



ANNUAL PLAN 2017/18

OUR PRIORITIES



ON THE COVER
PEACE BROKER IN
DEMOCRATIC REPUBLIC OF
CONGO

Neema Shamwami Solange (28) is on the cover of Oxfam Novib's Annual Plan 2017/18. She was elected by the general assembly of Nyabibwe village, in the Great Lakes Region, to be a Peace Broker. She received training from Oxfam counterpart RACOF in lobby advocacy, conflict solving and management of income generation.

'I'm never afraid of anyone to defend the rights of my community. I am very proud of what I do and so are my family and husband. The rebels are close, 30 km away, and we have to avoid conflicts flaring up again. The rebels have family here and it is important to remain calm and sensible so that there will be no further conflict.'

The region of the Great Lakes has been suffering from violence and conflicts for decades. In the Peace Beyond Borders program Oxfam Novib and partners have been working towards a peaceful and prosperous region of the Great Lakes where dialogue is a cultural value and all citizens enjoy their fundamental rights and celebrate diversity.

The Peace Beyond Borders program trained 72 Peace Brokers, who are recognized and selected by their peers in their communities as contributing to peace and conflict transformation through their character or actions.

PHOTO CREDIT JEPPE SCHILDER/ OXFAM NOVIB

'WE WILL CONTINUE TO FIGHT FOR A JUST WORLD WITHOUT POVERTY'

We find ourselves in times that can be quite overwhelming. All the more reason that Oxfam Novib staff and partners, volunteers together with supporters worldwide, will continue to fight for a just world without poverty.

Our commitment to continue this fight is rooted in our common vision to realize a peaceful, fair, and free world, for our children and ourselves and for future generations. Oxfam Novib's work makes a difference in the lives of thousands of people around the world, and has continued to have impact even during turbulent times of conflicts and crises, increased inequality, heightened polarization, the effects of climate change and the highest number of refugees since World War II.



At times, it seems as if facts are considered to be irrelevant. Take a look at the political upheaval caused by the early weeks of President Trump's administration, Brexit, and the increase of populist movements in the rest of the world. Only personal perspectives and truths seem to matter. But we must ensure that facts inspire and inform our choices. Facts and figures show that the world is doing better than ever. They tell a story of a decrease in child mortality and how poverty has been reduced by half. People are becoming healthier and they live longer. There are many more young people around the world who have enjoyed an education. We are seeing the highest number in history of women who are politically and economically engaged.

Despite these encouraging figures there's much more to be done. Yet, as Oxfam Novib, we know and we can show that change is achievable. We can defeat poverty and tackle the injustices that cause inequality. We need to have the courage and hope to continue our work. The farmers who are fighting to protect their land rights; workers who are striving for better conditions in the agricultural sector; peace brokers like Neema Shamwami Solange on the cover of this plan; they are our source of inspiration. We work together to defeat poverty.

In the next year, Oxfam Novib will, together with other affiliates, develop a new strategy for our programs and campaigns in relation to the European Union. We must contribute substantially to a movement that strives for a tolerant, accepting Europe that rejects racism and xenophobia. After the Brexit referendum, European Oxfam affiliates came together and pledged to step up our work in Europe. Oxfam Novib will stand aligned with organized and non-organized groups to work on movement building.

There is a great demand for humanitarian responses to conflict, migration, and climate change. Oxfam Novib increases its capacity in The Hague for a quicker scale-up in answer to humanitarian crises. In different countries, we will focus on preparedness for emergencies. Together we should be able to react quickly, adequately, and impactful. Oxfam Novib will also continue its humanitarian work in Greece at least till the end of 2017.

The coming year will also be historical for Oxfam Novib, because all countries will transition to the One Oxfam line management structure. The objective of the One Oxfam Model is to create a much stronger and more effective Oxfam where all staff in country is reporting to their Country Director who is reporting to the Regional Director and Regional Directors report to one Oxfam Program Director. Affiliates, like Oxfam Novib, engage in new ways to countries and regions, as Partner Affiliates and some as Executing affiliates.

Through innovation and strengthening our base of supporters, Oxfam Novib plans to continue the current line of growth. We will keep investing in the Netherlands, in Sweden, and in Oxfam International. Oxfam Novib has made a huge progress in program development. The diversity of institutional donors and success rates are increasing and improving. Investments in consortium work, and multi-country programming are paying off.

Oxfam Novib strives for a year where brave people come together and unite to achieve a peaceful, fair and free world.

Farah Karimi,
Executive Director Oxfam Novib
9th of March 2017

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FOOD, LAND & WATER



'Jeffrey Tubi (49) is strolling through his yellowed cornfield. "Look, nothing" he says as he breaks the withered leaves of a plant. All his hopes are pinned on his two sons who went looking for work in neighboring South Africa. "There is no irrigation here, we only have rain to rely on. Nobody knows what El Nino will bring us next " Tubi explains as he points at the blue sky.

As climate change takes hold in Zimbabwe, with small-scale farmers struggling to maintain their yields in the face of longer and more severe dry spells, many are turning in desperation to buying commercial seeds which require large amounts of fertilizer and must be purchased anew each year. Our partner the Community Technology Development Trust (CTDT) advocates an opposite approach: making it easier for farmers to share seeds and knowledge with each other, to benefit from their collective experience on which crop varieties are most drought-tolerant.'

PHOTO CREDIT SVEN TORFINN/ OXFAM NOVIB

Oxfam supports women, men and children living in poverty to claim their right to food, land, and water. In the long term this requires a more just food system that sustainably addresses the needs and aspirations of smallholders, agricultural workers, and vulnerable communities. Oxfam and its partners have a long track record of helping people to cope with the effects of climate change and building their resilience, alongside lobbying for robust financing for adaptation measures.

The Right to Food is one of the Theories of Change in the Strategic Partnership 'Dialogue and Dissent' with SOMO and the Dutch Ministry of Foreign Affairs and projects on this

theme will this year be implemented in Burundi, Cambodia, Indonesia, Mozambique, Myanmar, Nigeria, Uganda, Vietnam, Regional Africa and South-East Asia.

GROW CAMPAIGN

GROW is Oxfam's main campaign addressing the right to sustainable livelihoods. GROW aims to contribute to building a more gender-just, equitable and sustainable global food system by empowering people living in rural poverty, particularly women, to increase their resilience and claim their rights and opportunities to fairly access food, livelihood resources and public goods.

Land rights, climate change, inequality in value chains and investment in smallholder agriculture are key areas we will address in 2017. Among others we will co-create with Oxfam country teams and affiliates who will all roll out national campaigns, thus actively implementing local-to-global principles and creating program links. More concretely, the Behinds the Brand (BtB) campaign will be continued, monitoring Food and Beverage companies on implementation of commitments made relating to gender, climate and land. We will also engage with companies and governments on how to decrease inequality in value chains.

Oxfam continues its advocacy towards the United Nations Framework Convention on Climate Change (UNFCCC) and governments with a focus on closing the adaptation finance gap as a priority among decision-makers. We will combine this with analysis and public communication on how investment in smallholder producers and adaptation finance is key for climate resilience in order to end poverty and increase food security.

We will also continue engaging with influencing national governments to secure indigenous and community land rights through better laws and policies, and when they are in place, through their implementation. As part of this work we support and host the Global Call to Action (GCA) on indigenous and community land rights; a network which now encompasses more than 550 organizations worldwide.

SOWING DIVERSITY=HARVESTING SECURITY

FARMER FIELD GUIDE

The main strategy of the Sowing Diversity=Harvesting Security program evolves around 'Farmer Field Schools'. These are regular participatory gatherings where farmers set breeding goals, identify traits and crops that have useful qualities in their specific climatic conditions and where they share (both traditional and scientific) knowledge and experience. The Farmer Field Schools work with different tools that are developed by the communities themselves, local research institutes and the SD=HS partners. These tools are continuously tested and improved by baseline survey findings. In the next phase of the program one of these tools, the Farmer Field Guide, will be made even more accessible and interactive. By including imagery, voice and checklists this guide can be used by even more (members of) communities and provide as well as gather information.

To realize food security for a rapidly growing world population, we need to drastically change the current unsustainable and unequal food production systems. The Sowing Diversity=Harvesting Security (SD=HS) program contributes to this change from local to global and vice versa. The Program helps empower indigenous peoples and smallholder farmers to reclaim their role in contributing to food security and to strengthen their

adaptive capacities. Food security starts with crop diversity. With farmers, local communities, scientists and national and global policymakers the Program collaborates towards more crop diversity in order to secure a sustainable and gender-just food production system that serves everyone. Oxfam Novib works on the SD=HS program with partners SEARICE, CTDI, Asociación ANDES, ETC Group, Third World Network, South Centre and GRAIN.

The SD=HS program has established over 200 Farmer Field Schools, reaching 83,700 households of indigenous peoples and smallholder farmers, with at least 60% women in Vietnam, Laos, Myanmar, Peru, Zimbabwe. In terms of enhancing seed security, the Program has built bridges between scientific and traditional knowledge as illustrated by an increase in the accessibility of genetically diverse and climate resilient seeds. The Program established and strengthened seed banks in Zimbabwe and Peru.

SD=HS works with Farmer Field Schools where farmers share expertise and experience, set breeding objectives, compare sowing and harvesting numbers and results and combine scientific insights with traditional knowledge and techniques. In 2017-2018 SD=HS focuses on the further implementation of baseline survey results in the different tools the program has developed jointly with partners and communities. Tools can be Farmer field guides, diversity wheels, sowing and harvesting calendars, Training methodologies and more.

In 2017/18, over 100 new Farmer Field Schools will be established in Peru, South Vietnam, Myanmar and Zimbabwe. Existing Farmer Field Schools in all Program countries (Zimbabwe, Vietnam, Peru, Laos and Myanmar) will be further strengthened. In terms of 'Methodology Improvement' the Farmer Field School tools will be enriched with modules including 'Disaster Risk Reduction', 'Bio-cultural Heritage Territory' and 'Policy'.

The Farmer Seed Enterprise that was established through the SD=HS program in Zimbabwe, will be fully operational in the coming year. It will be implementing its business plan and benefitting from the experiences of its first growing season. This Farmer Seed Enterprise will be helpful in the evaluation of local and national policy concerning smallholder farmer enterprises.

During the first quarter of the next year a consolidated baseline report will be published that analyzes the use of biodiversity for a diverse diet, the nature of the scarcity period and the role of women as the custodians of Neglected and Underutilized Species for food and nutrition security in the program countries. This report, together with experiences from the first women-led Farmer Field Schools following the curriculum on nutrition and biodiversity will form the basis for a policy brief to be published jointly with partners in the summer of 2017.

ALIVE

ACCESS TO LAND AND WATER

Hundreds of millions of people do not have secure access to land and water. Access to land and water are of primordial importance for people's food security and livelihoods. Agricultural production, infrastructural development and climate change lead to increased competition for natural resources. Often local communities lose out. Women in particular are denied their rights.

The ALIVE team, together with other Oxfam affiliates and country teams, supports the development and implementation of programs that increase access to land and water,

natural resources governance and women's land rights. ALIVE leads on Oxfam's work on land rights, provides technical support to country teams, develops new tools and approaches and influences players at international and regional level.

PRO-POOR VALUE CHAINS AND WOMEN'S ECONOMIC EMPOWERMENT

Millions of rural households produce products such as grains, pulses, sugar, coffee, and shrimps. Typically, these are bought by traders and sold into the national and global markets. Oxfam Novib's purpose is to contribute to the empowerment of rural communities in negotiating better prices for their products, better work conditions, and more relevant services by taking a comprehensive approach to value chains. The ALIVE team works in collaboration with other affiliates, country offices and the private sector to jointly develop programs that promote sustainable and inclusive value chains, alternative agribusiness models and women's economic empowerment.

The team provides technical support on topics such as private sector engagement, value chain analysis, fair company-community partnerships, gender transformative agribusiness and value chains such as on palm oil, aquaculture, and rice.

WEMAN

One of ALIVE's flagship programs is WEMAN (Women's Empowerment Mainstreaming and Networking for gender justice in economic development) that aims to contribute to food and income security, sustainable livelihoods and gender equality in Sub-Saharan Africa (Rwanda, Burundi, DRC, Niger, Mali) and Asia (Indonesia, Laos, Pakistan, Vietnam). Oxfam works with local civil society, authorities, and businesses as well as UN agencies and other donors to support them to put gender equality and social inclusion into practice in their programs. In 2017/18, WEMAN will scale up to more countries.

WEMAN enables women and men in marginalized rural communities to articulate and follow through their ambitions to address gender inequality and other root causes of poverty. Controlling their own development process, rural communities become more resilient to socio-economic shocks. In the next year, WEMAN will develop a network of practitioners and facilitators to scale up outreach.

ALIVE

In the coming year the ALIVE team will focus on its four flagship programs: land, climate change resilience, FAIR partnerships in value-chains with the private sector and WEMAN. FAIR is implemented in Indonesia; we have plans to expand it to DRC. The program will expand to African countries with successes on Private Sector Engagement and Women's Economic Empowerment.

ALIVE is looking for partnerships and companies to work with the 'FAIR-principles' in the palm oil sector. The FAIR-principles are developed to go from certified good practices to a further innovation of better practices. FAIR company-community partnerships will meet the four principles that describe the better practices in company-community relationships in palm oil production and trade within a landscape approach. FAIR is an acronym that stands for 1) Freedom of choice; 2) Accountability; 3) Improvement of benefits; and 4) Respect for rights. FAIR partnerships are considered to be a condition for climate friendly, land-efficient and pro-poor palm oil production.

GOVERNANCE & FINANCIAL FLOWS



'Shanaj Parvin and her family rent a small room near the garment factory where Shanaj works. The owner of the factory is building a little palace near the factory. Shanaj walks past it every day when she is on her way to her room.'

In Bangladesh, one-third of the population lives below the poverty line. This number is still increasing due to the unequal distribution of resources and income inequality. The tax system is outdated. Corporate companies take advantage of this. Oxfam Novib fights this injustice through tax justice programs worldwide.'

PHOTO CREDIT: SAIKAT MOJUMDER/ OXFAM NOVIB

Inequality is growing around the world. Every year, the gap between rich and poor gets even wider. Today, just 8 billionaires own the same wealth as the poorest half of the population. The combination of high and growing inequality with an enormous youth bulge creates human suffering and social friction, but also undermines economic growth. Such inequalities are exacerbated by unfair tax policies and an unfair global financial sector, nurtured by political and economic elites bending the rules in their favor, leaving poor people with little voice.

Oxfam empowers civil society organizations to hold governments and the private sector to account, including protecting and widening the space for civic action. We influence governments and international institutions to tackle tax evasion and avoidance; we encourage them to increase their transparency and accountability of budgets, and ensure

pro-poor fiscal policies. We engage them in enhancing (new forms of) development aid and innovative finance. We advocate for governments, international institutions, and the private sector to ensure an inclusive, sustainable and stable financial sector; a sector that works in the public interest and that serves smallholders and people living in poverty with adequate financial services.

Finance for Development is one of the Theories of Change in the Strategic Partnership 'Dialogue and Dissent' with SOMO and the Dutch Ministry of Foreign Affairs and projects on this theme will in the coming year be implemented in Cambodia, Egypt, Indonesia, Morocco, Netherlands, Niger, Nigeria, Occupied Palestinian Territory and Israel (OPTI), Pakistan, Uganda, Vietnam, Regional Africa, South-East Asia (Indonesia, Vietnam, Cambodia, Laos, Myanmar).

EVEN IT UP!

The worldwide gap between rich and poor is widening. Most people in the world live in a country where the gap between rich and poor is worse than thirty years ago. One of the most pervasive – and oldest – forms of inequality is that between men and women. Men are over-represented at the top of the income ladder and hold more positions of power as ministers and business leaders. Meanwhile, women make up the vast majority of the lowest-paid workers and those in the most precarious jobs.

That's why in the coming year, Oxfam Novib will continue campaigning to 'Even it Up'. Together with other affiliates and partners, we decided to boost the global fight on inequality, challenging the growing gap between rich and poor, but now with far more focus on country-level campaigning.

This ambition is captured in the Oxfam FAIR program (Fiscal Accountability for Inequality Reduction.) Oxfam Novib will continue playing a vital role shaping and fundraising for the Oxfam FAIR program. What this means in practice is that already in the coming year together we will rebalance the campaign to focus more on policy and practice in the global south, because that's where participants were convinced that real change will happen.

CIVIL SOCIETY SPACE AND STRENGTHENING

The last years, we have seen a worrying trend of shrinking space for civic action, making it ever more difficult and risky for individuals, groups, movements, and civil society organizations to stand up for their rights. Oxfam Novib has played a leading role in Oxfam in developing a global influencing strategy on civic space, which it will be rolling out in the coming year.

Last year, we learned that civic space needs stand-alone resources and that investing in coalitions for a stronger voice is effective. We also noticed that people are feeling excluded from the political systems. It is therefore key to continue our project on Deepening Democracy countering polarization and contributing to social cohesion.

In addition to the ongoing work on civic space together with country offices and local partners, Oxfam Novib will also focus in the coming year on influencing the Dutch agenda on development cooperation and aid. We aim to engage actively in the debate regarding rising populism and the challenge to democratic values.

TRANSPARENT & ACCOUNTABLE FINANCE

Oxfam is pushing for a pro-poor, transparent and accountable financial sector, which applies environmental, social, good governance and human rights criteria. We promote access to adequate financial services for all and contribute to fair tax rules.

One way we are pushing for a pro-poor, transparent and accountable financial sector, is with the Fair Finance Guide International. The Fair Finance Guide is a web-based tool that enables bank clients and policy holders to make their bank more socially responsible, fair, and sustainable by benchmarking it on several themes. Currently the Fair Finance Guide is available in nine countries, being The Netherlands, Japan, Sweden, Brazil, Belgium, Norway, Indonesia, France and Germany. Sustaining the existing Fair Finance Guide International and expanding its reach particularly in Asia, it will be a priority for the coming year.

Another priority for the coming year will be the work on the “Bank Covenant”. Last year Oxfam Novib, Amnesty International Netherlands, and PAX came to an agreement with the Dutch Association of Banks, unions FNV and CNV, and the Dutch Ministry of Foreign Affairs regarding a human rights covenant for banks. The agreement aims to contribute to the prevention or termination of human rights abuses by companies to which banks issue loans. ABN AMRO, ING, Rabobank and the development bank FMO have committed to the agreements.

THE VOICE FUND

Voice forms an integral pillar of the Ministry’s overall Dialogue and Dissent policy framework which aims to strengthen the capacity for lobby and advocacy of civil society organizations in low- and lower-middle-income countries to allow for participation in mainstream development processes. It supports the most marginalized and discriminated people in Mali, Niger, Nigeria, Uganda, Tanzania, Kenya, Laos, Cambodia, Philippines, and Indonesia. It aims to amplify and connect thus far unheard voices in efforts to leave no one behind. Voices of, for example, people living with disabilities, lesbian, gay, bisexual, transgender, intersex people, and women facing exploitation, abuse and/or violence.

Since Voice targets vulnerable or marginalized groups that are often the hardest to reach, innovative approaches to strengthening lobby and advocacy capacity as well as empowerment are essential. A linking and learning process encourages sharing of lessons learned, and provides a forum for mutual learning and empowerment.

In the coming year, significant time will be spent on the provision of grants at global and national level and the financial management associated with grant giving. We have also scheduled capacity assessments of grantees, the organization of a first global community of practice and an annual training event. Since outreach to marginalized and discriminated groups plays a particularly important role within Voice, a small annual budget is also set aside at country level to carry out outreach project such as road shows.

GENDER JUSTICE



“Youth in Niger joined together for the presentation of the program against child marriage. Groups will be formed of 10 boys and 10 girls called: "espaces". Here they will discuss topics like marriage, sexuality, health and education in order to be empowered.

Each year, 15 million girls are married before the age of 18. Most of these girls are deprived of their fundamental human rights to health, education, safety, and bodily integrity. Oxfam and partners work so that young people, especially girls, are able to decide if and when to marry and pursue their sexual and reproductive health and rights in a supportive environment.

Oxfam Novib is part of the ‘More than Brides’ Alliance. Through its 5-year program ‘Marriage: No Child’s Play’, this alliance aims to reduce child marriage and its adverse effects on young women and girls in India, Pakistan, Malawi, Niger, and Mali.’

PHOTO CREDIT CHRIS DE BODE/ OXFAM NOVIB

Oxfam Novib transforms unequal power structures that impact women’s and girls’ rights and needs. Women and girls should have equal opportunities and should be able to fully enjoy their rights, free from all forms of violence and discrimination.

That’s why in the year to come, Oxfam Novib will continue implementing projects such as Women on the Frontline and Marriage: No Childs Play and Promoting and protecting human rights of sexual minorities in Pakistan, Zimbabwe and South Africa.

In the Women on the Frontline program we have been strengthening women’s groups across the Middle East and North Africa (MENA) region to contribute to make sure that women play a vital role in reaching peace, security, and equality. Oxfam Novib is also part of the More than Brides Alliance that is implementing the program called Marriage: No Childs Play in which we are combating the practice of child marriage by addressing the root causes of this practice, including financial and cultural elements. Oxfam Novib

contributes to this program in Mali, Niger, and Pakistan where we work together with local partners, such as the Indus Resource Center and Bedari in Pakistan, the Forum of African Educators in Mali and SOS FEVVF in Niger.

Next year, we will develop a clear business case for Gender Mainstreaming that we believe will be crucial to ensure that gender is at the heart of all Oxfam projects. The business case will present in detail the level of investment (both human and financial resources) needed in each phase of project and program development and implementation, from initial design to closing and evaluation.

We also want to be known as the organization that knows how to change social norms regarding women's rights. In the coming year, we will carry out formative research to better understand how social norms concerning gender relations and women's position and role in society are established. This knowledge will help us to design effective interventions to change negative social norms. In particular, these formative researches will be applied in the design of national campaign against violence against women, within the banner of the Oxfam campaign ENOUGH!, launched in November 2016. Research will be conducted in Nigeria, Uganda and two additional countries still to be identified.

Another related research project that will be implemented in collaboration with Oxfam University is a research on social norms regarding child marriage which will be conducted in Pakistan within the context of the Marriage: No Child's Play project. This research will serve us in the assessment of current interventions and adaptation for broader impact.

Oxfam Novib will continue developing and implementing projects and programs on Sexual and Reproductive Health and Rights.(SRHR) Together with local partners, like the South African organisation the Triangle Project & The Inner Circle, the Gender Justice team will further implement the pilot project Say YES in countries in the Southern Africa region which focus on providing access to reliable SRH information and services for young people, in particular sex workers and LGBTI individuals. We will also develop the Women on the Move project aiming at empowering refugee, internally displaced and migrant women and girls to claim their rights to SRHR and live free from violence.

YOUTH, ACTIVE CITIZENS



‘To increase job opportunities, young people need to obtain knowledge and skills. We support training institutions to develop youth-friendly, market-driven training and replicable delivery mechanisms. We help to organize networks of young people that strengthen youth confidence. The women on the photo are participating in a co-creation workshops in Pakistan.’

PHOTO CREDIT KHAULA JAMIL/ OXFAM NOVIB

Young people are the active citizens of today and leaders of tomorrow. Today’s youth population is larger than ever: 1.2 billion people are between ages 15 and 24, and 90 percent live in low-income countries.

Young people themselves have the best understanding of the realities of their own lives, and can be a powerful force for transformative political and social change. At this crucial stage in life, as identities develop, young people face political, cultural, social, and economic barriers that hinder their ability to contribute to positive social change. Girls and young women are affected the most as they face severe forms of discrimination and violence.

The youth team will work in collaboration with affiliates, country offices and young women and men to take Oxfam’s work on youth empowerment to the next level. The team will build upon existing work and experiences and jointly develop and expand interventions. Through the activities they continuously aim to inspire and innovate and break away from traditional ways of working.

The Youth Team will work with country offices, allies, partners, youth groups and movements to use co-creation trajectories with young women and men to develop and implement new programs on youth empowerment and to scale-up existing activities. The team will, in development and implementation alike, work *with* youth, not for youth. The team ensures multi-actor and multi-level linking and learning activities to strengthen the work on youth empowerment and will collaborate in the development and implementation of influencing and (digital) campaigning strategies and interventions.

In the next year, the youth team will support a Youth Employment project in Morocco, Tunisia, Egypt and Jordan where this project will focus on youth participation and increasing and improving existing jobs for young people. In Egypt for example private sector partners have been contracted to support local businesses to improve their ways of working in order to have increased jobs available for young people. They will build on the Work in Progress program, promoting youth employment in previous years.

In the project Empower Youth for Work project which is in Bangladesh, Indonesia, Pakistan and Ethiopia the team has undergone research to scout for champions in the global south that have promoted entrepreneurship in rural areas especially for young women. The country teams and these champions in the coming years will use a proven methodology called E-motive which will involve exchanges and mutual learning in order to strengthen the access to youth business in rural climate change affected areas.

The program will start a research project on what works for 'youth social norms change' regarding the economic and political roles of youth in contexts of conflict and fragility. Furthermore, the team will be using the outcomes of research on how youth can influence to improve the strategies for young people to be heard in their local contexts in order to obtain their rights to improved employment, SRHR and quality education and skills.

“

CONFLICT & FRAGILITY



“Epimac Nakumazambo is a Peace Broker in Burundi. As community leader he focuses on economic development of women. Epimac is a gym teacher and Chairman of the peace committee that engages in the economic development of his village. He coordinates the rehabilitation of a bridge and of the road that runs to the next village. He is also in charge of the construction of a coffee factory and is committed to the economic independence of women.

The Oxfam-led Peace Beyond Borders program works with communities to define why the conflict keeps recurring – issues of competition over land and weak governance are central – and to draft and implement a bottom-up “Regional Roadmap to Peace”.

PHOTO CREDIT JEPPE SCHILDER/ OXFAM NOVIB

Conflict obstructs development and is a key driver of humanitarian need. Oxfam Novib addresses the root causes of conflict so that people find peaceful solutions and transform their lives.

For the coming year the team will prioritise quality implementation of the projects funded by the Addressing Root Causes (ARC) Fund of the Dutch Ministry of Foreign Affairs in Burundi and Pakistan, and the NAP 3 program in Afghanistan on Women, Peace and Security (WPS). In Burundi, for example, the project, “Nyubahiriza” – “Respect me”, is developed by Oxfam, Impunity Watch and CARE to address the most important root causes, of the past and present insecurity and violence - in a gender-sensitive and youth-inclusive manner. The program will be implemented in twelve communities belonging to the provinces of Cibitoke, Bujumbura rural and Muyinga.

Conflict & Fragility is also one of the Theories of Change in the Strategic Partnership 'Dialogue and Dissent' with SOMO and the Ministry of Foreign Affairs of the Netherlands and projects on this theme will be implemented in Afghanistan, Niger, Occupied Palestinian Territory and Israel (OPTI), Pakistan, South Sudan, Yemen, Myanmar, and Democratic Republic of Congo (DRC). Focus will be on quality programme implementation, learning and linking to global influencing efforts.

Learning from ongoing work described above, the Conflict & Fragility team, will build and scale up programmes on inclusive peace and security and women, peace and security. The team further aims to develop further programming on addressing root causes of conflict and insecurity in the fields of preventing violent extremism and migration. We expect that Oxfam Novib can have an added value in the area of youth and migration while adding a clear understanding of gender dynamics.

Actual plans will be: scaling up the *Safety First* multi-country programme on inclusive security; develop a multi-country Women Peace and Security programme called *Women Peace Security: What works?* connecting global advocacy efforts with in country programming on Women Peace and Security; and connected to our displacement and migration campaign develop a multi-country campaign on displacement. Further programme development efforts will build on past Conflict Transformation work with a specific focus on preventing violent extremism.

HUMANITARIAN RESPONSE



'Rana Asheek Ahmad is married with three children. Rana is on the way to her husband who is already in Germany. He sends them money every few weeks so they can go to the supermarket and buy food that makes the children happy. They love burgers and pizza. The family arrived in the camp 4,5 months ago from Aleppo' Oxfam is supporting people across the Northwest Epirus Region'

PHOTO CREDIT: ILVY NJIOIKTJIEN/ OXFAM NOVIB

Oxfam is working in a context of increasing numbers of protracted crises, many countries are immersed in conflict and the frequency, scale and magnitude of humanitarian emergencies has intensified.

A high priority in the coming year remains our work on strengthening local leadership in humanitarian work at national and global level. The global agenda on local humanitarian leadership is becoming increasingly visible in the humanitarian sector. The World Humanitarian Summit in 2016 led to two major contributions in the sector: The Charter for Change (C4C) and The Grand Bargain: The C4C is an initiative to implement changes to the way the humanitarian system currently operates to enable more locally led responses. The Grand Bargain is broader than the local humanitarian leadership agenda alone, including commitments covering cash-based programming, standardized reporting, and participation as well as commitments in support of local and national responders. Within this context, Oxfam will continue implementing its own methodology on this topic in the 'Empowering Local and National Humanitarian Actors (ELNHA) Project' in Uganda and Bangladesh, in which we are putting the interest of women, men and children affected by disaster at the center.

Oxfam is also working in ongoing humanitarian emergencies. One example is the crisis in Lake Chad Basin (LCB). The crisis began seven years ago, in North East Nigeria and has spread across borders affecting neighboring countries Niger, Chad and Cameroon resulting in more than 9.2 million people in need of humanitarian assistance and 2.6 million people forced to leave their homes and 65.000 people living in famine conditions. With difficulties in bringing attention to the crisis, Oxfam, like many other INGO's, has struggled to respond at the scale required, partly because the response remains heavily underfunded. The ongoing Oxfam response is focused on WASH, Emergency Food Security, and Vulnerable Livelihoods (EFSVL) and protection.

The coming year will also focus on ensuring that we are recognized as a strong, credible, and visible humanitarian actor in the Netherlands. This implies timely, quality and sizable humanitarian responses, high quality grant/project management and successful fundraising amongst home donors and the Dutch public. We will also support an effective and efficient humanitarian refugee/ migrant response in Greece and contribute to the global Oxfam migration strategy. As Executing Affiliate for Uganda, Somalia, Afghanistan, Nigeria, Niger, we also provide support to the country offices to take charge of new or ongoing category 1 or 2 emergencies.

One of the lessons learned by the Humanitarian Team has been the need to improve the documentation of our programming, especially for projects that are of potential interest to a wider group. For example, Oxfam Novib has a lot of experience with capacity building of humanitarian actors, but it lacks clear publications demonstrating this. This undermines our claim to having that particular expertise and it hinders others interested in making use of our experience and lessons. Sharing our experiences will therefore also be a high priority for the year to come.

PUBLIC ENGAGEMENT



‘Volunteers at the Artis Zoo photo exhibit of 'Share a Seed'. Photographer Sacha de Boer recently visited Oxfam Novib's 'Farmer Field Schools' in Zimbabwe. Here farmers, mainly women, learn to harvest seeds that are compatible to climate change. The small-scale farmers now often buy seeds from large corporate companies, promising them high yields. But harvests fail on a large scale for those seeds are not resistant to the extreme weather conditions in Zimbabwe. As a result the Zimbabweans now have to deal with disastrous hunger.

The photos of Sacha de Boer are exhibited in a traveling photo exhibition 'Share a Seed' on several locations in the Netherlands. www.shareaseed.nl

PHOTO CREDIT H.P. ALTING VON GEUSAU / OXFAM NOVIB

Engaging with the Dutch public is a responsibility off the entire organization; even more so now as societal changes risk to run counter to our own values and beliefs. To understand points of opportunity, audience insight is an important part of our public engagement approach.

AUDIENCE INSIGHT

Audience insight will be an important part of Oxfam Novib's public engagement approach. Our engagement, both offline and online, will be coordinated across teams and based on the areas where our research shows we can mobilize and influence target audiences. Public Engagement aims to find the right balance between being relevant for the target groups in our society and sending our messages. However, it is always our challenge to

listen and use insights; combined with being true to Oxfam Novib's mission and vision as an organization.

BRANDING

Last year, Oxfam Novib developed a new branding strategy centered on Oxfam Novib's unifying goal: 'We Defeat Poverty'. In the next year, we will give substance to this promise and be publicly visible. In the next year, Public Engagement together with the communication team will implement the new branding strategy throughout the organization and in all communication to external audiences.

In terms of branding we have two main objectives, which are linked. Firstly, we aim to further implement the new Oxfam Novib positioning in all our communications, fundraising and campaigning. With the internal training of staff completed by the beginning of the fiscal year we believe we have cemented a solid foundation to live our brand from the inside out. However, proper and consistent implementation of our brand positioning in literally all our communication and campaigning materials on the Dutch market will take longer and needs to be followed throughout 2017/2018.

Secondly, in relation to the further implementation of our new brand positioning we strongly aim to be visible outside our owned and earned media the whole year round. Activities such as Direct Response Television will contribute to this significantly. We need to continue to invest in being visible for our audience and firmly position our promise 'We Defeat Poverty' in a competitive charity market.

PUBLIC HIGHLIGHTS

The Public Engagement unit supports public actions of programs and campaigns and organizes recurring annual moments like the International Documentary Festival Amsterdam.

One of the main campaigns for 2017/18 is the Davos report on inequality. Eight men own the same wealth as the 3.6 billion people who make up the poorest half of humanity. Oxfam has highlighted the fact that the gap between rich and poor is far greater than we have ever feared. The Even it Up campaign will continue its fight for fair taxes. With the upcoming report we focus on how this money should be invested in education and healthcare in developing countries. The Davos reports are extensively covered in Dutch media and we aim for the same publicity in 2017.

MEASURING & LEARNING



'The Vietnamese Nguyen Thi Thanh Phuong and her husband, Nguyen Huy Hung are living about 100 km north of Thái Nguyên city. They have two children aged 5 and 4. They both come from poor backgrounds but nevertheless their families enabled them to study. Phuong studied accountancy and Hung did a technical study. After their studies they decided to start a business together. They saw the potential for making briquettes from sawdust as fuel for cooking.

TYM is a microfinance institution based in Hanoi, Vietnam. It has been functional to the development of the company of Phuong and Hung. Their dream was supported by a loan catering to their specific needs. The perseverance of Phuong and Hung in difficult times eventually led to a healthy company that is able to support small businesses in the region and thus have the 'multiplier effect'. And this is exactly the goal of our investment in microcredit organizations through the Oxfam Novib Fund.

PHOTO CREDIT [DAVIS PHANH/ OXFAM NOVIB](#)

MEASURING RESULTS

Oxfam Novib has been investing in robust monitoring and evaluation, impact measurement and knowledge exchange. We are currently providing a variety of methodologies to measure impact and outcomes, such as randomized control groups, surveys, stories of change, discourse analysis and outcome harvesting. For the coming year, we have particularly taken on the challenge to make effects of influencing measurable.

In the baseline surveys for the Strategic Partnership ‘Dialogue and Dissent’ with the Dutch government, a new online component was developed and piloted in a couple of countries. This online part of the quantitative survey is used for baseline determination as well as for profiling certain target groups as an input to campaign strategies. In the coming year, more online work is expected, and a new study is already planned for Morocco.

We have also specialised ourselves last year in Outcome Harvesting. With this expertise, we will now measure policy change both in the private and the public sector. This methodology, applied in multiple projects in Oxfam Novib, will generate many in-depth narratives on how influencing played a part in the changes observed.

CAPACITY DEVELOPMENT

Our capacity building team will contribute to improving the quality of programmes and proposals/ projects by providing concrete support to teams in countries. The team houses expertise in quality performance, monitoring and evaluation, finance and influencing. Last year we have also learned that there is a recurrent need on building capacity to appropriately setting up and close projects.

SHARING KNOWLEDGE & LEARNING

Oxfam Novib seeks to be a knowledge-driven organisation. As part of this ambition, we have prioritised better use of existing data, information, and knowledge. Oxfam Novib is convinced that there is a world to gain in making better use of the information, knowledge and expertise that is already available in the organisation.

Oxfam Novib also hosts Oxfam’s Knowledge Hub on Governance & Citizenship. This knowledge hubs encourages staff to actively take part in the dynamic knowledge network, facilitates knowledge exchange and learning and curates an accessible institutional memory. In the next months, the Knowledge Hub will prioritise the facilitation of learning groups on and offline, particularly on Fiscal Accountability for Inequality Reduction, the production of a Civic Space Track Record, and begin work towards an updated and shared Framework of Governance & Active Citizenship.

The Oxfam Novib Academy facilitates internships in Oxfam Novib to bring together research and practice with the goal of increasing the impact of our campaigns and programmes. In the coming year, we aim to facilitate at least twenty internships for bachelor and master students. Since the start of the Academy in January 2015, we have succeeded in engaging more than fifty students. They have been able to increase their professional experience, learn about what it means to work in the field of international development while contributing to Oxfam’s mission.

INNOVATION

Oxfam Novib aims to enable radical innovations. We will thereto pro-actively seek to create innovations in Humanitarian Aid. We want to train potential innovation leaders on creative leadership by developing a training/coaching online program together with partners in Pakistan and Indonesia, that is partially based on the Impact@scale program that Oxfam Great Britain is running. We will also scout unlikely allies for innovations and get them to collaborate with us and we aim to increase the impact of our program by focusing more on Small and Medium Enterprise that have a big impact potential. Lastly, we want to develop a Datalab in Vietnam, Jordan and/or Uganda. A Datalab will build at least one data service that adds value to citizens as well as to local programming.

OPERATIONAL AMBITIONS



'Ya Aji Muhammad, left, is one of 15 volunteers for the 'Water and Sanitation' program (WASH), set up by Oxfam in the Lake Chad Basin region in Nigeria. She has been appointed by Bulama, the village head. Today she visits people in the district with information on hygiene measures to avoid cholera. She explains, using illustrations, that human excrement still poses the biggest threat. 'Baby potties should immediately be emptied into the latrines,' she explains to mothers.

Oxfam has been working in the host community Kabbar Malia in Maiduguri. At the request of the district administration, a water tower was constructed, with several distribution taps in Kabbar Malia, a neighbourhood in Maiduguri city. This area was under heavy fire during the rise of Boko Haram and was subsequently evacuated and left derelict for years.

PHOTO CREDIT SVEN TORFINN / OXFAM NOVIB

OXFAM 2020 – CHANGING RELATIONS

The Oxfam 2020 strategy aims for smarter ways of working, a strong knowledge and influencing network and strengthening management and program quality of country and regional offices as well as strengthening southern voices in Oxfam's processes of decision making.

In 2017 all countries will transition to the One Oxfam line management structure. This is a historic development, not only because formal accountability and implementation

structures will change significantly, but also because affiliates' and individual behaviours will need to adjust to those changing working circumstances. New will also be the Regional Platforms, that will provide strategic leadership, management, and accountability; deliver regional impact; facilitate connections and coordination between practitioners to share knowledge, and enable operational agility and efficiency.

Oxfam Novib is keen to lead by example and wants to inspire all parties to embark on this process of change as much as it wants to be inspired by good examples shown by others. Last year, we recruited country relation managers to broker between the needs of countries and The Hague to ensure a smooth collaboration and to represent Oxfam Novib in the Oxfam country governance groups at a strategic level.

The main objectives for the next financial year are to make sure that country relation managers have developed solid working relationships with those The Hague based units that play a pivotal role for the 13 countries where Oxfam Novib is Executing Affiliate (back office) responsibilities (i.e.: HR, IT, QFC, Institutional Fundraising and Communication), and that Oxfam Novib is fulfilling its Partner Affiliate role in a consistent way, across countries and regions. We also foresee that new administrative processes will have been developed, approved, and rolled out. At an operational level, further alignment with other affiliates, regarding ways of working, levels of financial investments and coordination around support activities to Country Offices and Regional Platforms, will be visibly in place.

TRANSPARENCY & ACCOUNTABILITY

Also this year, Oxfam Novib will continue taking a leading role in opening our data according to the IATI standard. The IATI standard is a common, open, international standard for publishing more, and better, information about aid. Via our project browser Atlas, we make IATI easily data accessible to a wide audience. In the coming year we aim to increase the data we share, and improve the quality of data that is shared. We will also adjust ATLAS technically, so it will be able to read new different data sets. Moreover, we aim to help a first group of partners to also become IATI compliant.

While we emphasize the importance of open data, we also acknowledge the increase in high-profile security compromises globally over the last few years. This has highlighted the need to adopt a far more comprehensive approach to information security – one that covers 'people, process, and technology.' Oxfam Novib's ICT team will therefore take a leading role in developing an Information Security Plan. The institution of a security-awareness programme will be one of the most important pillars to contribute to a secure working environment.

INVESTING IN PEOPLE

One of our main paths to contribute to program quality is by enhancing capacities of staff and partners. In the current financial year we have reached approximately 200 members of staff of Country Offices and partners and forty members of staff of Oxfam Novib. We have learned that the most effective way to transfer skills is "learning by doing", helping program and project teams to achieve their own deliverables by co-creation, co-implementation and coaching have proven to be the most effective interventions.

COST EFFECTIVENESS

Since it is Oxfam Novib's goal to invest as much of every incoming Euro in the beneficiaries of our programs and campaigns, the organization is very eager to always

improve its cost effectiveness. Firstly, Oxfam Novib's recent reorganization was prompted by a strong and real need of cost effectiveness, amongst others a result of the ending of the Dutch block grant funding. Its new structure and organogram is lean. Project ways of working are being institutionalized. Resource pool working, time writing and tariff budgeting are being further developed. Restricted income projections made over the past years are reworked and updated.

Next, one of the main objectives of the ICT team is to further develop our leading role in the effective and efficient adoption of the shared services (cloud) tools such as Oxfam Service Desk, Office365, Box, Compass, Skype for Business, ServiceNow, Moodle and WorkPlace. ICT also has planned for the next year the effectuation of the ICT service catalogues and service level agreements with country offices and units through an internal 'Pay per Use' business model, in which budget for certain ICT services is provided for by the CO or unit budget. This will lead to a more customer-client relationship between ICT and the teams we support. In addition, it will lead to more cost awareness by end-users which will reduce redundancy in the demand for services.

INCOME STRATEGY

Oxfam Novib's organizational fundraising and income objectives are set high, as we fully acknowledge the importance that institutional or restricted incomes are offering the confederation in reaching its objectives in full. Restricted funding is fully integrated in the ways of working and the organizational structure of Oxfam Novib. Dedicated staff is tasked with donor engagement and income strategies, with specific focus on its home donor, and shared home donor (European Union and ECHO).

This year, the highest annual amount of contracts signed with institutional donors was reached. Our focus for the next year(s) is that of growth and retention of donor income. 2017/18 will represent a challenging context of uncertainty in the political landscape in the Netherlands and Europe as well as potentially worldwide. Focus, dedicated capacity and confederation-wide cooperation towards growth and stability is vital.

As an intrinsic part of the income strategy we commit to the implementation of the Oxfam 2020 model for institutional funding. With all change comes a potential risk of internal focus, which could come at the risk of restricted funding (to be) secured. We strive towards maintaining and supporting to maintain that external focus, whilst providing support to countries and regions in transition.

Oxfam Novib sets out to build a strong funding pipeline, maintaining a mature home donor account and seeking growth potential. We are equally jointly seeking ways to leverage public and corporate funding with institutional funding in more effective manners. In addition, we continue to support the development of Oxfam flagship programs.

PUBLIC ENGAGEMENT

Operational Plans will need to reflect the move towards a public engagement model that connects the supporter journey through fundraising, influencing and campaigning. Oxfam Novib is an influencing organization with campaigns on Tax and against extreme inequality, Grow, Rights in Crisis and ending Violence against Women and Girls. Oxfam (Novib) wants to mobilize people to give leverage to force positive changes in policies and practices of the private sector and governments. From a fundraising perspective, we see supporters as possible future regular donors with a Life Time Value. These should not be two worlds apart and we are making step towards cooperation, targets and budgets to make more unified impact and grow our constituency.

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