms to disseminate information related to available funding windows. It applied a form of 'virtual outreach', browsing potential applicants' websites, Facebook pages and Twitter accounts, and contacted them via email or phone. In Mali, grant proposal information and orientation activities were broadcast live on local TV channels and radio stations in the form of information sessions, inclusion-focused debates, and interviews with the Voice program officer. In Kenya a more personal, offline approach proved to work best, using existing channels such as women's groups, traditional leaders, and other mainstream organizations. These tailor-made approaches bore fruit: following the first eight grants to multi-country projects in 2016/17, this year 77 projects received funding (most of them country-level projects).

In the past year, Voice has collected some insights and early indications of what individual, systemic, formal and informal change through innovation means for our target groups. This knowledge is essential to achieving our long-term goal: strengthening the influencing capacity of organizations and representatives of marginalized and discriminated groups, by using innovative capacity strengthening ideas.

In 2017/18 Voice reached almost 3,000 people directly (57 percent of them women) through skills-building activities, safe space creation, participatory action research, community-based consultation sessions, outreach, and learning events. Program- and project-level activities were marked by the engagement of 152 representatives of

government authorities and international institutions. For example, grantee Rumah Cemara in Indonesia – in collaboration with its Indian partner MAMTA – teamed up with local government institutions and health centers to develop a mobile application providing access to quality health care. For the contextual analyses and learning events the country teams engaged with communities of stakeholders, with disabled people's organizations participating on a large scale.

Highlights of the use of influencing tools and instruments include:

- In Cambodia, LGBTI couples opened their houses to their communities and the public. They organized photo exhibitions, debates and discussions, theatre and a radio show around the problems LGBTI people encounter in their daily lives, while at the same time showcasing how 'ordinary' these lives are. This has led to more respect, acceptance, and protection from multiple layers within their society.
- Small Media Foundation strengthened the communication and advocacy skills of grassroots activists in Kenya, Tanzania and Uganda, through strengthening their data visualization skills.
- Using locally-led petitions to advocate for ending child marriage in Tanzania, the girls' rights organization Msichana won a landmark legal case to raise the minimum age of marriage for girls to 18 (equal to that for boys). Msichana is now advocating to have this High Court ruling enforced; the government has been very slow to change the law accordingly. With the Voice grant, Msichana translated the juridical language into accessible information, so that everyone can understand what the ruling means.

LOOKING AHEAD

In 2018/19, Voice will open a targeted call to select an organization or network that will bring Southern voices to the Netherlands, unleashing untold stories that inspire the public. We will identify twenty organizations or initiatives that are implementing amazing inclusive innovations in their empowerment or influencing practices, and bring them together for a special program. The most inclusive innovators will be given an award.

Following the first annual global learning event in January 2018 we will organize Learning Events at the national level, connecting national grantees. Together, we will practice learning and knowledge exchange methods on specific topics and learning questions; this will benefit the entire Voice grant facility and beyond. Specialized civil society organizations and social enterprises will be selected to guide the innovative and creative processes.



GRANTEES SUPPORTED

77



DONORS INVOLVED

**DUTCH MINISTRY
OF FOREIGN
AFFAIRS**





CONFLICT & FRAGILITY

HUMAN DEVELOPMENT FOR PEOPLE ON THE MOVE

As the world faces multiple crises in Africa, Asia, and the Middle East, the number of people forced to flee their homes is now a staggering 65.6 million. In Syria alone, the ongoing war has left 6.6 million people internally displaced and 5.6 million people seeking refuge, mainly in Lebanon, Jordan and Turkey. In DR Congo almost two million people are on the run, 2.4 million South Sudanese live as refugees in their region, and in war-ridden countries such as Yemen and Burundi hundreds of thousands of women, men and children have had to leave everything behind and flee. Those who are forced to flee often have to put their lives on hold. For this reason, addressing the root causes of conflict and displacement, and ensuring that refugees are able to develop their talents and skills, is key to Oxfam Novib's work whether they are in Ugandan refugee camps, urban settlements in Jordan, or so-called 'hotspots' on the Greek islands. *Our work on displacement and migration contributes to SDGs 1, 5, 8 and 10.*

SHIFTING APPROACHES ON HOSTING REFUGEES

Dutch and EU policies increasingly focus on keeping refugees 'in the region' by making deals with countries that are already hosting a large number of refugees, or even sending refugees back under the so-called 'safe country principle'. The EU-Turkey deal is an illustrative and worrisome example of this. Oxfam Novib challenges these policies by strongly advocating for countries (and rich countries in particular) to share the responsibility of hosting refugees. In 2017/18, we focused on two major – and interrelated – issues: the reception of refugees in Europe, and the human development of Syrian refugees in their neighboring host countries.

While stressing the mutual responsibility of countries to provide shelter to the millions of refugees, we also see that almost 90 percent of all refugees are hosted by (neighboring) low and middle-income countries. Most refugees live in dire circumstances for many years, without the means to take their future into their own hands. Oxfam Novib's main aim is to shift the current donor focus on short-term emergency aid to a more long-term approach, which also takes

into account the human development of both displaced people and their host communities, through education, job opportunities and safety nets. These main hosting countries should, in collaboration with donor countries and other stakeholders (civil society organizations, businesses, academia), start implementing human-development-led responses that focus on the agency, voice, and self-reliance of refugees and host communities. This requires a holistic approach in which governments, host communities, investors, financial institutions, and displaced persons are all involved.

In 2017/18 we engaged with the Dutch Ministry of Foreign Affairs, other donors, the World Bank, the UN, and academia on the topic of human development. It is promising that the new Dutch government has indicated that it will focus on the root causes of conflict and displacement, as well as on the development of displaced people and their host communities.

CREATING A 'SUPER-USEFUL' NETWORK

Oxfam Novib closely collaborates with fifteen organizations in Lebanon and six

partners in the Netherlands. A fruitful example is the unique network created in Lebanon by Oxfam Novib and Act for Human Rights (ALEF) and linked to relevant international partners. For the first time, fifteen Syrian, Lebanese, and Palestinian organizations jointly pushed for national and international policies and practices that meet the needs of those displaced by the Syrian war. Funded and technically supported by Oxfam Novib, these organizations arranged lobby meetings and a European lobby tour, as well as creating policy documents and pilot projects. Though the network partners were initially skeptical about the added value of cooperation, they now call it 'super-useful'.

REMINING EUROPE OF MIGRANTS' HUMAN RIGHTS

Our main success in Lebanon was having very different organizations cooperate in the abovementioned network. Some were specialized in advocacy, others in protection, and still others in service delivery; furthermore, different geographical regions in Lebanon were represented. This diversity of members enabled an up-to-date flow

of information and provided bottom-up evidence for the design of pilot projects, position papers, and lobby tours.

In 2017/18 we gained momentum on the topic of the human development of refugees. In collaboration with the Dutch Clingendael Institute, Oxfam Novib organized an international workshop in Beirut and worked towards putting human development on the agendas of the Dutch Ministry of Foreign Affairs, its embassies, other donors, and academia. The joint lobby tour of the new Lebanese network certainly assisted in putting this issue higher on the Dutch, German, and Belgian agendas; an increasing number of civil servants and institutions picked up our message. The new Dutch development cooperation policy, with its emphasis on education and job opportunities for displaced persons and their hosts, is one example of this success.

In Addis Ababa, Ethiopia, Oxfam Novib organized a meeting with a range of civil society organizations from across the world. Our goal: to develop a joint advocacy plan for a mechanism to share the responsibility for hosting refugees more equally. As a result the participants presented a white paper on a Global Responsibility Sharing Mechanism; this was used to lobby the United Nations. Some of the ideas in the paper were indeed picked up by the UN and its member states and integrated into the drafts of the Global Compact on Refugees, which will be finalized during the UN General Assembly meeting in September 2018.



PARTNERS SUPPORTED

20



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS

Oxfam Novib is one of the key organizations working with people arriving on the Greek islands from Turkey. Through public campaigning and targeted policy work, we challenged the so-called 'containment policy' in which refugees are put in detention centers and hotspots, are not permitted to travel to the mainland, where services and protection better suit their needs. Over the Northern winter we asked Dutch citizens to sign our petition and protest the dire circumstances in which the refugees were being held. In addition, we successfully lobbied with parliamentarians throughout the EU to put the issue high on the agenda during their meetings with Greek counterparts. In late December 2017, the Greek authorities promised to transfer a large number of people from the islands to the mainland. More than 7,000 people have indeed been transferred, but new people are constantly arriving, so the situation on the islands remains dire for those in need of safety and protection.

In August 2017, Oxfam released a report on the horrendous daily realities of refugees and migrants who get stuck in Libya, unable to travel further. Based on almost 160 testimonies, we painted a shocking picture of the rape, torture, sexual violence, slave labor, and kidnapping they face while trying to escape war and poverty. The report made headlines, and obtained us a seat at the table in many capital cities to discuss measures to prevent this.

LOOKING AHEAD

Through a combination of policy development, targeted advocacy, public campaigning and alliance-building, Oxfam Novib will be working to secure tangible outcomes that (1) increase the number of people granted refuge in the Netherlands, and (2) make the Netherlands an advocate for the human rights of people on the move, both in Europe and around the world. The first aim implies expanding the options for family reunification and introducing the option of private or community sponsorship. For the second aim, Oxfam Novib will be influencing the Dutch government to ensure, both at the national level and throughout Europe, that people on the move will be protected from suffering. Furthermore, the Dutch government must push to defend refugees' dignity, allow mobility, and respect international and European laws and regulations in addition to the national laws of individual countries. The Netherlands must show international leadership on these issues.

Oxfam Novib will work within the Netherlands and with European Oxfam affiliates to apply pressure to EU member states in order to prevent the rollback of the fundamental rights of people on the move in European territory, and of people coming to Europe. EU member states must make sure that refugees and other migrants have the ability work on their own futures. We will also continue to focus on the human development of displaced people and their host communities; in the coming year we will publish a policy brief to inspire stakeholders to implement policies that work for people on the move as well as for their hosts. In addition, we will increase our advocacy towards the Dutch government and EU institutions on this subject.



Tom Saater

11 SUSTAINABLE CITIES AND COMMUNITIES



Lawehe Elhaji Garba (45) is the elected leader of his village, which is the host community to a refugee camp. People consult him about important decisions. Lawehe is keen to ensure that villagers and refugees can live in peace. Oxfam helps to get this organized and improves the well-being of all inhabitants by its water and sanitation services.



Tom Saater

13 CLIMATE ACTION



Ankafal Madou (64) experiences the devastating impact of climate change. Extreme droughts degenerate the soil and force the pastoralists to move their herds in search of grazing lands. Oxfam's partner AREN helps the farmers plant trees to improve the soil quality. As a respected negotiator, Ankafal prevents conflicts over cattle eating the young trees.

CASE

SOUTH SUDANESE REFUGEES FIND UGANDAN HOSTS

Those born in the south of Sudan after 1983 know no different; they have always lived in a war-torn country. After decades of war in Sudan, South Sudan became independent in 2011. Only two years later, the rivalry between the president and the vice-president started fueling a civil war that has killed thousands of civilians and forced millions to flee their homes. It's not only bullets, arson, rape, and torture that cause the casualties; hunger and malnourishment are common as a result of the scorched earth policy of the South Sudanese army and related militias. Oxfam provides much-needed emergency aid to refugees in neighboring countries and supports them and their host communities as they get on their feet again.

Most South Sudanese refugees are hosted in Uganda, a country that has barely recovered from its own 21-year conflict with the Lord's Resistance Army. The refugees live in refugee camps, informal settlements or – in the many cases in which those fleeing had family members across the border – integrated with local communities. The majority of the refugees are women and children; 65 percent of them are aged under 18.

Oxfam works across five refugee camps in Northern Uganda, such as Bidi Bidi. With a refugee population of over 270,000, this settlement puts enormous pressure on the local host

communities and the environment. In 2017/18 we supported both refugees and host communities to produce food for themselves and develop new livelihoods by providing livestock, tools, seeds, fishing gear, and training on improved farming methods. Where necessary, vulnerable families are given cash and vouchers to use in the local markets.

To fight cholera outbreaks and other waterborne diseases, Oxfam repairs boreholes and distributes soap, buckets, and water treatment tablets. In addition, we conduct public awareness campaigns on cholera prevention and treatment.



Photos: Julius Ceaser Kasujja

“WE NOW HAVE A SCHOOL AND WATER”

Juliet Asiano is 27 years old and lives in one of the remote Ugandan communities that host refugees. She trades her own food for whatever the refugees have, just to help them boost their immunity and diet. Her children – three of them her own and three those of her late sister – play with the refugee children, and sometimes the refugee children sleep over. Oxfam's policy of serving both the refugees and the host community pays off, says Juliet.

“The situation has improved since the refugees are here. We have a school now and water facilities. My life and that of my family is a lot better since we received the hygiene training, better farming methods and the cow from Send A Cow Uganda.” Juliet is thinking ahead. “We need to improve water harvesting to have a better harvest and good storage spaces for cereals to survive the hunger gap.”

GROWING VEGETABLES IN BIDI BIDI

Back home in South Sudan, Mary Saki Sadic was a tailor – but when Dinka soldiers came to the village school and killed several children, she decided to flee. “I took my daughter Gladys and my brother's two children and left for Uganda. They deserve a good education, but that was too risky in South Sudan.”

Now Mary lives in the Bidi Bidi settlement with the three children. “Two of my brothers were killed back home, while I was here. It is really sad that I could not say goodbye and mourn for them.” Mary has no money to buy a sewing machine to earn herself a living. “Luckily, Oxfam helped me to grow and cultivate vegetables. Working in my vegetable garden, I can sustain my family. My children are safe here and are able to go to school again.”



CONFLICT & FRAGILITY

INCLUSIVENESS IS KEY TO SUSTAINED PEACE

Conflict today is increasingly complex, violent and protracted, with devastating consequences for millions of people across the globe. A century ago 90 percent of war casualties were military personnel. Today almost 90 percent of the casualties are civilians, and the majority of them are women and children. In addressing the root causes of conflict, it is imperative that civil society is included in national and regional peacebuilding processes in order to ensure that the needs of all segments of society are taken into account. Inclusiveness is key to achieving sustained peace. As long as conflict rules, it's impossible to defeat poverty. Oxfam works with partners and representatives affected by conflict to strengthen the role of civil society in these processes; we hold to account the national and international actors who have a responsibility to make life better for the ordinary men, women, and children whose lives are torn apart by conflict across the world. *Our work on inclusive peace and security contributes to SDGs 5, 10 and 16.*

INCREASING RECOGNITION FOR INCLUSIVE PEACE

The relevance of an inclusive approach to peace and security is gaining increasing recognition at the international level. For example, the United Nations roadmap on peacebuilding and sustaining peace emphasizes a comprehensive approach to inclusive peace and security in which civil society can play an important role; the SDGs do too. Donor governments like that of the Netherlands aim to contribute to ensuring security and the rule of law, while addressing the particular impact of conflict on women as well as women's role in peace and security.

However, there exists an enormous gap between the rhetoric of these governments and the reality facing those most affected by conflict. Oxfam is working at all levels to help address this gap, and to better respond to what works in the development of more inclusive, peaceful and sustainable societies.

Our programs aim to strengthen the diverse voices of women and minority or vulnerable groups in a range of peace and security processes. We do so across multiple countries, including Yemen,

the Occupied Palestinian Territory and Israel, Afghanistan, Pakistan, Niger, and South Sudan. In Pakistan, for example, Oxfam supports civil society to engage with political and justice actors and hold them to account, so that they are able to ensure better access to fair and effective justice – especially for other marginalized groups.

Oxfam Novib makes the experiences of people living through conflict visible at the global level. We inform and influence international policy and decision-making in various ways, such as through our research (including joint research). Studies on, for instance, the role of masculinities and femininities in conflict and peace (Yemen and Myanmar) both strengthen our programs and feed into our global influencing goals:

- to support civil society space and voice;
- to prioritize the participation of women in peace processes and security reform;
- to place the protection of civilians as central to achieving inclusive peace and security.

MAKING YEMENI VOICES HEARD

A good example of the way Oxfam Novib collaborates for inclusive peace is

our work in Yemen. Together with the Foundation for Development and Culture (AWAM) and the Youth and Leadership Development Foundation (YLDF) we strengthen the capacities and alliances of civil society, in order to build trust and make sure the voices of women at grassroots level are heard by decision-makers. In addition, we build alliances between civil society organizations and international actors present in Yemen. This civil society engagement informs our influencing work to hold international actors accountable, create local-to-global networks and raise the profile of Yemeni citizens living through conflict, so that peacebuilding processes reflect their needs and priorities.

ADDRESSING THE ROOT CAUSES OF CONFLICT

Men and women, boys and girls in conflict-affected and fragile states benefitted from our programs, which built people's ability to claim their right to peace and security. In Pakistan for instance, Oxfam strengthened the skills of local farmers' groups, including women, to make their voices heard in water resource management and policymaking. Following 168 engagement meetings, attended by

more than 2,300 women and 2,360 men, the farmers began to play an active role in farmers' organizations and water course associations. Together, these farmers successfully lobbied the local government to take their needs into account in water course management.

In Afghanistan, we trained 210 male and female police officers on the inclusion and protection of women in their society. The Afghan Ministry of the Interior stressed that capacity development of the quality and focus given by Oxfam, particularly for female police officers, was unique.

In Burundi, 140 youth peacebrokers were trained to conduct awareness-raising sessions on transitional justice and the rights and responsibilities related to peace and security. Oxfam continues to support youth groups to play an active role in peacebuilding. In 2017/18 we expanded our support to a continental network in Africa on security sector governance and accountability. In Addis Ababa, Ethiopia, we connected 51 representatives of civil society organizations from Burundi, Central African Republic, DR Congo, Tunisia, and South Sudan. In an inaugural workshop the participants built their knowledge of security sector reform and identified avenues to influence governments, African Regional Economic Committees and the African Union. These united forces will contribute to more people-centered security sectors in their home countries and advance policy change at a regional level. Through building alliances of civil society organizations in conflict-affected

states, Oxfam Novib has increased these groups' opportunities to influence peace processes. Our advocacy efforts continue to ensure that the voice of women is heard in efforts to resolve the conflict in Yemen, for example by facilitating civil society organizations' communication with policymakers in European capitals and at UN level. In South Sudan we linked organizations working on security sector reform with regional networks, enabling them to learn from their peers in other countries and improve their ability to influence policymakers. Through our support, the number of civil society organizations campaigning on security-related matters in South Sudan's Jonglei State increased from 30 to 45.

As a result of advocacy by Oxfam Novib and others, the concerns of women and girls are increasingly being addressed in UN Security Council resolutions. For example, the council's renewal of peacekeeping mandates for countries like Afghanistan and South Sudan incorporated gender provisions. In the Netherlands, Oxfam Novib and SOMO, supported by the Knowledge Platform Rule of Law, conducted a study into the conflict sensitivity of the instruments that the Dutch government uses to support Dutch companies investing in conflict areas. Initial results show that the current policy and instruments are not or only very slightly conflict-sensitive. The study aims to fuel a constructive dialogue between relevant stakeholders, and to improve policy coherence and conflict-sensitive private sector development.

LOOKING AHEAD

Oxfam Novib will continue to develop its work on inclusive peace and security, placing civil society at the heart of our efforts. Our projects will be tailored to each project location and focus on the people most affected by conflict and fragility; we will deepen our understanding and ability to address the root causes of conflict. We will maintain our focus on the inclusion of women in peace processes and security reform; this is key to achieving the broader goals of inclusive peace and security. Research and shared learning will be a leading force in prioritizing our initiatives. For example, we will conduct a study to map and compare the experiences and lessons of the past ten years of civil society engagement with peace processes in Afghanistan and South Sudan. One leading research question will be how inclusive Oxfam's programs are. The answers will provide lessons to improve our future programs, while at the same time we will use the research to inform our influencing work.

Drawing on the learning from our country-level activities, we will promote more strategic investments of security and peacebuilding resources at the UN level, based on existing policy commitments. An example here is our work to ensure greater and more effective inclusion of women and marginalized groups in the Yemeni peace processes. Oxfam Novib will, both directly and as part of our work with NGO platforms such as WO=MEN, advocate for country-specific Security Council resolutions on peace and security which address the needs of marginalized groups.



PARTNERS SUPPORTED

22



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS



Tom Saater

15 LIFE ON LAND



Ardo Ado Maazou (60) is a village leader and a happy man. Since Oxfam's partner AREN constructed a waterhole and taught his community how to improve the soil, there is enough grass again. Ardo also learned how to measure the quality and depth of the well. Both cattle and people are healthier now, and women can fetch water nearby.



Tom Saater

2 ZERO HUNGER



Ouma Bermo (55) is the president of her community's cereal storage bank. Here, they store sacks of cereals when the grains are in abundance and prices are low. Thanks to this bank, which was set up by Oxfam's partner AREN, Ouma, her children in the community can survive the seasonal hunger gap.

MISCONDUCT IN HAITI

In February 2018, the British newspaper *The Times* reported on a case of sexual misconduct by Oxfam Great Britain aid workers in Haiti, which occurred during the aid operation following the 2011 earthquake. The story was picked up by many other media outlets and developed into a leading news story, with several new revelations of sexual misconduct in the aid sector. In response, Oxfam apologized for the wrongs of its former colleagues in Haiti, and announced a series of additional measures to root out misconduct in its programs and offices.

Farah Karimi: "Misconduct by Oxfam staff, as happened in Haiti, is against everything we stand for at Oxfam Novib. We will do everything we can to create a safe environment and open culture in our organization, and to prevent misconduct by our staff and by anybody we work with. If misconduct occurs despite all our efforts, we will take rigorous action. We will continue to put women's rights at the center of our work, in addition to prioritizing the protection of the communities we work with and for."

OXFAM ACTION PLAN AGAINST MISCONDUCT

On February 16, 2018, Oxfam launched a worldwide comprehensive plan of action to strengthen safeguarding systems. The package of measures included:

- 1** A new independent High-Level Commission on Sexual Misconduct, Accountability and Culture Change, comprising leading women's rights experts, which will be able to access Oxfam records and interview staff, partners, and members of communities it supports around the world.
- 2** The immediate creation of a new global database of accredited referees that is designed to end the use of forged, dishonest, or unreliable references by past or current Oxfam staff. Oxfam stopped issuing references until this database was set up.
- 3** An immediate injection of money and resources into Oxfam's safeguarding processes:
 - The number of people working in safeguarding was more than doubled;
 - Annual funding allocated to integrity policies will be tripled to €800,000;
 - Part of the funding was used to form a new independent whistleblowers hotline, which has been operational since March 2018.

You can find the complete plan of action at www.oxfam.org/en/immediate-response-actions-sexual-misconduct.

EMBEDDING INTEGRITY MANAGEMENT

Oxfam Novib stands for its three core values: empowerment, inclusiveness and accountability (see chapter 2). To us, being accountable means committing ourselves to the highest standards of integrity in all our actions.

To uphold these high standards, Oxfam Novib launched the ‘Embedding Integrity Management’ project in early 2016 with the aim of being an organization “known and recognized by its staff, donors and stakeholders because of its high level of integrity and transparency, without any tolerance for non-compliance (with the Oxfam Code of Conduct),” as quoted from our Code of Conduct. We aim “to create an organizational culture with shared values and norms where dilemmas can be freely discussed and where our duty of care as an employer is met.” Oxfam Novib continued to invest in this project in 2017/2018, striving for an open and safe environment free from unwanted behavior. In the following paragraphs we elaborate on what this project encompasses and where we stand today.

THE ‘EMBEDDING INTEGRITY MANAGEMENT’ PROJECT TEAM WAS TASKED WITH THE FOLLOWING ASSIGNMENT:

1. Investigate and improve integrity management.
2. Develop an efficient reporting and registration process.
3. Review and amend all policies related to integrity.
4. Establish a network of confidential counselors across the thirteen countries in which Oxfam Novib is an Executing Affiliate (see page 96).
5. Develop integrity training courses for managers and other staff.
6. Provide information about integrity to the Board of Directors on a regular basis.
7. Promote our three core values to ensure that every person working under an Oxfam Novib contract is informed of them, and engage all staff in applying these values in practice.
8. Contribute to Oxfam International’s Safeguarding Task Force.

SOME KEY MEASURES WE TOOK TO PREVENT AND ACT ON MISCONDUCT:

- ↘ Awareness sessions to strengthen our value-based organization culture.
- ↘ Strict selection when it comes to new employees.
- ↘ Code of Conduct signed by everyone working for Oxfam Novib.
- ↘ Training our managers on ethical leadership.
- ↘ Investing in the support to humanitarian workers.
- ↘ Creating a safe working environment where misconduct can be raised immediately.

WHAT STAGE ARE WE AT NOW?

↘ Code of Conduct

Our Code of Conduct was adjusted in October 2017. The most important change is that Oxfam Novib now complies with six instead of three core Inter Agency Standing Committee principles related to sexual exploitation and abuse; each principle is reflected in a separate paragraph. All staff were required to sign or re-sign this revised Oxfam Code of Conduct before May 2018. Although signing the Code of Conduct has become standard procedure in our organization, it is key that we all embrace the content and practice the values.

↘ Dilemma Book

One of the tools we have developed to help employees understand and apply our Code of Conduct is the Dilemma Book, published in July 2017. The book describes realistic dilemmas to guide managers and their teams through discussions on sensitive integrity issues like ‘respect and dignity,’ ‘fraud and corruption,’ ‘taking responsibility,’

↘ Recruitment

In 2017 we amended our Recruitment Policy, making it mandatory to do reference checks for the staff we hire. New employees must submit a Certificate of Good Conduct.

↘ Induction on integrity

In collaboration with Oxfam International and our Learning & Development Shared Service, we are developing an e-learning on safeguarding and integrity for use across the entire Oxfam confederation. New staff members complete an Integrity Module as part of their induction day in The Hague.

↘ Ethical leadership training

In the summer of 2017, senior management of Oxfam Novib in The Hague received an Ethical Leadership Training. This management training is included in the integrity awareness program for the country offices in which Oxfam Novib is an Executing Affiliate, and will be implemented in the second half of 2018.

↘ Confidential Counselors Network

Confidential Counselors have served Oxfam Novib employees since 2007. In 2017 we expanded this service to a network of trained Confidential Counselors, to strengthen their roles and skills and enable them to learn from each other. In addition to their role of providing counseling for all staff, they promote a safer working environment within Oxfam Novib and contribute to the internal awareness-raising campaign on integrity and safeguarding. At the end of March 2018, Confidential Counselors (or Safeguarding Focal Points) had been appointed and commenced work in nine out of thirteen countries where Oxfam Novib is the Executing Affiliate.

↘ Speak-Up protocol to report misconduct

Since 2007 Oxfam Novib has had a sound reporting procedure for staff

members to raise concerns about (suspected) misconduct, including a whistleblower regulation. To keep up with the challenging and ever-changing environment in which we work, we revised the reporting procedure and replaced the whistleblower regulation with the Speak-Up protocol. The new protocol was launched on our intranet in December 2017 and replaced the existing regulation in March 2018. Through the Speak-Up protocol, employees can safely report sexual harassment, fraud, or any other breach of our Code of Conduct. An external hotline, the Speak-Up service, is currently available for all employees and will soon be made available for other stakeholders, partners and beneficiaries. With Speak-Up, anyone can submit their concern or complaint confidentially and anonymously, 24/7 and in their own language. Alternatively, they can use a special website or a mobile app; a graphic flowchart shows when and how one can Speak Up. The Safeguarding Task Force of Oxfam International, in which Oxfam Novib is represented, aims to provide a similar hotline for all Oxfam affiliates.

↘ Response Plan

What happens after someone has submitted a report through the Speak-Up protocol or when a suspicion of misconduct arises? To guide Oxfam Novib managers, staff working on Integrity Management, and appointed investigators, we developed a Response Plan. This plan explains what response actions should be taken, when, and by whom.

The response plan provides guidelines on:

- the approach to internal workplace investigation;
- methods to support victims;
- the communication of protocols;
- the execution of disciplinary procedures.

INVESTIGATIONS OF MISCONDUCT

During the financial year 2017/18 allegations of sexual misconduct against eight staff members were brought forward to Oxfam Novib; all of these allegations concerned misconduct between colleagues. All of the allegations brought forward to Oxfam Novib are within the scope of the 13 countries where Oxfam Novib is an Executing Affiliate and The Hague (see page 96).

The Haiti case proved once again the importance of taking strong action against misbehavior and breaches of our Code of Conduct. We therefore invited staff members to come forward and speak up, on older incidents as well as more recent ones.

One old allegation was reopened. Of the total of nine allegations, eight were investigated and closed during this fiscal year. Appropriate management actions were taken and implemented according to the findings: four people were fired, two allegations of sexual misconduct could not be confirmed, and two staff members had already left the organization before the investigation was concluded. One investigation was still open as at March 31, 2018.

In 2017/18, one complaint concerning allegations of bullying/harassment was received via formal reporting channels. This case was still under investigation at the end of this fiscal year.



OUR WORK IN THE NETHERLANDS

Martijn Beekman

OUR SUPPORTERS

We are very grateful for the continuous commitment of the many supporters who have stood with us in good times and bad. They have shown their appreciation for our important work that aims to help the poor and extreme poor all over the world. Even during and after the publicity surrounding the unforgivable behavior of some Oxfam colleagues in Haiti back in 2011, the vast majority of our private donors continued to support us.

We started our fiscal year with a steady growth in income and supporter numbers. After the Haiti publicity we were confronted with 9,651 cancelations. However, at the end of our fiscal year there were 330,704 people supporting our work financially, which is still a growth of 1.2 percent compared to 2016/17.

The Haiti issue was absolutely shocking, but it will not define us. Our main focus in the coming year will not only be to regain the trust of the Dutch public, but also to inspire all current donors. Along with communicating results, increasing

transparency, and opening up to our constituencies, we will continue to do what we are here for: help to defeat poverty.

Online media presence

The online landscape is changing rapidly. With the ever-changing algorithms of Facebook, consumers shifting from Facebook to Instagram, and the emergence of video marketing and personalized content, we must constantly adapt if we are to get our content and stories out into the public arena via social media. In response to this trend, we have revised our social media strategy to diversify our presence across different social channels. This strategy, which will be implemented next year, should make us less dependent on Facebook for both online outreach and lead generation.

Online, our number of Facebook friends increased from 67,000 to 74,000, and our website oxfamnovib.nl had 344,244 users – a slight decline compared to last year. On the other hand, our targeted

campaign attracted 149,303 users to our online store.

Inspire and connect with private donors

Supported by a new branding strategy, Oxfam Novib continued to inspire and connect to both existing and potential private donors. To strengthen our relationship with our long-term donors, we not only invited them to three engaging documentaries at the International Documentary Festival Amsterdam (IDFA), but also improved our post-movie program. Amongst other things we offered them the opportunity to discuss Al Gore's documentary *An Inconvenient Truth 2*. We welcomed 1,230 highly valued private donors to this event.

Legacies and bequests

In 2017/18 we had more personal conversations than ever before with our supporters on the subject of ending poverty through making a bequest. We talked to over 5,000 private donors on the phone, visited 20 people at home, and invited hundreds of them to our special events. In addition, we contacted 450 potential pledgers through a Facebook pilot. As a result we received 41 legacy gifts, and many more people pledged to leave a legacy gift to Oxfam Novib, for which we are immensely grateful.

Major donors and private donations

Private individuals, family foundations, and other institutions contribute to Oxfam Novib's mission in a special and substantial way. Some of these donors have a Personal Fund, which Oxfam Novib manages for them. In 2017/18 we increased our network and engaged a number of new major donors.

Entrepreneurs for entrepreneurs

In 2017/18 we organized regular meetings to enable our business ambassadors to inspire and learn from each other and to learn more about Oxfam Novib's work. One good example of this is the abovementioned annual MeetUp, where 100 business

ambassadors gathered together. In one of the workshops we simulated an emergency situation and had them perform their reaction. We also invited our business ambassadors to the Week of the Entrepreneur and to IDFA. We organized a Sustainable Development Goals (SDGs) dinner with a select group of business ambassadors, to investigate the possibilities for implementing the SDGs in their operational management. The event was linked to the Oxfam Novib Innovation team's 'SDG Challengers' project, which seeks ways to have companies contribute to the SDGs (see page 108). In October 2017, six business ambassadors travelled to Vietnam with Oxfam Novib to see the impact of our microfinance work with their own eyes. "A loan and coaching can help companies forward and have a huge impact on their environment," one business ambassador concluded.

Supporter contacts

In line with our multi-year strategy, we have continued to develop the infrastructure needed to place our donors at the heart of our fundraising. In anticipation of the implementation of this infrastructure, we have already initiated a few new contact moments in addition to events such as IDFA. These include a pilot 'thankathon' (calling donors to thank them for their support) and a special edition of our supporters' magazine *Close Up*, including a mini cookbook, to thank our donors and give them more information on our work. In 2017/18 our ability to respond to an extraordinary supporter contacts situation was tested when the Haiti misconduct received extensive media attention (see page 86). Within 48 hours we had sent our supporters an explanatory and apologetic email, followed within 1.5 weeks by a letter which further explained the safeguarding measures Oxfam had planned. In order to respond to questions and feedback on the Haiti issue, our contact center remained open during evenings and weekends.

In our response, we focused on staying connected to donors who had canceled

their financial support and sending a handwritten thank you to donors who gave us an extra, supportive donation. In our April edition of *Close Up* we disclosed the facts, timelines and measures taken in response to the Haiti sexual misconduct case. In 2017/2018 Oxfam Novib handled nearly 76,000 communications, by phone (56 percent), e-mail (38 percent), and mail (6 percent). This significant increase on the previous year is directly related to the news about Haiti in February 2018. To handle this significantly larger workload and still respond to our donors in a timely manner, we called upon support both internally and externally.

PRESS

In 2017/18 we continued our media outreach to advocate for people living in poverty. Oxfam Novib was often featured in the media, covering topics such as inequality, humanitarian assistance to people in need, and the rights of refugees and migrants around the world. We distributed reports presenting new findings on poverty, published op-eds on European policies in national media outlets, shared different voices from around the globe, and provided media reactions to current affairs and political issues.

Our work on global inequality once again received a significant amount of media attention, both in the Netherlands and internationally. Oxfam Novib has become a trusted source and expert on matters related to inequality. Our work on tax and financial injustice, including the *Fair Finance Guide*, is often used by media when reporting on financial issues. The prominent coverage of tax avoidance, as researched by Oxfam, put additional pressure on the Dutch government to counterbalance the lobby of the private sector and businesses against a fair taxing system.

Oxfam Novib's humanitarian work was also regularly picked up in the Dutch media. Our humanitarian aid workers featured prominently in daily

newspapers, discussing issues including the Dutch development cooperation policy and Oxfam's emergency response in Bangladesh. Oxfam Novib also raised its voice to highlight the dire situation in Yemen and the impact of European policies on the plight of refugees and migrants seeking refuge in Europe.

POLICY INFLUENCING AND ADVOCACY

With the formation and announcement of a new government, 2017 was an important year for development policymaking in the Netherlands. As a central tenet of our work, Oxfam Novib engages with policy- and decision-makers to ensure that Dutch development policy responds to the needs of people living in poverty. We also reach out to our members and supporters to engage them in decision-making on issues pertaining to development, peace, international cooperation, and humanitarian assistance.

Dutch development cooperation has made an effective contribution to the social development and fair economic growth of many countries over the past decennia. For this reason, it was vital to Oxfam Novib and our allies among Dutch development organizations for the newly-elected government to be strongly committed to development cooperation over the next four years, and work to implement the UN Agenda 2030 with its Sustainable Development Goals (SDGs).

Following the outcome of the parliamentary elections in March, Oxfam Novib maintained involvement with decision-makers during the lengthy government formation process. We provided the involved political parties with policy recommendations for the inclusion of a strong development cooperation paragraph and increased financial resources. Along with eight other Dutch development organizations, Oxfam Novib sent a letter to the negotiators asking them to ensure that the new government will deliver on the SDGs, increase resources for development cooperation,

and protect international humanitarian and refugee law.

Oxfam Novib also joined the initiative by Partos (network of Dutch development organizations) and De Groene Zaak (entrepreneurs for a sustainable economy) for a sustainable coalition agreement. We called on the newly-elected Members of Parliament to put the SDGs at the core of the coalition agreement and agree on strong measures regarding climate change, tax evasion, and development cooperation.

When the new government was finally presented on October 10, 2018, Oxfam Novib welcomed the coalition agreement. As a result of our joint advocacy, the coalition has made a clear commitment to development cooperation and agreed to invest more resources to help poor countries grow. This represents a major policy change, coming after two governments that reduced the role and budget of development cooperation. The new coalition also presented key measures for tackling climate change, expressing its strong commitment to the Paris climate agreement. Dutch leadership in Europe and globally is vital if the SDGs are to be realized, so the coalition agreement is a valuable starting point for the new government to fight poverty, tackle climate change, and promote the social and economic development of the poorest countries.

Regarding our lobby and advocacy work for a fair tax system, Oxfam Novib made the most of the many influencing opportunities that occurred in October, November, and December 2017: the Paradise Papers, the Dutch tax reform proposals, the publication of the EU list of tax havens, and new state aid cases involving the Netherlands (see page 62). On the issue of migration, our efforts to confront the Dutch and other European governments with their responsibilities regarding the reception of refugees and the need to focus on human development in their host countries (be they rich or poor), started to bear fruit (see page 76).



OUR ORGANIZATION



HOW WE ARE ORGANIZED

In 2016/17 Oxfam Novib developed a new, lean organizational structure, which was further implemented and refined (meaning some minor changes were made) in the past year. For example, the Humanitarian Team was placed directly under the Board of Directors.

Oxfam Novib is an Executing Affiliate (see box) in thirteen countries, where we provide the necessary legal commitments, operational services, management support and systems to enable Oxfam to deliver effective programs. These countries are: Afghanistan, Burundi, Cambodia, Egypt, Mozambique, Niger, Nigeria, Occupied Palestinian Territory and Israel (OPTI), Somalia, Tunisia, Turkey, Uganda, and Vietnam.

Changes to the Board of Directors

In September 2017, Ton Meijers started as the new Director of Programs and Campaigns. He has been working for Oxfam Novib in several managing roles since 1994. As a board member, Ton Meijers is responsible for the Thematic Units, the unit Program Support & Impact and the Humanitarian Team.

In September 2017, our Executive Director Farah Karimi announced that she would be leaving the organization by October 1, 2018 at the latest. Farah Karimi has led Oxfam Novib for more than ten years, during which the organization, as part of Oxfam International, has grown into a movement of people fighting poverty, inequality, and injustice, with worldwide influence. The Board of Supervisors has started the process of recruiting a new Executive Director, who will remain responsible for Public Engagement, Corporate Communications, and Innovation.

A TURBULENT END TO THE FISCAL YEAR

In 2017/18 Oxfam Novib continued to develop and optimize business processes, emphasizing the importance

of transparency, accountability, and integrity. In February 2018, our 'Embedding Integrity Management' project, which was set up in 2016, spiked to the top of our priority list following the first press reports on the 2011 misconduct in Haiti (see page 86).

Understandably, this event had a big impact on the entire organization. Its effects ranged from our holding ourselves accountable and learning important lessons, through to the heavy emotional toll taken on our staff at seeing their good work being discredited by the intolerable actions of a few men. In addition, given the expected financial consequences of the Haiti scandal, we decided to place several vacancies on hold, limit the extension of employee contracts, and cut back on budget spending.

Employees

As of March 31, 2018 the total number of employees working for Oxfam Novib was 1,452, of whom 321 were based in The Hague. Just as last year, 60 percent of the employees were women. In the countries where Oxfam Novib is an Executing Affiliate 1,131 people are employed (72 expats and 1,059 nationals), with Nigeria, Uganda, and Afghanistan being the largest offices. The number of employees in The Hague increased by twelve. Our employees in The Hague represent 55 different nationalities, with 25 percent coming from countries outside Europe.

At Oxfam Novib's office in The Hague the absentee percentage is at 4.2 percent for 2017/18.

National Staff Terms & Conditions

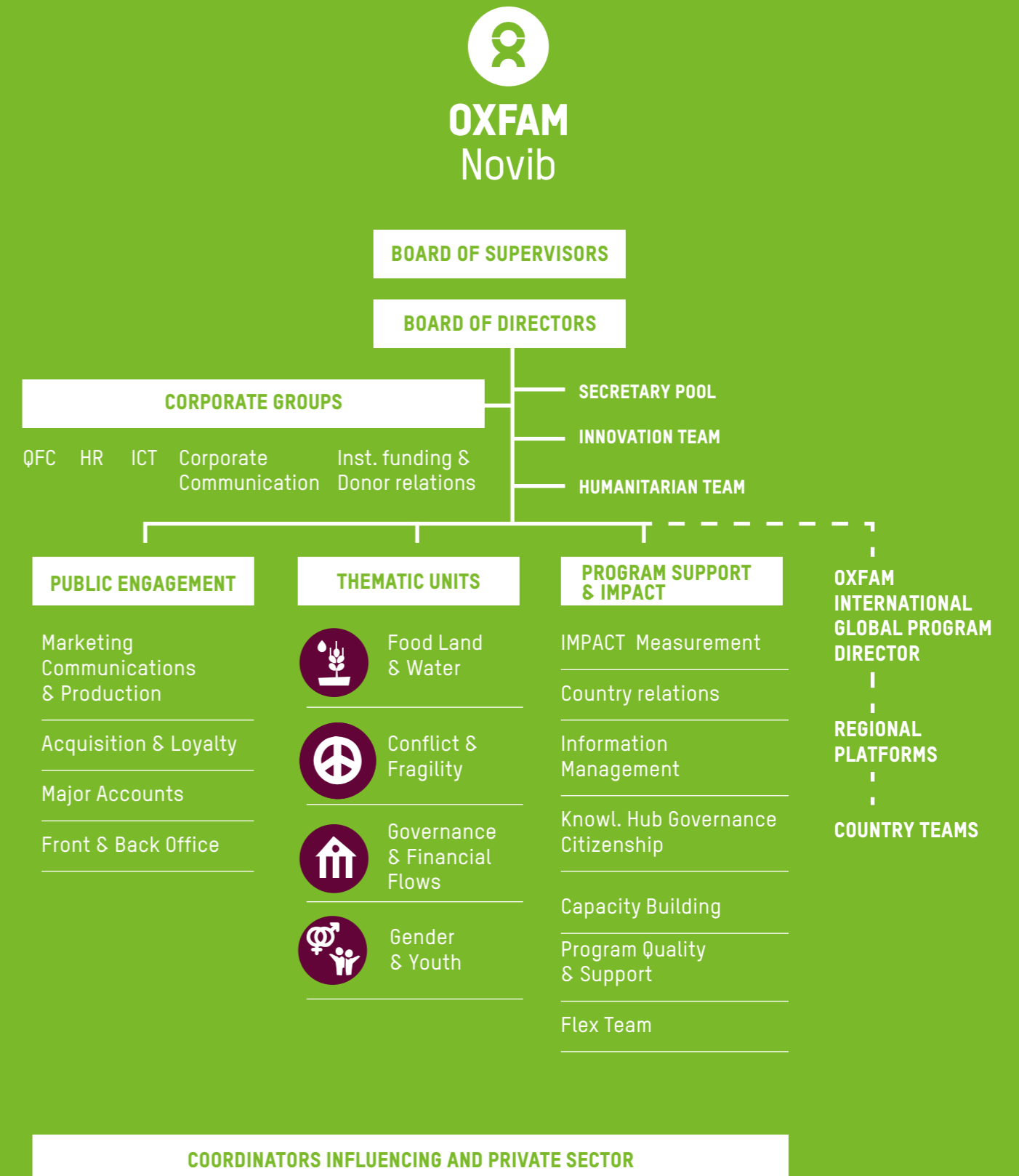
We have introduced National Staff Terms & Conditions (NSTCs) in the country offices where Oxfam Novib fulfils the role of Executing Affiliate. All NSTCs are based on the working standards, laws and regulations applicable in the country where the office is located. Just like the

Collective Labor Agreement in our The Hague office, the NSTCs are updated regularly. Between March 2017 and March 2018 all NSTCs were amended, including the addition of an important new chapter on 'Integrity Guiding Principles'. After the formal approval and signing, the HR departments in The Hague and in the country offices mutually implemented the amended NSTCs.

WORKS COUNCIL

Following the elections it held in December 2017, the Works Council once again counted nine members – including a new chair and a new daily board – and was ready to operate in full force. Overall, it was an active year for the council. It provided a positive advice for the new Director of Programs and Campaigns, following an interview with the chosen candidate, and assisted in the selection process for a new Executive Director and two new members of the Board of Supervisors. In January 2018 the Works Council decided to focus on increasing its staff representation, both in the country offices and in The Hague office. The Works Council organized a survey on current staff representations which was held across in all thirteen country offices and, based on the outcomes, provided advice to the Board of Directors on the preferred representation structures. This resulted in a revised policy on international staff representation. The Works Council had 22 meetings in 2017/18, of which eleven with the Board of Directors. During these meetings the Council was informed of the most important developments regarding countries' transition to the Oxfam International management line. Concerning the difficult Collective Labor Agreement negotiations between the Board of Directors and the unions, the Works Council proactively offered to play a role in bringing the two parties together. Furthermore, the council played a leading role in developing a new life-phase-conscious HR policy.

OUR ORGANIZATION





Tom Saater

ONE OXFAM

Oxfam Novib is an affiliate of the Oxfam confederation, in which 20 likeminded organizations join forces to defeat poverty and injustice. 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. In accordance with the Oxfam 2020 plan, we are nearing completion of the One Oxfam initiative. This means we are becoming a stronger Oxfam, with more affiliates in the global South; a confederation that is sustainable, accountable and relevant in every country in which we work. By improving our collaboration, we also enhance our efficiency, cost effectiveness, impact, and ability to influence.

In each country we have a single Oxfam program strategy, program and budget, and a single country team. Oxfam Regional Platforms, led by an Oxfam regional director, provide strategic leadership, deliver regional impact, and facilitate connections between practitioners. Affiliates engage with countries and regions as Partner Affiliates, providing thematic and capacity-building support, as well as funding; some act as Executing Affiliates that provide back office support. In 2017/18 we moved forward with helping organizations in Turkey and Colombia to prepare to join the confederation as new affiliates. By the end of the reporting year, all regional directors had been recruited and regional platforms were installed. For most countries, line management responsibilities have now shifted from affiliates to Oxfam International.

In 2017/18, the Works Council approved the requirement of a Certificate of Good Conduct from all employees, the digitalizing of staff dossiers, and the updated Code of Conduct. The council was also involved in the development of a Risk Inventory and Evaluation Plan, which will be approved and implemented next year.

DEVELOPING HR COLLABORATION

In January 2018 Oxfam Novib organized an HR Induction Week, which aims to create more collaboration between the HR departments of our The Hague and country offices. HR representatives of all country offices where Oxfam Novib is an Executing Affiliate came to The Hague to attend workshops, discuss relevant HR topics, and be provided with an introduction to the new HR System. Our HR colleagues demonstrated a selection of administrative processes, such as Job Posting, Recruitment and Selection, and On-Boarding, helped to create a common base for future collaboration. This is already paying off in the implementation of several projects, for instance the re-signing of our Code of Conduct and the implementation of SuccessFactors, a self-service HR system for employees.

DIGITALIZING HR IN COUNTRY OFFICES

To improve our HR systems and HR management information, we started to implement a digital HR system in all country offices. To engage HR employees, we conducted a workshop and included a demonstration of the system in their training program. We piloted the HR system in Cambodia (where it launched in March 2018) and Nigeria (launched in May 2018), and will now roll out its implementation to the other offices until the end of 2018.

TRAINING & DEVELOPMENT

Investing in our staff is one of the main paths to maintaining and increasing the quality of our programs. In 2017/2018 Oxfam launched the global learning and development system 'Learning at Oxfam', a platform affiliates' employees can access to submit learning and training requests. We are preparing to implement the system at Oxfam Novib so that it will be ready to start in June 2018.

SECURITY

The Global Security Team, which includes representatives of all affiliates, succeeded Oxfam's security working group in early 2018. This team will further develop our security management at confederation level, strengthen accountability through the Regional Platforms, and embed the expertise on security at all levels in the confederation. An implementation plan and subsequent support and guidance to affiliates must ensure the team can accomplish its tasks.

The Global Security Team has achieved a number of goals since its establishment. These include reviewing Oxfam's security policy, translating security toolkits into several languages, creating a crisis management protocol and an incident reporting tool, and founding a security community at Oxfam International.

OXFAM PROJECTS

Oxfam Novib collaborates on several Oxfam International projects in order to further develop the confederation and strengthen our Executing Affiliate role. In 2017/18 Oxfam Novib staff contributed

time and energy to these activities on a structural basis. The important HR projects on which we worked include:

- Embedding Integrity Management (see page 88);
- Security (see below);
- Global Reward Project (harmonization of rewards of key positions);
- Global Employee Survey 'Your Opinion Counts' (see below);
- HR System implementation Country Offices (collaboration of IT and HR departments);
- Self-service time writing system (led by Oxfam Novib's financial department).

LOOKING AHEAD

Our priority for the next year clearly lies on the Embedding Integrity Management project (see page 88). Furthermore, we plan to finalize and launch a new Collective Labor Agreement, further roll out functionalities of the HR self-service system, and implement the HR system in all country offices.

OUR PARTNERS

INSTITUTIONAL DONORS

Oxfam Novib successfully exceeded its institutional fundraising ambition of €110 million in 2017/18, securing a total of €157.6 million in newly-signed contracts. This result shows that our strategy and dedication bear fruit.

Although the Dutch government remains our largest donor in terms of income, 2017/18 saw a steep decrease in new contracts with this donor due to the lack of funding opportunities. This resulted in a share of 5 percent of the total amount, compared to 34 percent in 2016/17. At the same time, we continued strengthening our partnership with the Dutch government. We are proud of the five-year pilot agreement on coordinated relationship management signed with the Ministry of Foreign Affairs in December, which will increase the efficiency and effectiveness of our development work.

On the other hand, the share of other bilateral and multilateral donors increased over the reporting period, due to several large contracts in the area of food security, fair finance, and humanitarian aid, alongside several smaller projects in the area of human rights and citizen participation. We raised 30 percent with the Swedish, Swiss and other governments, while 16 percent originated from the European Union institutions (compared to 11 and 13 percent respectively in 2016/17).

Funding from the United Nations' programs and specialized agencies, such as IFAD for food security and UNICEF, OCHA, and UNHCR for humanitarian response, dropped from 34 percent in 2016/17 to 2 percent in 2017/18.

We put great effort into improving the collaboration within the Oxfam confederation, in order to increase efficiency, effectiveness, impact, and ability to influence. This resulted in a substantial increase in our income originating from the back donors of other members of the Oxfam family: 43 percent.

PRIVATE FUNDS AND CORPORATE DONORS

The Dutch Postcode Lottery is one of our most loyal donors. The Postcode Lottery has been raising funds since 1989 to support organizations like ours in making this world fairer and greener. In 2017 Oxfam Novib again received a grant of €13.5 million, and an extra grant for the investigative journalism project 'Money Trail', which we carry out with our partner Free Press Unlimited.

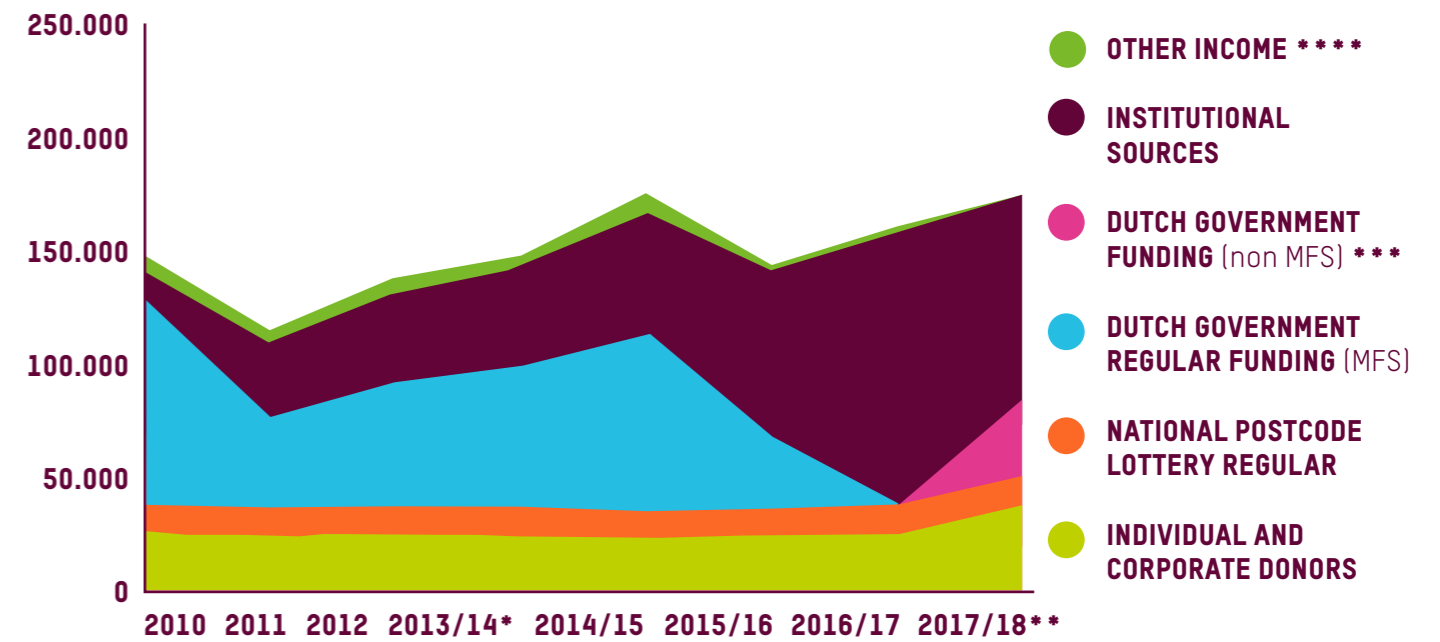
Oxfam Novib is a proud partner of IKEA Foundation, which funds our five-year program 'Empower Youth for Work' with €20 million (see page 28). We also highly value our partnership with Adessium Foundation, which is supporting a project for a fair tax system in Europe with €425,000 for 2.5 years until 2019. Thanks to our long-term partnership with the Hans Geveling Third World Foundation, we can continue our support

to small-scale farmers in Africa as well as our Oxfam Novib Fund (see page 58). In 2017/18 we started a partnership with Soroptimist Club International, which supports our project against child marriages in Pakistan, 'Marriage: No Child's Play'.

Oxfam Novib engages companies in making a positive contribution to poverty reduction in the countries in which they operate. Companies have the ability to positively impact their employees, customers, suppliers, the wider community, and the environment. In 2017/18 we extended our collaboration with our legal partner Nysingh and with WakaWaka for the distribution of 3,500 solar lights to Nigerian refugees. We continued our successful collaboration with GSRD Foundation, supporting medium-sized entrepreneurs in Vietnam, and are happy to welcome SanoRice as a new partner of our project on Gender Transformative and Responsible Agribusiness Investments in South East Asia (GRAISEA). ASN Bank has shifted its strategic focus, so our highly appreciated partnership has now ended after more than 25 years.

Two other new partners are 100% NL and Perfect Logistic Quality (PLQ). Music channel 100% NL offers Oxfam Novib free publicity in its magazine and access to its business partners through network meetings and direct connections. PLQ grants Oxfam Novib a considerable part of the revenues from the second-hand clothing, shoes, small toys, etc., that it collects and sells.

REVENUE BY FUNDING SOURCE 2010-2017/18



* Financial year 2013/14 consists of 15 months. The figures presented in 2013/14 is annualized to 12 months

** Funding source in 2017/18 is aligned with the RJ650-2016 (The Dutch GAAP for NGOs version 2016). Income from corporate donors includes foundations which are related to companies.

*** New category as of 2017/18

**** Negative other income in FY 2017/18 is related to foreign exchange losses. More information are available in Annual Account.



Sacha de Boer

TRANSPARENCY AND ACCOUNTABILITY

A sustainability policy that includes minimizing our own environmental impact is a logical step in Oxfam Novib's fight for a just world without poverty. We comply with the Dutch government's sustainability criteria for all our purchases and acquisitions. Suppliers are required 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 adhere to our ethical and environmental standards, and therefore sign the Oxfam Ethical Purchase Policies as part of their agreement.

WHAT ARE WE DOING AT GENERAL MANAGEMENT LEVEL (THE HAGUE)?

- We do not use company cars for the work we do in The Hague; instead we use and promote the use of public transport and bicycles. Much of our work takes place abroad, meaning that Oxfam Novib members have to travel. Our travel policy aims to limit air miles as much as possible. We do this by organizing meetings via Skype, webinars, teleconferences, and video conferencing, and by giving online training sessions to country office staff. When flying is unavoidable, we limit our costs by using travel agents that offer special tariffs for charities and we compensate all our CO2 emissions by contributing to the Hivos Climate Fund. In addition, our Board of Directors pays close attention to our travel policy and the number of flights made.
- We reduce our ecological footprint by using green (wind) energy. We practice energy-saving measures and we use certified materials as much as possible. When replacing lighting, we use energy-saving LEDs. We also collect our paper waste separately.
- For our canteen, an (outsourced) caterer provides services to our The Hague office. This company provides organic products and reduces food waste as much as possible. Seasonal products from local producers form part of the range of food on offer, while the caterer uses fair trade products whenever possible. In addition, all our tea and coffee are fair trade products.
- Furthermore, we increasingly combine our procurement with that of other Oxfam affiliates and country offices to achieve economies of scale. We will continue to adhere to sustainable and ethical criteria, look into green logistics, and work with suppliers to improve their supply chains.

WHAT ARE WE DOING 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 in which Oxfam operates.
- In Oxfam Novib country offices vehicles are 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.

FRAUD PREVENTION AND MONITORING

Oxfam Novib is committed to fighting fraud and corruption and to ensuring that we are accountable for funds entrusted to us. This commitment falls under our wider focus on integrity and our core values: Empowerment, Inclusiveness and Accountability. On page 88 you can read about how we have strengthened our safeguarding systems to uphold our high standards on integrity.

We continually strive to meet our organizational anti-corruption objectives and to develop tools that will enable us to deter, prevent, detect, and respond to any irregularities. These include:

- The Code of Conduct for all Oxfam employees that outlines the standards of behavior and defines ethical values and norms;
- The Speak-Up protocol which makes the confidential reporting mechanism accessible to all employees;
- A set of anti-corruption policies and procedures;
- A comprehensive register where all allegations of suspected fraud are logged, monitored, analyzed, and investigated;

- Strong disciplinary procedures for perpetrators: Oxfam Novib will take all appropriate action on employees, counterparts, or suppliers who are found to have participated in acts of fraud and corruption.

In 2017/18, 28 new cases of suspected fraud were reported and 4 ongoing cases of suspected fraud were taken forward from previous financial years. Out of the total of 32 suspected fraud cases, 14 cases were closed during the financial year 2017/18. For 6 out of the 14 closed cases the findings were consistent with an act of fraud, with an estimated total of €453,356 lost. In addition, the confirmed amount of ineligible expenditures in 2017/18 from these six cases amounted to €4,615.

RISK MANAGEMENT

Oxfam Novib works in a complex, multilevel and dynamic environment. It is therefore of paramount importance that we identify risks on different levels within the organization and manage them adequately. Risk management is therefore considered a high priority throughout the organization. Oxfam Novib has integrated risk management at all organizational levels, as well as in our relationships with our partner organizations. Our risk approach 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 confederation level: One Oxfam

During the past year most countries began working as One Oxfam within the Oxfam 2020 model (see page 99). This model strengthens the way that we work together on our common mission, but also brings with it an interdependency risk that requires careful management. Within the One Oxfam model, Oxfam Novib acts as Executing Affiliate in thirteen country offices, providing back office



Tom Saater

services. In the countries in which we are active only as a Partner Affiliate, other Oxfam affiliates provide these services (upon which we rely). Line management in all country offices is carried out by Oxfam International.

Close cooperation within the confederation is needed to mitigate the risks of interdependency, as is a clear framework on roles and responsibilities and on how, as a confederation, we are working together to prevent risk areas from materializing and to mitigate them.

Risks at the organizational level: The Risk Register

Oxfam Novib's Risk Register identifies potential internal and external risks, classifies these risks, and defines and monitors mitigation measures. Our risk register is alternately renewed and updated every six months, on issues such as the progress of the (renewed) mitigation measures. 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 mentioned in the risk registers, we determine mitigation measures 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.

One of the important vulnerabilities that the Haiti incident has thrown into sharp relief is the risk that we have as Oxfam Novib in relation to the Oxfam brand. The different Oxfam affiliates have increasingly been working together in order to achieve our mission, which means that there is also a shared brand risk; this again stresses the importance of a joint risk framework.

Risks at the country level: control framework

We also provide a control framework in the countries in which Oxfam Novib is an Executing Affiliate; all of these country offices have separate risk profiles (including 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, as well as through a solid control framework. Furthermore, all main risk areas are tested and checked regularly through the internal audits. When audits prove that risks are not managed and mitigated well enough, we draft an action plan, provide support, and plan a follow-up.

Risks at the project level: partner assessments

Risks within the projects Oxfam executes 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, 'Risk Assessment Method Oxfam Novib' (RAMON), is mandatory whenever

we take on a new partner organization. In addition, 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 country offices manage the relationships with Oxfam's local partners, potential risks are carefully managed from the country itself. Payments to partner organizations are made only when all contractual conditions have been fulfilled.

The RAMON method is used within the countries in which Oxfam Novib is acting as an Executing Affiliate. In the countries in which we are a Partner Affiliate, we rely on the methodology of other affiliates to cover the risk when taking on a new partner.

Risks at the personal level: security and safety

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 prevents our staff working safely, 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 and initiated a new Speak-Up protocol as of March 2018 (see also page 89). Following the Haiti case, Oxfam launched a worldwide comprehensive plan of action to strengthen its safeguarding measures (see page 88).

Risk at privacy level: GDPR and data privacy

As a rights-based organization, Oxfam Novib is committed to taking care with the use and processing of personal data belonging to the people and organizations with which we work. People have the right of access to their personal data and the right to rectify these. The General Data Protection Regulation (GDPR) is a new EU directive which replaced the previous data protection directive on May 25, 2018. The GDPR requires personal data to be processed lawfully, fairly, and in a transparent manner. In order to ensure that it was prepared for this change in the law, Oxfam Novib launched an internal GDPR project and adopted the ten-step approach promoted by the Dutch Supervisor (*Autoriteit Persoonsgegevens*). Following an assessment of the processing activities across the organization, we created a data processing register (one of the key requirements under the GDPR). We raised awareness and built capacities on the new legislation, ensured the user-friendliness of our websites, and updated our privacy statements. As part of our internal awareness-raising, we developed an online course that was followed by almost all staff prior to May 25, 2018. We are determined to make the fundamental right to respect for privacy an integral part of how we work with information about people.

QUALITY MANAGEMENT SYSTEM

To ensure the quality of Oxfam Novib as an organization, a Quality Management System is in place, including (but not limited to) various external quality standards. We are determined to do our utmost to meet these standards as well as our own internal quality measures.

The Oxfam Novib Quality Management System is based on the ISO 9001:2015 framework of standards (see below) and addresses a wide range of policies, procedures and tools, both for our programmatic and for our supportive and management roles. The Quality Management System enables us to perform in an efficient, professional, accountable, and transparent manner. The basis of our Quality Management System is described in the Oxfam Novib Quality Manual.

The planning & reporting cycle

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

The planning and reporting cycle is our basis for developing and making decisions on plans, progress reporting and (annual) accounting at Oxfam Novib. It can therefore be used to manage our strategic goals, provide insight into the state of affairs and monitor progress made, as well as to steer our activities. Furthermore, it ensures the effectiveness of our actions and results, thus making us accountable to our internal and external stakeholders.



Kemal Jufri

The tools used within the planning & reporting cycle are:

- The Oxfam Strategic Plan
- Country Operational Plan
- Management Letter from the Board of Directors
- The Hague Units operational plans
- Outcome framework for project targets and results
- Balanced Score Card (monitored quarterly at team and unit level)
- Financial monitoring reports
- Annual Report and Annual Accounts, including auditor's report
- Trend and Market analysis
- Business Plan
- IATI report
- Audit planning and reporting
- Risk Register
- Evaluation agenda
- Internal client satisfaction survey
- Sensemaking reports

INTERNAL AUDITS

The Internal Audit team carries out a program of audits across operations and

activities. The program, approved by the Board of Supervisors, has been developed in cooperation with our accountants and is based on an overall risk profile of the organization. The Board of Directors receives reports on audits conducted, risks identified and management's response to their findings on a regular basis, as well as an Annual Internal Audit Report.

Since January 2018, Oxfam Novib has followed a new Oxfam-confederation-wide audit methodology for Oxfam in-country operations. This methodology assesses 135 key controls across nine operational areas, ranging from partner management to donor contract management. Our plan is for internal audits in each country to take place every two years, and will include sample assessments of local partner organizations. The follow-up process ensures that the effectiveness of management response and completion of actions are being monitored and assessed, or that risks have been mitigated to an acceptable level. Part of the new methodology is the Control

Self-Assessment (CSA) tool, which will be performed by the management team of each country office in the years in which there is no formal internal audit. This CSA tool provides the Board of Directors with an overview of the risks that are managed well by the Oxfam country team and those where controls are weak and need reinforcement.

In 2017/18 the audit team performed audits in seven countries (Afghanistan, DR Congo, Greece, Mozambique, Niger, Nigeria, and Somalia) and conducted four follow-up audits (Burundi, Greece, Mozambique, and Vietnam). In addition, the Humanitarian Unit in The Hague and one Humanitarian Project in Mozambique were separately audited.

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. In the cycle of annual audits against these standards, Oxfam Novib was audited with SGS as its certifying body in January 2018, with a positive result.

Partos: Oxfam Novib also complies with the Partos standard for the development cooperation sector in the Netherlands. In January 2018, we were audited against the special Partos standard derived from the ISO 9001:2015 framework of standards. We received the Partos Seal of approval based on these 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 March 2017, Oxfam Novib was successfully reassessed for the CBF Seal of approval (in a three-year cycle of reassessments). In September 2017 Oxfam Novib also took part in the CBF annual assessment, with a positive result.

Goede Doelen Nederland, including the SBF code on Good Governance: We are party to and comply with the code of conduct for members of the Dutch charity sector's association Goede Doelen Nederland, which covers actions and standards of behavior for fundraising organizations. Oxfam Novib also complies with the code on Good Governance of the Cooperating Philanthropic Branch Organizations (*Samenwerkende Brancheorganisaties Filantropie*, SBF), which has replaced the former 'code Wijffels' and is governed by Goede Doelen Nederland. This new code 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. These are arranged in the statutes and in 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. Every day an updated project data set is published to the IATI registry. In addition, Oxfam Novib hosts a web-based project browser called Atlas (Atlas.oxfam.org) through which everyone can access Oxfam Novib's IATI project records in a customer-oriented way. Atlas also shows project information from an increasing number of other Oxfam affiliates. By sharing project information and making our data accessible, we aim to contribute to the IATI vision which entails that the making of transparent and qualitative information available to and for use by many will help to achieve the Sustainable Development Goals (SDGs). We add value by providing insight into our work, sharing knowledge, joining forces, and comparing projects and work done by partner organizations. Oxfam Novib was elected as a member of the IATI Governing Board for a two-year term starting April 2018.

Accountability Now: Through the Oxfam confederation Oxfam Novib is a member of Accountability Now, a cross-sector platform for internationally operating civil society organizations (CSOs). Together we strive to be transparent, responsive to stakeholders, and focused on delivering impact. We have signed the Twelve Accountability Commitments of the Global Standard for CSO Accountability and seek to respect human rights, be independent, and work ethically and professionally. Annually, we report publicly on our economic,

environmental, and social performance in line with Accountability Now's Reporting Guidelines to an Independent Review Panel. These reports are published on both the Accountability Now and Oxfam International websites. 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, covering all Oxfam affiliates. An Oxfam-wide accountability report for all 20 affiliates was established in 2016, and can be found at <https://www.oxfam.org/en/accountability-charter-non-profit-sector>. Reporting is done biannually through the Accountability Now website. Our next report is due at the end of 2018, covering the 2017/18 fiscal year.



Kimlong Meng

MEASURING AND LEARNING

We continuously analyze and reflect on the effectiveness of our interventions, in order to ensure that we are as impactful as possible in defeating poverty. We particularly work to find practical, innovative ways for people to lift themselves out of poverty and thrive. By learning what does and does not work, we are able to identify the most transformational approaches and to innovate where needed. Capturing and sharing this knowledge widely enables others to build on these experiences, both inside and outside the Oxfam confederation. At the same time, we strengthen our accountability to a wide range of stakeholders: the communities living in poverty, our supporters and donors, and other external stakeholders.

This chapter provides information on how Oxfam Novib has facilitated innovation and learning activities in the past year, in order to increase the quality and impact of our work and that of our partners.

MONITORING AND LEARNING

Within the Oxfam confederation, we take a common approach to monitoring, evaluation, accountability, and learning (MEAL). Our MEAL approach enables us to track progress, assess the impact of our programs, learn from our experiences, and be accountable to our stakeholders. This is key to effective management and evidence-based planning and decision-making. Our approach empowers the people and partners we work with, as they are central to our change objectives and are strategic stakeholders in our development theories of change.

In our efforts to attack the root causes of poverty and injustice, we want governments and private sector parties to adopt more pro-poor policies as well as to implement them – which requires political will. These policy processes are long, complex, and take place in a dynamic context in which several other actors intervene. Measuring progress in these areas is challenging, as common methods fall short. Oxfam Novib chose outcome harvesting to monitor its influencing results and now applies the method at an unprecedented scale and pace, for instance in all our Strategic Partnership programs. Supported by qualitative data analysis software, Oxfam Novib harvests outcomes both on change and on our contribution to that change.

IMPACT MEASUREMENT

Through impact measurement, we explore the intended and unintended effects that our campaigns, programs, and projects have on people's lives. We adapt our interventions based on the results of these studies. Methodologies can be quantitative (e.g. large surveys including Randomized Controlled Trials) or qualitative (e.g. Stories of Change, in-

depth interviews with vignettes, or focus group discussions). We prefer to apply a combination of both, the so-called Mixed Methods Approach.

An important aspect of our work is that we engage local partners and other stakeholders in our studies. We work in a participatory manner, in partnership with a large network of global, regional and national actors. To tailor our design to the strategic research questions emerging during the project, program or campaign, we continue to diversify our methodologies.

Because we can adapt our impact analysis to the asks of different levels – including the project, the larger program, and even the overarching thematic sector – we are able to systematically connect and contribute to a larger body of knowledge that underpins the strategies at each separate level. A good example here is our study on child marriage, which was directly integrated into the work of a larger consortium of partners focused on this important topic. We contributed to the larger thematic sector by presenting our work at international Conferences such as the Ninth Asia Pacific Conference on Reproductive and Sexual Health and Rights (APSRHR) held in Vietnam (November 2017), and the Sexual Violence Research Initiative Forum in Brazil (September 2017).

To find out whether our approach in the project Empowering Local and National Humanitarian Actors (ELNHA, see page 34) had had the envisaged impact, we based our evaluation on the voices of crisis-affected people themselves. In Bangladesh, we organized 20 focus group discussions and 100 one-on-one interviews in areas recently hit by flash floods. In Uganda, we held 40 focus group discussions and 42 interviews to measure the impact of interventions such as housing construction, seed distribution, and income-generating activities. Both evaluations concluded that overall, the responses of humanitarian actors were positively received by the affected people. However, another outcome was that the local organizations needed

to improve their communication and complaint mechanisms. ELNHA is already following up on these recommendations by requiring grant applicants to provide a plan on both communication and feedback mechanisms.

CAPACITY DEVELOPMENT

Oxfam Novib is privileged to partner with hundreds of local civil society organizations that are crucial to raising the diverse and locally-grounded voices needed in order to defeat poverty. We also recognize that those organizations work in complex environments, which may constrain their ability to achieve changes in two ways: due to limitations in their own capacity, or through the context in which they operate. Capacity development is therefore one of the main instruments for strengthening civil society organizations. We take a partnership approach in our capacity development efforts. We enable the building of different types of partnerships, encourage critical self-reflection, and identify opportunities for becoming more effective as an organization. We learn from each other and share knowledge and experiences with a wider audience.

Through capacity development we support civil society partners and Oxfam country offices in the following areas of expertise: thematic areas, impact measurement, (digital) influencing, and organizational development (quality and accountability). In 2017/2018 we supported eleven country offices and 45 civil society organizations. We also contributed to the development of increased knowledge and skills of 300 staff members of country offices, partners, and Oxfam Novib itself.

Our participatory capacity development contributed to the success of the Money4Medicine campaign in the Occupied Palestinian Territory (OPT) in 2017 (see page 66). After training staff at both the country office and the three partner organizations in basic campaigning skills, we co-created a tailored campaign strategy and plan. Combining face-to-face sessions with



Hoang Huy

Skype group calls, we supported the development of key messages and online and offline campaign materials (petition, campaign video, logo, press package, festival booth). Good teamwork meant that the campaign was delivered effectively and generated the extra public pressure to raise the Ministry's budget for essential medicines.

E-MOTIVE

Some of the best solutions to empowering communities and tackling poverty and inequality already exist worldwide, just waiting to be unlocked. Our E-Motive program aims to do just that: it is an international exchange program that enables peer-to-peer learning between professionals who have the power to generate impact as role models and changemakers.

The E-Motive methodology consists of six distinct steps, ranging from understanding a problem to finding and exchanging on solutions, culminating in

the application of innovative approaches. Peers from similar cultures in different contexts share their knowledge and gain unexpected new perspectives. Launched in 2006 as a 'reversed development' program, the E-Motive methodology has continuously evolved over the course of ten years, resulting in a systematic peer-to-peer learning exchange program. In 2017 the University of Utrecht conducted two in-depth case studies on E-Motive exchanges in our program Empower Youth for Work (see page 33), concluding that the exchanges resulted in fruitful outcomes. It was found that the participants in the exchanges had all gained new experiences, new knowledge, and new insights that they were able to implement into their daily work practices.

The E-Motive methodology has been implemented in two more of Oxfam Novib's multi-country programs. It is our ambition to scale up and implement E-Motive in at least two other programs, thus reaping the maximum benefit from the peer-to-peer learning.

KNOWLEDGE HUB

Oxfam has five Knowledge Hubs, each of which support learning, exchange, and debate on a different theme, both inside and outside Oxfam. The five themes are of strategic importance to the delivery of Oxfam's Strategic Plan 2013-2019. Oxfam Novib hosts the Knowledge Hub on Governance & Citizenship on behalf of the Oxfam confederation. The hub supports staff and partners across the world in connecting to, learning from, and making use of Oxfam's experience on governance and active citizenship.

The Knowledge Hub on Governance & Citizenship is a vibrant community of 300+ staff in countries and affiliate teams, working as a flexible network. It shares knowledge in an accessible way at opportune and timely moments, so that others can use this to improve or scale up their own governance work. In addition, the hub makes the knowledge and expertise of our network visible, facilitating opportunities to learn,

apply new strategies and reflect on adaptations together. The Knowledge Hub trials different mechanisms for sharing program lessons and content, experimenting with podcast series, short videos, and different styles of written content as well as peer coaching, bearing in mind that people have different learning styles.

One example of the benefits of the Knowledge Hub is the knowledge work carried out in order to respond to shrinking and shifting civic space. The hub has codeveloped an internal global influencing strategy paper on civic space, shared tools, and made visible opportunities for learning across teams and contexts. Staff also participated in the Stockholm Civil Society Days 2017 (see page 68) as part of Oxfam Novib's strategy to influence donors to increase attention for shifting civic space. Furthermore, we advocated for adapted funding modalities to enable local partners to make flexible responses to these changing contexts, and to bring often confidential situations to decision-makers' attention.

In support of the Fiscal Justice for Inequality Reduction program, the Knowledge Hub helped vibrant collaboration groups within the Oxfam confederation to explore learning questions such as: how, when and where does building awareness lead to people taking action? How, when and where does applying a gender justice lens to our fiscal accountability work lend support to transformative change? The work of these collaboration groups has led to experience and knowledge on these subtopics being exchanged across teams involved in this program.

INNOVATION

Oxfam Novib and partners are developing the next generation of programs and campaigns in various ways, including through Oxfam Novib's Innovation Fund. In 2017/18 the Innovation team deployed more than €1 million of this fund to

support new ideas from staff members within Oxfam Novib and country offices on developing exciting partnerships and concepts.

One highlight was the successful scaling up of our small and medium enterprises (SMEs) development program, which supports entrepreneurs in Africa and Asia to grow impactful and sustainable businesses. The program started four years ago as an innovative idea, received seed funding of the Innovation Fund, and now encompasses nine countries and serves over 50 SMEs. It also has the support of multiple donors and foundations and the Oxfam Novib business ambassadors' network. As of next year, SME development will be integrated into the organization as part of the youth thematic area.

This year we focused on two major initiatives: Datalab and Business model incubator. Datalab supports projects that create data-driven innovations and services for citizens. In Uganda, we developed a beta version of a local budgeting app for women with small budgets. In Vietnam, an app initiated by Datalab contributes to the resilience of people living in slums along riverbanks that are prone to floods. Datalab partners with businesses and knowledge institutes that specialize in ICT, Data Analytics, and AI.

Business model incubator is about Oxfam actively scouting, inventing, adopting and adapting ideas that challenge the prevailing business model. The Innovation Fund has seeded and kickstarted various initiatives that foster new business models. For example, Oxfam and partner Better Future started a virtual social enterprise named 'SDG Challengers.' This project aims to challenge businesses to contribute to the SDGs and reinvent their own business models, working towards a more sustainable and inclusive model. The idea was taken up by both Entrepreneurs for Entrepreneurs (see page 91) and our private sector work.

New business models were also initiated in Mexico – prototyping a model that connects solutions from rural communities to private donors through a crowdfunding platform – and in Myanmar, where Oxfam is building a hybrid business model for a municipality to construct a sustainable desludging service. In this subsidizing model, the wealthier inhabitants subsidize the service delivered to poorer households and refugees. In DR Congo, we piloted a business model that fosters local humanitarian leadership in the first phase of a humanitarian response.

OXFAM NOVIB ACADEMY

The Oxfam Novib Academy facilitates shared learning opportunities between university students and our program and campaign teams. Through applied and research-focused internships, we mobilize the knowledge, expertise and energy of young academics to defeat poverty. In 2017/18, 35 Oxfam Novib Academy students from ten different universities, colleges and research institutes cooperated with Oxfam Novib teams. The students worked on varying issues, such as impact measurement, gender justice, local humanitarian leadership, women farmers, and private sector work. 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. Additionally, we co-hosted broader learning events for students and NGOs such as the Sixth Annual meeting 'Linking Research, Policy and Practice – Students and NGOs', during which fourteen students from various universities throughout the Netherlands presented the findings of their Master's thesis research in the field of Sexual and Reproductive Health and Rights (SRHR).

BOARD OF SUPERVISORS' REPORT





BOARD OF SUPERVISORS' REPORT 2017/18

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 exercises its supervisory role beforehand as well as retroactively.

The mandate and tasks of the Board of Supervisors 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 advertisement.

The Board of Directors of Oxfam Novib consists of an Executive Director and two Directors. The Directors are primarily responsible for the realization of the statutory objectives and take the necessary decisions to this end.

In 2017/18, the Board of Supervisors met five times for the regular face-to-face meetings and held a strategy day together with the Board of Directors. The Supervisors, and the Chair in particular, also regularly act as a sparring partner and sounding board for the Board of Directors. In addition, board members commonly join meetings with stakeholders and events organized by Oxfam Novib.

COMPOSITION AND FUNCTIONING OF THE BOARD OF SUPERVISORS

The Board of Supervisors has six members and is chaired by Hanzo van Beusekom. At the time of writing, the Board of Supervisors was in the process of recruiting new members. The maximum period of tenure of the current Chair expires on January 1, 2019. Kees Tukker will not seek reappointment for a third term, as he wishes to dedicate his time to his writing. Moreover, the Board of Supervisors wishes to recruit a seventh member. The statutes prescribe that the Board of Supervisors consists of three to seven members.

The 2017/18 composition of the Board of Supervisors is included in Annex II.

THE BOARD OF SUPERVISORS AS A SOUNDING BOARD

The Board of Supervisors is regularly informed of and consulted on major changes and important strategic choices relating to various matters including organizational development, operations, finances, the strategic direction of Oxfam Novib, and decisions relating to Oxfam International. Recurring topics include the 'Oxfam 2020' transition process, working as a project organization, major projects, strategic policy choices of the organization, innovation, and the integrity project. The Oxfam Novib Board of Supervisors participates in strategic discussions on the future of Oxfam International. The Board of Supervisors

was closely involved with the supervision of the remediation measures of the 2018 safeguarding crisis.

THE BOARD OF SUPERVISORS IN ITS SUPERVISORY ROLE

In its supervisory role, the Board of Supervisors approved the Board of Directors' Balanced Score Cards, the 2016/17 Annual Accounts and Board Report, the 2016/17 Oxfam Novib Annual Report, and the 2018/19 Annual Plan and Budget. The 2016/17 Annual Report on Internal Audits and the Annual Report on possible fraud and irregularities were also discussed with the Board of Supervisors.

The financial committee, a subcommittee of the Board of Supervisors, prepares advice for the Board of Supervisors on the annual accounts, the budget, and the financial reports. The committee members also monitor major projects, the follow-up of points raised in internal and external audits, recommendations in the auditor's management letter, and the updating of the Risk Register.

The Board of Supervisors is kept informed by the Board of Directors as well as the Works Council, and through staff presentations on Oxfam Novib's various fields of activity. The Board of Supervisors also keeps abreast of events through the members' individual contacts within the organization and via participation in events and activities.

The Board of Supervisors as an employer

A second subcommittee of the Board of Supervisors is the remuneration committee, as the Board of Supervisors also serves as the employer of the Board of Directors. The members of this committee conduct performance reviews with the members of the Board of Directors. In 2017 the committee recruited a new Director of Program and Campaigns, Ton Meijers. Due to the announced departure of Farah Karimi

as Executive Director, the remuneration committee has taken up the recruitment process to find a new Executive Director of Oxfam Novib.

Oxfam International

The Oxfam International Board of Supervisors holds at least one face-to-face meeting each year. The Chair of Oxfam Novib's Board of Supervisors participates in these meetings on behalf of the organization. Among other things, the Oxfam International Board of Supervisors reviews and adopts proposals for confederation development, operational plans, budget, and governance in its meetings. As our Chair was unable to attend the March 2018 meeting, Board of Supervisors member Peter Verbaas attended this meeting in his place.

Compensation

Members of the Board of Supervisors perform their duties unremunerated. Accommodation and travel costs made in the execution of their function are reimbursed, based on a regulation applicable to all Oxfam Novib staff members and volunteers of Oxfam Novib. A total of €2,389.38 was paid out in reimbursements in 2017/18.

Closing remarks

The Board of Supervisors would like to thank our member Kees Tukker for his diligent service and excellent insights over the last six years.

The Board of Supervisors would like to take this opportunity to thank all Oxfam Novib staff members for their outstanding work in the past year. We should not forget all the excellent work we accomplish, and that Oxfam Novib has a positive impact on the lives of so many. We trust that Oxfam Novib will overcome the challenges of the past year and will emerge better and stronger.

Hanzo van Beusekom
Chair Board of Supervisors
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 2017-18 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	FY ² 2017-18	FY 2016-17
ASSETS		
Tangible fixed assets	7,566	8,277
Financial fixed assets	55,899	54,970
Inventories	19	40
Receivables from governments		
Long-term	6,200	3,667
Current	11,514	6,810
	17,714	10,478
Receivables	45,059	33,612
Cash and cash equivalents	71,876	84,315
TOTAL	198,133	191,693
LIABILITIES		
Reserves and funds		
Reserves		
Contingency reserve	16,033	15,079
Earmarked reserves	42,533	51,288
	58,566	66,366
Funds	47,156	45,159
	105,722	111,526
Provisions	2,743	3,544
Debts		
Long-term	648	1,086
Current	15,660	15,905
Prepayments from donor organizations	0	0
	16,307	16,990
Project liabilities		
Long-term	25,676	20,871
Current	47,685	38,761
	73,361	59,633
TOTAL	198,133	191,693

² FY = FISCAL YEAR

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of Euros

	FY 2017-18	BUDGET 2017-18	FY 2016-17
INCOME			
Income from private individuals	23,703	23,864	23,037
Income from companies	19,018	38,811	35,491
Income from lottery organisations	15,997	13,500	13,500
Income from government subsidies	81,036	67,628	79,951
Income from affiliated non-profit organisations	49,144	26,669	18,933
Income from other non-profit organisations	2,700	303	1,989
Income raised	191,597	170,776	172,901
Income from delivery of products / services	3,819	1,359	3,086
Other income	5	0	25
Income from fundraising activities	195,421	172,135	176,012
EXPENDITURE			
Food, Land and Water	40,518	36,775	36,993
Financial flows and Governance	52,856	45,517	49,626
Conflict and Fragility	12,648	11,847	13,576
Gender and Youth	16,248	13,700	13,281
Emergency	58,326	49,752	48,587
Public Engagement	8,204	7,653	7,745
Expenditure on goal 'structural poverty' alleviation	188,799	165,245	169,809
Direct fundraising	6,929	7,487	6,965
Third-party campaigns	461	517	392
Securing government grants	1,706	1,767	1,565
Costs of generating income	9,096	9,770	8,922
Management and administration costs	2,234	2,125	2,298
Expenditure from fundraising activities	200,129	177,140	181,029
Balance of financial income and expenses	(1,097)	903	2,001
NET RESULT	(5,804)	(4,102)	(3,015)
APPROPRIATION OF NET RESULT			
Added / charged to: contingency reserve	955	182	(2,107)
Added / charged to: project reserve	(7,977)	(7,977)	(9,164)
Added / charged to: other earmarked reserves	(778)	4,569	9,288
Added / charged to: funds	1,996	(876)	(1,032)
NET RESULT	(5,804)	(4,102)	(3,015)

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/ EMERGENCY	PUBLIC ENGAGEMENT	DIRECT FUNDRAISING	THIRD-PARTY CAMPAIGNS	GOVERNMENT GRANTS		FY 2017-18	BUDGET 2017-18	FY 2016-17
Amounts in thousands of Euros													
Grants and contributions	21,634	27,561	6,711	8,050	29,853	0	0	0	0	93,808	95,632	86,148	
Fees and other payments	1,093	1,324	270	463	1,686	0	0	0	0	4,835	5,561	3,034	
Outsourced work	0	0	0	0	0	0	0	0	0	0	0	0	
Publicity, communication, other	(136)	878	115	98	(293)	4,977	5,601	327	37	252	11,857	12,834	11,687
Staff costs	8,566	11,523	2,916	3,786	12,727	2,632	1,167	113	1,205	1,463	46,099	32,048	38,421
Provision for reorganization	0	0	0	0	0	0	0	0	0	0	0	0	
Housing costs	121	144	38	66	197	66	20	3	36	29	719	839	846
Office and general expenses	8,999	11,141	2,525	3,658	13,766	410	106	13	358	437	41,411	28,738	39,398
Depreciation	240	286	73	128	390	119	35	5	71	52	1,400	1,488	1,494
TOTAL	40,518	52,856	12,648	16,248	58,326	8,204	6,929	461	1,706	2,234	200,129	177,140	181,029
Publicity and communication (except if allocated to goals):							5,601	327	37	252	6,218		
Other internal operating costs	17,926	23,093	5,552	7,638	27,080	3,227	1,328	134	1,669	1,982	89,629		
Total internal operating costs											95,846		

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

143,770

STAFF COSTS

	FY 2017-18
Amounts in thousands of Euros	
Salaries The Hague	21,023
Salaries local contracts and ex-pats	18,686
Social security contributions	2,393
Pension costs	2,121
Temporary workers	487
Commuting costs	835
Other costs (incl. participations)	553
TOTAL	46,099

AUDITORS' FEES

	AUDIT OF THE FINANCIAL STATEMENTS	OTHER AUDIT SERVICES	TAX CONSULTANCY SERVICES	OTHER SERVICES	TOTAL
Amounts in thousands of Euros					
Mazars NV	126	197	0	22	345
Deloitte	9	0	1	0	11
EY	0	3	0	0	3
Grant Thornton	0	0	0	0	0
TOTAL	135	200	1	22	359

KEY PERCENTAGES

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	BUDGET 2017-18	FY 2017-18
Amounts in thousands of Euros						
Income from direct fundraising	35,660	30,072	37,845	40,723	48,821	36,876
Costs of direct fundraising	6,671	6,283	7,310	6,821	7,487	6,929
as a % of income from direct fundraising						
3-year average (CBF criterion max. 25%)	20,5%	19,7%	19,6%	18,8%	17,0%	18,2%
Management and administration	3,388	2,452	2,099	2,539	2,125	2,234
as a % of total expenditure (own criterion max. 2%)	1,5%	1,3%	1,2%	1,4%	1,2%	1,1%
Expenditure on goals	188,990	168,289	144,116	171,707	165,245	188,799
as a % of total income	91,4%	87,0%	89,4%	95,4%	96,0%	96,6%
as a % of total expenditure	93,9%	94,0%	92,6%	93,9%	93,3%	94,3%

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 2018 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 2018 of Stichting Oxfam Novib. We expressed an unqualified audit opinion on those financial statements in our report dated 2 July 2018. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

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

Management's responsibility

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

Auditor's responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited financial statements for the year ended 31 March 2018 of Stichting Oxfam Novib are consistent, in all material respects, with those financial statements, in accordance with the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board.

Amsterdam, 2 July 2018

Mazars N.V.

Original has been signed by: drs. R.C.H.M. Horsmans RA RV



ANNEXES



ANNEX 1: COMPOSITION OF THE BOARD OF DIRECTORS

FARAH KARIMI (1960)

Farah Karimi started as Executive Director on February 1, 2008. She was reappointed to this position by the Board of Supervisors in February 2016. As Executive Director and chair of the Board of Directors, Farah Karimi has final responsibility for the strategic direction and organizational development of Oxfam Novib. She is also the responsible director for the Public Engagement and Corporate Communication units, the Oxfam Novib Innovation Star, and is Chair of Oxfam Sweden. Furthermore, Farah Karimi is Chair of the Executive Board of the Oxfam Novib Fund.

Within Oxfam International, Farah Karimi is a member of the Executive Board, the Executive Board Operational Committee, the Executive Board Long Term Development and Knowledge Committee, and the Executive Board Finance, Risk and Audit Committee. She is also a member of the Oxfam International Humanitarian Committee. Farah Karimi represents Oxfam Novib on the Board of the Foundation of Cooperating Aid Organizations (SHO, the Dutch umbrella organization for emergency appeals).

ARNOLD GALAVAZI (1956)

Arnold Galavazi was appointed as Director of Operations in September 2014 and as such is responsible for the units Quality, Finance & Control, Human Resources, ICT, Institutional Funding and Donor Relations and Facility Services. Arnold Galavazi holds consultation meetings with the Works Council and negotiates with the union on the collective labor agreement on behalf of the Board of Directors.

Arnold Galavazi also chairs the Value Board, which oversees and defines investment thresholds, and evaluates, prioritizes, and selects new investments for the Board of Directors' approval. Within the Oxfam International confederation, he is a member of the Executing Affiliate Working Group.

In April 2017, Arnold Galavazi announced that he will not seek a second term as Director of Operations. He will be leaving the organization by September 1, 2018. Arnold Galavazi has worked tirelessly and dedicated himself to the work of Oxfam Novib throughout the past four years. He has made a tremendous contribution to Oxfam Novib's transformation into a project-based organization.

TON MEIJERS (1958)

Ton Meijers started as Director of Programs and Campaigns in September 2017. He is the responsible director for the Thematic Units, the Program, Support & Impact unit and the Humanitarian Team. Since Ton Meijers first joined Oxfam Novib in 1994 he has held various positions, including those of Program Officer West Africa, Regional Manager East Asia, Head of the Knowledge & Program Management Department, and Manager of the Program Support & Impact Unit.

Ton Meijers is also a member of the Value Board. Within Oxfam International, he is a member of the Influencing Platform and the Long Term Development & Knowledge Platform. Furthermore, Ton Meijers represents Oxfam Novib in the Dutch Relief Alliance.

ANNEX 2: COMPOSITION OF THE BOARD OF SUPERVISORS

HANZO VAN BEUSEKOM (1972)

Hanzo van Beusekom was first appointed in January 2010, with a maximum period of tenure ending in January 2019. He has been Chair of the Board of Supervisors since October 2013. Hanzo van Beusekom is a member of the remuneration committee. As Chair of Oxfam Novib's Board of Supervisors, he is also a member of the Board of Supervisors of Oxfam International, and has been elected Chair of the Governance Committee of Oxfam International.

Hanzo 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, a visiting lecturer at several universities, and serves as a board member at sSSIO.

JOYEETA GUPTA (1964)

Joyeeta Gupta was first appointed in November 2012, with a maximum period of tenure ending in 2020.

Joyeeta Gupta is Professor of Environment and Development in the Global South at the University of Amsterdam (UvA) Faculty of Social and Behavioral Sciences, and at the 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. Joyeeta Gupta is presently Co-Chair of the UN Environment's Global Environmental Outlook.

KEES TUKKER (1955)

Kees Tukker was first appointed in November 2012, with a maximum period of tenure until 2020. He is a member of the financial committee of the Board of Supervisors.

As an independent consultant and advisor, Kees 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. Kees Tukker is also working on several books, one of them being *The Food Commissioner*. This factual story about a leading figure in the Dutch food supply system during World War II will be published in the fall of 2018.

PETER VERBAAS (1959)

Peter Verbaas was first appointed in November 2012. His maximum period of tenure will end in 2021. He is Chair of the Financial Committee.

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

JAN VAN ZIJL (1952)

Jan van Zijl was appointed in June 2015, with a maximum period of tenure ending in 2024. He was appointed on the recommendation of the Works Council.

Jan van Zijl is a former Member of Parliament. He is also a previous Chair of the MBO Council and of the Cooperation Organisation for Vocational Education, Training and the Labour Market. Until January 2017, Jan van Zijl was Chair of the Dutch Council for Refugees (*Vluchtelingenwerk*), and he is Vice-President of the pension fund ABP. His other positions include that of Chair of the Foundation Learning from Each Other (an NGO in Peru), membership of the Advisory Board of Foundation Institute Gak Fund, and Chair of World Skills Netherlands.

LAURIEN KOSTER (1950)

Laurien Koster was appointed in June 2015, with a maximum period of tenure ending in 2024. She has been Chair of the Remuneration Committee since June 2015.

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



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