

A young girl with a bright smile, wearing a blue hijab, is the central focus of the image. She is positioned against a textured, light-colored wall with a blue-painted section above her. The lighting is natural, highlighting her features and the texture of the wall. The overall mood is positive and hopeful.

LISTENING AND LEADING

ABOUT US IN 2012



OXFAM
Novib



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Photo: Saket Munde

OUR MISSION

Oxfam Novib has worked to fulfil its mission of realising a just world, without poverty since 1956. Our work is based on the belief that every man and woman, wherever they are born, has fundamental and inalienable rights – and that poverty and exclusion are a denial of these rights. Our work is based on the belief that sustainable changes in society and power relations depend on three things:

Empowerment The poor, oppressed and excluded mobilise and organise to claim and defend their rights;

Accountability Government, civil society organisations, the private sector and international institutions take responsibility for just and sustainable development, are held to account for the consequences of their policies and practices for people living in poverty, and are encouraged to develop pro-poor and inclusive development strategies, policies and practices; and

Gender justice The position and rights of women are taken into consideration and women can effectively become agents of change.





Photo: Heather McClintock

OUR WAYS OF WORKING

Co-operation is at the core of our ways of working and is an essential part of Oxfam Novib's identity. We co-operate with a large number of partners and allies: we are part of the Oxfam Confederation and the IMPACT alliance, we collaborate with other international organisations, and we co-operate with businesses and knowledge centres in the Netherlands and in developing countries.

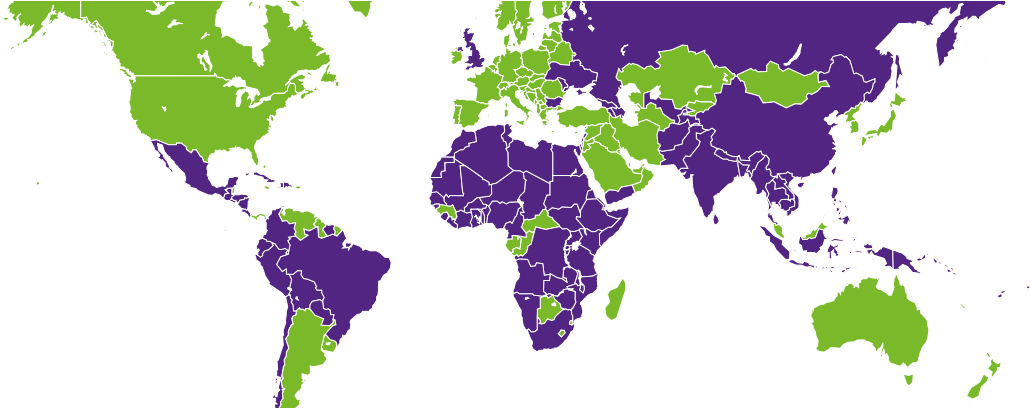
Above all, we work together with our partner organisations in developing countries and at the regional and global levels to finance and support activities aimed at social and economic development of local poor men and women, building their capacity and enhancing their knowledge to better serve their communities, and supporting their lobby and advocacy strategies at local, national and global levels. At the same time, Oxfam Novib – often as part of the Oxfam confederation – lobbies governments, the private sector and other agencies to change public and private policies and practices in ways that will have a positive and lasting impact on the lives of men and women living in poverty.

One of the drivers behind the decentralisation of most of our country programmes from The Hague to the countries we're working in is the desire to not only be a strategic development funder but also an involved, sensible and supportive change maker in these countries. In close connection to and collaboration with our local partners we can play a convening, brokering and funding role, but also build capacities and alliances, and improve quality through better monitoring, evaluation, accountability and learning.

In the Oxfam confederation our co-operation is growing closer through the Single Management Structure (through which one Oxfam affiliate takes the lead in each country), GROW (Oxfam's campaign to ensure food security now and in the future) and the development of a joint Oxfam global identity, as well as humanitarian work and corporate issues such as human resources and information technology.

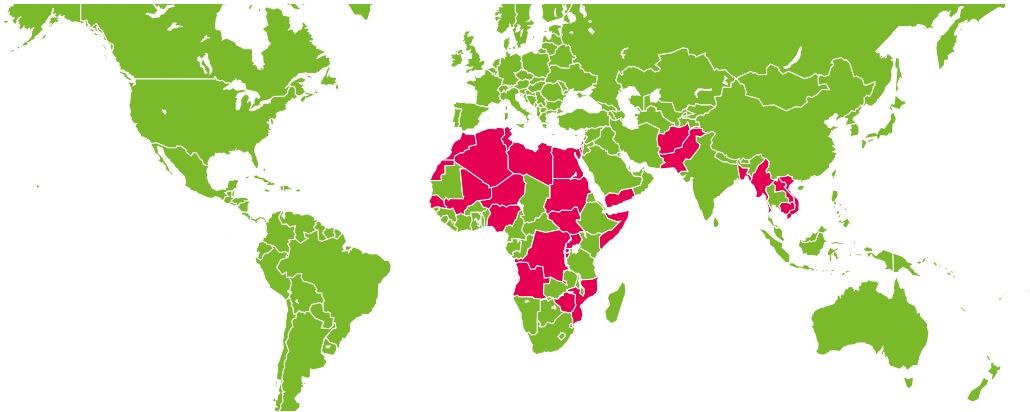
With the accession of new Oxfam affiliates, such as India, Japan, Italy and Mexico, the confederation is growing into a more global and diverse network. We feel that the strong collaboration within Oxfam is the way to reach our goals effectively and efficiently – within the Netherlands, in international institutions, and through the implementation of our country programmes.

Countries where Oxfam works



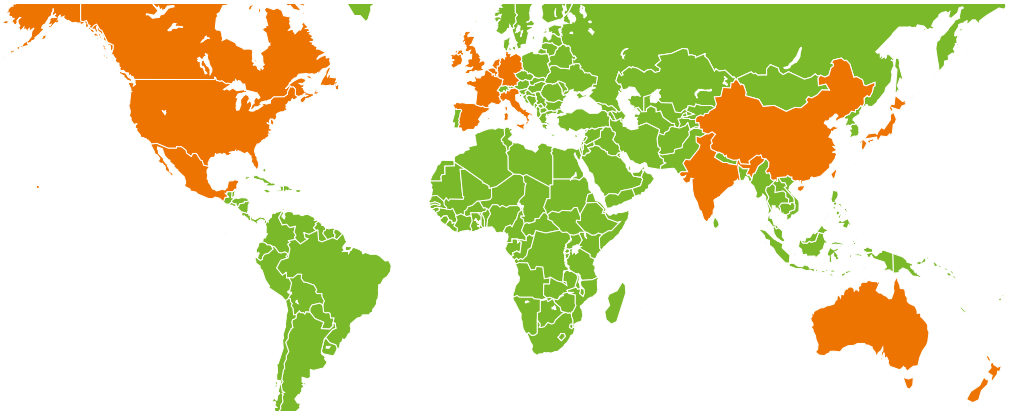
Oxfam Novib is part of the Oxfam, an international confederation of 17 development organizations. Together we work more effectively, reach more people and achieve more impact. We work together in 94 countries.

Countries where Oxfam Novib works



Oxfam Novib works in 26 countries. They are mainly developing countries and fragile states.

Countries where the Oxfam Affiliates are based



Oxfam Novib is part of Oxfam, an international confederation of 17 development organizations. These are the countries where they are based.



Photo: Charles Okerika

THE WORLD AROUND US

Slowly but surely the global economy is recovering from the aftershocks of the financial crisis. World trade is picking up hesitantly and many developing countries, including in Africa, are posting strong growth statistics. However, inequalities are rising quickly and bringing social and political unrest.

The noticeable impact of climate change also gave rise for serious concern in 2012, with frequent extreme weather events – floods, storms and periods of extreme heat. These led to more hunger in already vulnerable regions, such as the Horn of Africa and the western Sahel countries, and spikes in food prices of sometimes over 50%.

Many fragile states not only struggled with huge food shortages, but also with new explosions of violence. In Africa, there were the conflicts in the east of DR Congo, skirmishes over land and oil between the Sudans, and fighting in Somalia. The influence of radical Islamist terrorists is very real in most Sahel countries, and in Mali the aftermath of the civil war in Libya and dissatisfaction among the Tuareg allowed Islamic fundamentalists to conquer the North after a coup d'état in the South.

In the Arab world, 2012 saw terrible violence in Syria and people on the streets in their droves, calling for freedom and raising their voices against injustice. Unfortunately, the mass popular movement which sparked hope with the 2011 'Arab Spring' has not led everywhere to much needed political transformation.

We are concerned about the diminishing space in many countries for civil society to call those in power to account. 2012 was an exceptionally lethal year for journalists. According to Reporters without Borders, between 120 and 140 journalists were killed last year because of their work, up a third on the year before. A further 187 international aid workers were killed or kidnapped, and many more human rights activities were persecuted or punished without cause.

Our response to this world situation in 2012 was to provide extra humanitarian aid where possible, ensure that our structural development projects pay attention to strengthening people's resilience, and combat inequality given that many obstacles to development are of a political nature.



Photo: Heather McClintock

OUR STRATEGIC CHOICES

MORE INTENSIVE COLLABORATION WITHIN THE OXFAM CONFEDERATION

Tighter collaboration within the Oxfam confederation through the Single Management Structure (SMS) was continued in the 28 countries where we work. Alongside Senegal and Vietnam, where the fully integrated collaboration with the Oxfams began in 2011, in 2012 another 14 countries launched the SMS: Niger, Myanmar, Rwanda, DRC, Yemen, Somalia, Egypt, Laos, Burundi, Maghreb (covering 5 countries), Uganda, Nigeria, Mozambique and Zimbabwe.

In seven of these countries and the Maghreb region, Oxfam Novib has the lead role in the collaboration. In all countries, the Oxfam affiliates working there follow a common policy and programme, and share management costs. The last countries to go live under the SMS are planned for 2013: Cambodia, Bangladesh, OPTI, Angola, Pakistan, Afghanistan and South Sudan.

PROGRAMMES HANDED OVER TO COUNTRY TEAMS

The handover of work to Oxfam's country teams advanced in 2012. The decentralisation initiated with six countries in 2011 continued in 2012 with country programmes handed over to the new country teams in Uganda, Niger, South Sudan (managed from Nairobi), Rwanda (managed from Uganda), Burundi, Kenya (Nairobi for a Pan Africa programme), Tunisia (for a Maghreb programme), Nigeria, Senegal, Afghanistan, Bangladesh and Mozambique. The programmes in Zimbabwe, Yemen, North Sudan and Egypt will remain under the purview of The Hague, due to problems with registration in these countries.

The last handovers are planned for 2013: to Cambodia, Laos (managed from Cambodia), Myanmar and Angola. We will then have Oxfam Novib teams in seventeen countries, working as part of wider Oxfam teams: DRC, Nigeria, Senegal, Mali, Niger, Nairobi in Kenya (for South Sudan and Somalia), Maghreb, OPTI, Afghanistan, Pakistan, Myanmar, Cambodia (also managing Laos), Vietnam, Uganda (also managing Rwanda), Burundi, Mozambique and Angola.

We invested in 2012 in training and supporting the new country teams, which are mainly composed of local staff. In addition to intensive coaching and the handover by staff working on countries from The Hague, four two-week training courses were organised in The Hague, and six follow-up training courses in the countries themselves. Around 100 new colleagues have participated in the two-week training courses, and the country courses were given to staff working in South Sudan, Mali, Niger, Nairobi, the pan-Africa region, Vietnam and OPTI (=Occupied Palestinian Territory and Israel). A helpdesk team also provides the country teams with intensive coaching in the project data system.



Photo: Charles Okerke

OXFAM ORGANISATION AND FINANCES

Oxfam is an international confederation of seventeen independent organisations which work together in 94 countries to fight poverty and injustice.

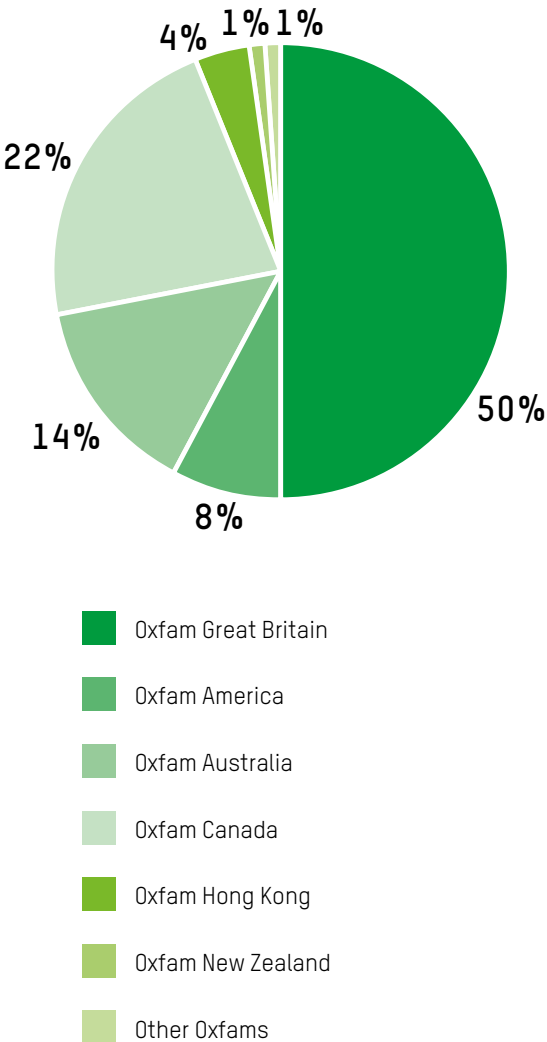
As of the end of 2012, the members of the Oxfam confederation were: Oxfam America, Oxfam Australia, Oxfam Canada, Oxfam Germany, Oxfam France, Oxfam Great Britain, Oxfam Hong Kong, Oxfam India, Oxfam Italy, Oxfam Japan, Oxfam Ireland, Oxfam Mexico, Oxfam Novib, Oxfam Quebec, Oxfam-in-Belgium, Oxfam New Zealand, and Intermon Oxfam (Spain).

In all, more than 10,000 paid staff members and 47,000 volunteers work for the members of the Oxfam confederation. The Oxfams do not have a central headquarters, but have a small secretariat based in Oxford, United Kingdom, and Oxfam International – for the purpose of lobbying – also maintains offices in Washington, New York, Brussels, and Geneva. The secretariat and these offices employed 40 and 25 staff respectively in 2012.

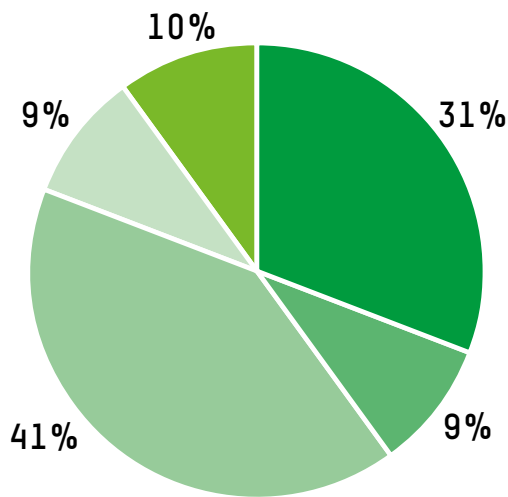
Each Oxfam affiliate contributes a maximum of 1% of its annual income as a contribution to the Oxfam International Secretariat. In 2012 this came to a total Oxfam Novib contribution of 2.4 million euros. In the Oxfam International year running from 1 April 2011 to 31 March 2012, Oxfam Novib contributed 26% of the total income of the Oxfam International Secretariat. This funding is used to strengthen and expand the confederation, for planning and developing programmes, coordinating aid activities, and for communication, lobbying and campaigns.

In 2012 the Oxfam confederation did more joint fundraising and joint implementation of projects and programmes. This led to Oxfam Novib receiving more income from other Oxfams. In 2012 Oxfam Novib received an income of 10.65 million euros from other Oxfams.

The total joint income of the members of the Oxfam confederation for the period 1 April 2011 to 31 March 2012 was 918 million euros. Total expenditure for that period amounted to 920 million euros.

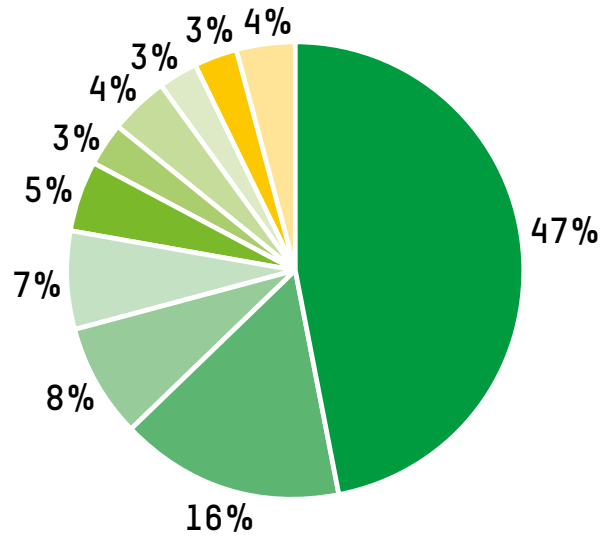


Income raised from institutional donors, mainly governments, was 345 million euros, while 376 million euros came from direct fundraising, joint campaigns (similar to those run by the Dutch umbrella group Samenwerkende Hulporganisaties) and other sources, such as lottery revenues (for example, Oxfam Novib's income from the Dutch Postcode Lottery). The main expenditure categories are development aid projects and humanitarian projects (510 million euros) and campaigns (46 million euros). Distribution across the programmes is as follows:



- Programme 1 - The right to a sustainable livelihood
- Programme 2 - The right to basic social services
- Programme 3 - The right to life and security
- Programme 4 - The right to be heard – social and politic
- Programme 5 - the right to an identity – gender and dive

Within the Oxfam confederation, Oxfam Novib has a share of 16% in programme expenditure.



- Oxfam GB
- Oxfam Novib
- Intermóm Oxfam
- Oxfam America
- Oxfam Australia
- Oxfam Hong Kong
- Oxfam Quebec
- Oxfam-in-Belgium
- Oxfam Canada
- Other Oxfams

All Oxfam members are independent organisations, although they are increasingly working together to implement a joint and integrated programme. More information about Oxfam is provided in the Oxfam Annual Report 2011-2012, which can be downloaded from <http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-international-annual-report-2011-2012.pdf>



Photo: Kemal Urfi

OUR INTERNAL ORGANISATION

In 2012, Oxfam Novib continued with the process of decentralising country programme work to country offices. We decentralised the country programmes of eleven countries in 2012, and seven countries plus the Maghreb region where Oxfam Novib is the managing affiliate – taking the lead in the new Oxfam single management structure – went live.

This involved much activity in terms of implementation plans, budgets, recruitment, training, audits and operational support. Some head office staff had to transfer their work to new staff in country offices, and their work in The Hague ceased to exist.

Despite the decentralisation process, the total number of staff members working at Oxfam Novib's headquarters increased slightly from 312 at the end of 2011 to 324 at the end of 2012 – in full time equivalents, 304.6 FTE. The decrease in staff due to decentralisation was offset by recruitment to the humanitarian rapid response team, internationally-oriented staff recruited to be able to respond rapidly in case of need, and the growth of staff funded by external funds, following the more than doubling of institutional fundraising in 2012. The decentralisation process is expected to see the number of staff working in The Hague decrease substantially in the coming years.

The number of country office staff increased from 148 to 267 by the end of 2012. 66 staff members (65.05 FTE) were posted on international contracts to country offices, an increase from 42 in 2011, while an additional 201 people (195.5 FTE) worked in country offices under national contracts, up from 106 in 2011. This growth, largely in local staff, is due to the decentralisation process and the allocation of more staff members to projects funded by institutional donors.

DIVERSITY AND INCLUSIVENESS

Oxfam is committed to equity and inclusiveness in the workplace, and a working environment that respects and encourages diversity. We believe that this makes our organisation richer, drives our mission and helps us attract and retain the best possible staff. We acknowledge the clear advantages in recruiting and developing staff from the countries in which we work, as this enables us to build country capacity as well as gain deep contextual and cultural knowledge. We are strongly committed to ensuring women are properly represented in leadership positions. We will also monitor progress in recruiting and promoting staff from other equity-seeking groups, and addressing the concerns of lesbian, gay, bisexual, transgendered and intersex (LGBTI) employees and employees of other diverse groups.

Our staff come from more than 39 different nationalities. 24% of staff members at head office or posted internationally are non-western, up from 23% in 2011. In the total organisation, 54% of staff members are female and 46% male. At head office 64% are female, in country offices 41%.

ABSENTEEISM

Absenteeism at headquarters has grown for the third year in a row to 5.69%, up from 4.77% in 2011 and 3.3% in 2010. This figure is noticeably higher than the norm of 3.5%. Reasons include a number of staff suffering from long term illness, mostly unrelated to work, and a high number of staff who frequently (more than four times per year) calls in sick. It's difficult to pinpoint the cause of this high number. In 2013, together with health services, we will work on improving prevention of frequent and long term illness as far as possible, and getting staff back to work at an earlier stage.

CODE OF CONDUCT

As part of the Single Management Structure, a harmonised Oxfam Code of Conduct was adopted, to apply to all staff and ensure a consistent approach to protecting Oxfam's reputation. Oxfam Novib introduced the new version of the Oxfam Code of Conduct in October 2012, encompassing policies on child protection, bullying and harassment, and disciplinary procedures. Country office management is responsible for checking that the code complies with local employment law. Most of our country offices either have successfully implemented the code of conduct already, or are in the process of doing so.

SECURITY POLICY

Our security policy, updated in 2012, is the same policy that applies to all Oxfams. In countries where we are the managing affiliate, Oxfam Novib is responsible for the in-country security management plan for all staff, including those employed by other Oxfam affiliates. All staff are regularly informed about the security situation in country, and Oxfam Novib has a crisis management team, plan and infrastructure that were tested and updated in 2012 through a crisis simulation exercise.

Oxfam Novib's policy is that all staff travelling and working in country offices are properly trained. Part of the training is dealing with aggression. When arriving in a country where the situation requires it, a security briefing is given by the security officer. In all countries there is a security officer, security advisor or – in the less dangerous countries – a security focal point. We performed a review of security in 2012, and the report – due in 2013 – will help us to improve.



Photo: James Akema

OUR COMMITMENT TO LEARNING AND RESEARCH

Along with IMPACT alliance partners, Oxfam Novib has identified specific learning questions for each of its six thematic priorities:

- the struggle for land, water and food;
- fair markets and financial systems;
- access to quality education;
- conflict transformation;
- access to information; and
- women's bodily integrity.

Thematic learning frameworks guide joint learning initiatives in each area, both for alliance members and – as part of our Knowledge and Innovation Management intervention strategy – for our partners. Oxfam Novib still faces a challenge in developing learning questions that are also considered relevant by our in-country staff. Including the frameworks in the formal policy cycle has helped to make them feel more integral to the organisation, with an annual organisation-wide reflection process and annual learning agendas for each country office and department.

Included in the thematic frameworks are a series of specific learning trajectories which started or continued in 2012. For example, the learning trajectory on education completed a desk study on youth and active citizenship in education and sexual health; the HIV mainstreaming in livelihoods trajectory published a review; the group on access to information compiled a paper on ICT and election monitoring and held a workshop on connecting online and offline activities; and the trajectory on women's bodily integrity held a face-to-face meeting with 24 staff members.

Oxfam Novib has also created thematic communities for learning, especially important as decentralisation means staff are spread all over the world. These virtual communities meet monthly to share experiences and questions. 2012 saw one-day learning events for country staff in the Western African region on access to information, and for all staff on women's bodily integrity; and three-day events on gender mainstreaming and conflict analysis.

- Among the outputs of Oxfam Novib's research in 2012 were: Oxfam's GROW research project published *A Review of Global Scenario Exercises for Food Security Analysis*; a review of HIV mainstreaming in livelihoods;
- a paper summarising our experience and lessons learnt with communications technology and election monitoring;
- a joint research study on *Power in Transition: entry points for strengthening governance and citizen participation in transition countries*, conducted with Oxfam Great Britain;

- an article on gender mainstreaming and cultural change, published in the *Gender & Development Journal*;
- a booklet entitled *Learning about Gender Equality*, on experiences with the use of the Most Significant Change methodology to measure the impact of gender mainstreaming programmes;
- four articles on agrobiodiversity published in the magazine *Farming Matters*;
- an article was published entitled *NGO-Business Interaction for Social Change: Insights from Oxfam's Private Sector Programme*;
- Oxfam Novib research for the Dutch Bankwiser: Dutch banking groups and foreign land acquisition (Profundo, 9 February 2012);
- Oxfam Novib research for the Dutch biofuel campaign: 'Food in the petrol tank?' (Profundo, 20 November 2012).

MONITORING, EVALUATION AND LEARNING

We hope that sharing our experiences can inspire others, but it is difficult to measure impact reliably in the dynamic and complex contexts in which our projects take place. What impact can you ascribe to your own work? How sustainable are the positive results? Have there also been unintended negative effects? Analyses have to be well designed to answer these questions.

Oxfam Novib tested two monitoring, evaluation and learning interventions in 2012. The impact measurement component of our innovative World Citizens Panel – which includes a smartphone app enabling our stakeholders to directly interview people who should be benefiting from our projects – saw 13 partner organisations in Uganda carry out a total of 3000 interviews, using indicators based on Oxfam Novib's five aims to measure the changes people perceive in their lives. As a result of this experience, an online toolkit has been developed and the system is being adapted for roll out in other countries.

This project benefited from a relationship with Wageningen University, which showed that involving students in analytical work can be beneficial for Oxfam Novib's impact reporting.

Also, the "most significant change" methodology – which uses story-gathering as a qualitative evaluation tool – was tested. The methodology was found to usefully capture complex information about the impact our programmes have on people's lives, and could potentially augment the World Citizens Panel method. However, as it requires skills training and guidance, it is recommended only for selected cases.

The IMPACT alliance is participating in joint evaluations of development interventions funded by the Dutch government. The evaluations, which are commissioned and organised by The Netherlands Organisation for Scientific Research (NWO)/WOTRO Science for Global Development, will examine the results of the interventions and how to improve future interventions.

In 2012 baseline studies were started in eight countries, with the IMPACT alliance involved in DRC, Uganda, Bangladesh and Pakistan. Another baseline study looked at international lobbying and advocacy, including Oxfam Novib's contribution to the Oxfam GROW campaign.

Within the Oxfam confederation, progress was made in 2012 to improve collaboration on monitoring, evaluation and learning. At country level, a common Oxfam approach is developing joint standards and recommended tools which should inform and improve joint Oxfam country strategies; a joint Oxfam evaluation policy has been developed, as has the monitoring, evaluation and learning content of the Oxfam strategic plan for 2013-2019.

Finally, Oxfam Novib will evaluate the results of its own priority themes in 2013-2014. In 2012 we prepared evaluations for two: access to information and the struggle for land, water and food.



Photo: Saket Mounder

RESPONSIBILITY TO OUR STAKEHOLDERS

In our relationships with stakeholders including partners and allies, private donors and suppliers, Oxfam Novib recognises the need to live by the values we encourage in other organisations.

PARTNERS AND ALLIES

Oxfam Novib's values include respect for the diversity and autonomy of people and partner organisations, transparency and accountability of our own policies and processes, and consultation to ensure that the voices of partners and allies effectively influence Oxfam's thinking and practices.

Oxfam Novib is transparent in selecting its partners and allies, on the basis of common country and regional analyses and strategic plans. Oxfam Novib talks openly and consistently about power imbalances among partners, imbalances created by funding discrepancies, size and North-South dynamics. The quality and productivity of partnerships and alliances are regularly and formally evaluated. Our programmes include explicit mechanisms for encouraging, receiving and working with the feedback of partners, so there is reciprocity in influence.

In order to assess the quality of our collaboration with partner organisations, we initiated a partner satisfaction survey, together with other Dutch NGOs, co-ordinated by branch association for international development Partos and implemented by Keystone. The results will be presented in 2013.

PRIVATE DONORS

Oxfam Novib's customer relations management system ensures respect for the wishes of its private donors about receiving mail, email and so on. Naturally, we observe privacy protection laws. Information about private donors is used only for communication between Oxfam Novib and the individuals concerned. Oxfam Novib does not supply third parties with this information, unless compelled by law. Oxfam Novib follows telemarketing rules such as the Do Not Call Registry. We have special procedures for carefully handling the complaints of donors.

COMPANIES

Oxfam Novib collaborates with businesses in various ways, and many support our projects with money or advice. Oxfam Novib encourages businesses to behave in a socially responsible and sustainable manner, and to focus their strategies and business operations on adding more social value. We engage in constructive dialogue

with businesses. And when we deem it necessary we also publicly remind them of their responsibilities through campaigns. In 2012 we prepared for the "Behind the Brands" campaign, which ranks companies on the degree to which they practice corporate social responsibility, as we had previously done for banks with the BankWiser.

SOCIALLY RESPONSIBLE PROCUREMENT

For all our purchases and other acquisitions we apply SenterNovem's sustainability criteria, and if possible we go the extra mile. We pay attention, for example, to the sense of accountability of suppliers, asking them to show what is taking place in their supply chains and to conduct a socially responsible staff policy.

In 2012 we renewed several contracts: with ISS on catering, with Key Travel on travelling, with ENECO on energy, and with HEKO on maintaining the office building. These contracts were tested on SenterNovem's criteria. In all these purchases we opted for what was considered the most sustainable solution.

A large share of our work takes place abroad, which inevitably leads to our staff having to travel. We limit our travel costs, along with our sister organisation Oxfam Great Britain, by using travel agents with so-called NGO tariffs or charity fares. We reduce flying and the associated CO₂ emissions as much as possible by organising meetings via Skype and other internet and video conferencing technology. When flying is considered unavoidable, we use the Hivos Climate Fund to compensate damage to the environment. Notwithstanding our policy, the number of flights and the amount of CO₂ emissions increased in 2012. This is caused by the internationalisation process of Oxfam Novib, with personnel from the country offices visiting The Hague for courses and personnel from The Hague visiting country offices to assist the decentralisation process. The decentralisation process will be completed in 2013, and at the end of 2013 we will formulate policies to reduce the number of flights.

| | 2011 | 2012 |
|--------------------------------------|-----------|------------|
| NUMBER OF FLIGHTS | 786 | 1,058 |
| KILOMETRES | 9,817,324 | 12,235,560 |
| CO ₂ EMISSION (IN TONNES) | 1,208 | 1,506 |

RISK MITIGATION

Oxfam Novib recognises there are risks involved in the work it does, and that these need to be managed in a balanced, structured and cost effective way. Our risk policy is based on the internationally-acknowledged management model for risk management, COSO, and on the Risk Management Policy of the Oxfam confederation. Its objectives are to:

- Ensure that risk management is embedded in everyday business processes;
- Manage risk in accordance with best practice;
- Take into account the threats and opportunities associated with internal and external changes that may impact our successes;
- Raise awareness of the need for risk management and ensure that all managers and staff actively manage risk;
- Respond to risk in a balanced way, mindful of the risk level, risk reduction potential and the relationship between the cost of risk reduction and the benefits.

Risk management alerts managers and staff to the key risks which might prevent the achievement of Oxfam Novib's goals. It contributes to better decision-making, and assists managers and staff to design control measures that are proportionate to the degree of risk faced. By improving risk awareness and the control environment, the number of incidents should be reduced, leading to better outcomes.

Risks identified are recorded in our risk register, which is updated twice a year when an in-depth risk analysis is done by Oxfam Novib's managers and board of directors. The risk register is reviewed and adjusted by the board of directors before it is submitted to the supervisory board. Once a year the financial committee of the supervisory board discusses the risk register, and once a year it is on the agenda of the full supervisory board.

THE MOST IMPORTANT RISKS IN THE RISK REGISTER ARE:

1. Income insecurity

The outcome of the elections of the Dutch parliament in 2012 resulted in a lower budget for development cooperation. Having previously been 0.7% of the country's Gross National Product, it will fall to 0.55%. This could lead to budget cuts in the short or medium term. A second source of insecurity is the worldwide economic crisis. In particular, the economic problems within the EU might result in less financial support from governments, the private sector and individual donors.

The effect of these two insecurities could lead to higher pressure on unrestricted funds and higher volatility of income flows.

Oxfam Novib started a few years ago to mitigate these risks through a stronger focus on institutional funding and donor diversification, and results have been very positive so far. Income from other institutional donors increased from 16.2 million in 2010 to 33.3 million in 2011 and 43.0 million in 2012. Oxfam Novib will continue its efforts to increase its institutional donor base. On behalf of the Oxfam confederation Oxfam Novib has explored community fund raising in Sweden and is looking into expanding its microfinance work to finance small and medium enterprises in developing countries through collaboration with the private sector in searching for opportunities in the private equity market.

2. Institutional donor requirements

The successes in fundraising with institutional donors led to the emergence of a new risk given that these donors have demands and standards that must be complied with. If Oxfam Novib cannot comply with them, the consequence might be that Oxfam Novib faces costs. Furthermore, noncompliance limits future fundraising opportunities because of brand damage and non-continuation of contracts.

These risks are mitigated by investing in improving internal procedures, training staff from Oxfam Novib and partner organisations, and monitoring partners and projects more strictly – in 2012 it has become mandatory to use a standardised financial risk methodology. Thanks to the decentralisation of staff from the Hague to field offices, Oxfam Novib staff will have even closer cooperation with partners and be more closely involved in project implementation.

The successes in institutional fundraising meant that the organisation had to adapt to a large variety of donor requirements in order to avoid ineligible costs. Unfortunately, although donors have been discussing simplification and a unification of requirements, this has not yet been realised in practice. Non-compliance could limit future fundraising opportunities and lead to brand damage.

3. Fraud cases

Oxfam Novib's ethical values and norms are stated in its Code of Conduct. Financial management must be honest, and financial information and reports must be reliable. Oxfam Novib also has an anti-corruption policy. Oxfam Novib is very much aware that it is never possible to exclude fraud or corruption entirely. Any allegation of suspected fraud or corruption is communicated directly to the responsible director, to the country director and to the financial department in The Hague, who initiate an investigation. Fraud cases are reported to the Board of Directors and the Supervisory board.

In 2012, 14 cases of suspected fraud were reported. Eight were closed in 2012 and six are still under investigation. In two of the cases, fraud was proved and appropriate actions were taken.

In the first case an external audit has been initiated and has confirmed fraudulent activities. The amount involved is estimated at 120,000 euros. There is no proof that the fraudulent activities involve Oxfam Novib funds. However, the board of directors of the partner organisation did not respond properly to the audit outcomes, and the relationship with the partner has been ended.

In the second case it was notified that a partner has spent considerable funds on the acquisition of an office building without this being stated in the contract and budget, nor without any prior consultation of donors. This was considered as a case of "unlawful expenditure" and has been admitted by the partner. Oxfam Novib terminated the contract with the partner. According to the audit report, carried out in 2012, an amount of 400,000 euros of Oxfam Novib funds has been used for the common fund from which the asset has been purchased.

Eleven cases from previous years were open in 2012. Six of those were closed in 2012. In none of them fraud was proved. In total, at the end of 2012, eleven cases remain open and are still under investigation. All fraud cases have been discussed in our board of supervision.



Photo: Paterik Wiggers

REPORT OF THE BOARD OF SUPERVISION 2012

The Board of Supervision has a supervising role, functions as a sounding board for the Board of Directors, and is the directors' employer. The Board of Supervision upholds the principles of the Code of Good Governance for Charities and acts accordingly.

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2012 was characterised by a continuation of the process of organisational changes started in 2011, whereby a large part of Oxfam Novib's activities is being decentralised to about 20 country offices in total. At the same time collaboration between the different Oxfams was being brought under a common management structure in each of the countries. The processes have the same timeframe, 2011 to 2013, but do not follow the same schedule in every country. The Board of Supervision received good information on progress in both processes, lessons learned and readjustments made. Extra staff were temporarily deployed to prepare for and support the changes. After activities had been transferred to the new country offices, The Hague continued for some time to provide specific support. Due to the huge commitment of all staff members and directors the changes went according to plan.

Another characteristic of 2012 was the considerably higher than foreseen results in fundraising, in particular in fundraising with institutional donors. These new funds also meant the considerable adaptation of work methods in several areas. The Board of Supervision therefore paid extra attention to the audit plans and audit reports, and to monitoring the follow-up of identified problems. The Board of Supervision was also involved in the setting up of a completely new system for identifying and monitoring risks, the so-called risks register. The performance of this new risks register will be monitored in 2013. Finally, the Board of Supervision had extensive discussions on the financial auditor's recommendations for further improvements in internal control, and was informed by the Board of Directors about the follow-up to the recommendations.

The Board of Supervision held talks about workload with the directors and the Works Council. As a result of the changes and their speed, the departure of many experienced staff members and the large number of new staff members, people have experienced considerable work pressures. The Board advised the directors to remain vigilant.

Looking back on 2012, the Board is satisfied with Oxfam Novib's performance. Despite the changes, planned results in the struggle against poverty and injustice were achieved. The increasing collaboration between the different Oxfams is raising the impact of our work. Oxfam Novib is very visible in the Netherlands, where its objectives are achieved by means of campaigning, lobby and public mobilisation.

Board of Supervision's meetings

For the Board of Supervision, too, 2012 was a year of big changes. Five of the seven members were newly appointed in 2012. A number of meetings with the presence of both new members and departing members facilitated a smooth transfer.

The changes were on top of the regular annual agenda in 2012, including the quarterly reports based on the balanced scorecards, approval of the annual report and annual account, and approval of the annual plan and multi-annual budget. The annual reports on security policy and on investigations into complaints and fraud were also discussed. The financial audit report was discussed with the auditor. The Board of Supervision also discusses an overview of programme evaluations once every year. Finally, one of the recurring items on the agenda is the directors' reporting on the latest developments. In 2012 the Board was informed, among other things, about developments regarding the government's subsidy, reporting of the Samenwerkende Hulporganisaties (the Dutch coalition for emergency appeals), and about developments at the country offices.

The Board was also presented three innovative projects, with the Board acting in its capacity as advisor and sounding board. One presentation was about capacity development, one about impact measurement, and one initiative involved fundraising outside the Netherlands. The Board also received extensive information on the project with which Oxfam Novib won the NPL Dream Fund in 2012: Internet Now!

The Board speaks with members of the Works Council once a year. The two Board members put forward by the Works Council have this consultation more frequently. In 2012 the discussions were in particular about the organisational changes, work pressures and the uncertain perspectives regarding the government's subsidy.

OXFAM CONFEDERATION

Developments in the Oxfam Confederation are a regular item on the Board's agenda. The executive directors of all affiliated Oxfams meet twice a year; one of the meetings is a formal governors' meeting with the participation of the chairpersons of the Oxfams' governing and supervisory boards. Oxfam is a confederation of 17 independent Oxfams. All Oxfams are members of Oxfam International's governing organ, which is registered as a foundation in the Netherlands. Each Oxfam has one vote. The chairpersons of the Board of Supervision and of the Board of Directors participate in these meetings on behalf of Oxfam Novib.

Based on the agendas of the Confederation meetings the Board of Supervision discussed the proposals for new development in its meetings. In 2012 the foundations were laid for the joint Oxfam Strategic Plan for the period 2013 to 2019. The Board of Supervision gave its opinion on the proposals for achieving Oxfam's most important goals in the coming plan period, and on proposals to raise the income for financing these plans. Another important subject was the adaptation of the Confederation's governance structure. As a result of the Confederation's growth and the increasing collaboration at the country level, the search is for a more suitable structure through which governance and supervision can be more clearly distinguished. A decision on both subjects will be taken in 2013.

COMMITTEES

The Board of Supervision has two standing committees: the financial committee and the remuneration committee.

The remuneration committee conducted, as usual, performance evaluations of the directors. The committee prepared the reappointment of Farah Karimi as chairwoman of the Board of Directors on February 1, 2012, for a period of four years. The recruitment of new members was concluded in January 2012 with a presentation of the final new members, to be appointed at the Works Council's behest. Two of the Board of Supervision's new members were appointed to the remuneration committee. An activity plan was drawn up with the new members for 2013, including a revised remunerations policy for the Board of Directors, and preparations for the Board of Supervision's self-evaluation.

The financial committee has two members. The position of committee chairperson was taken over by one of the newly appointed members in 2012. The committee prepares advice for the Board of Supervision on the

annual account, the budget and financial reports. The committee also monitors the follow-up of points raised in internal and external audits, recommendations in the auditor's management letter, and the updating of the risks register.

In 2012 the committee paid special attention to the directors' plans for office accommodation, as the number of staff in The Hague is decreasing. The directors also presented, at the committee's request, the multi-annual budget for investments in ICT, and explained the ICT policy. The committee assessed the business case for the fundraising initiative in Sweden.

A report of findings from the so-called peer review was also discussed. In it teams from another Oxfam assess the extent to which the organisation respects the financial standards agreed between the Oxfams.

COMPOSITION AND FUNCTIONING OF THE BOARD OF SUPERVISION

When the Board of Supervision was created in 2006, the eleven members of the then governing organs were appointed as its members. When a member resigned, the vacancy was not filled until the desired size of seven members had been reached. In October 2012, the last four remaining members and former foundation governors had reached their maximum period of tenure. Because this meant replacing over half the Board's members, a transition period was instituted, during which the newly-recruited members would attend meetings six months before their formal appointment. This gave the departing members time to hand over their portfolios. The four new members were appointed from November 1, 2012. In order to avoid a future repeat of a large number of Board members resigning simultaneously, the resignation schedule was revised.

An introduction meeting was organised for the new members, as was a visit to Oxfam International in Oxford. Member Marianne van Leeuwen also travelled to Bangladesh, to meet the people at Oxfam Novib's office in that country, and to get to know the work of several partner organisations.

The annual self-evaluation was postponed by several months, to give the new members more time to gain experience in their position. The self-evaluation will take place in September 2013.

The Board of Supervision wants to use this space to express its appreciation for its members who left in 2012: Marianne Douma, Tonny Filedt Kok, Fré le Poile and Wout Blokhuis. They have been working for Oxfam Novib with

heart and soul for over nine years. Early in 2013 we said farewell to them in a suitable manner, which included a debate between staff and external experts highlighting once again the changes in development co-operation over this period.

COMPENSATION

Members of the Board of Supervision do not receive compensation for their work. The costs of travel, accommodation and telephone are reimbursed on the basis of a regulation that is applied to all staff members and volunteers of Oxfam Novib. In 2012 a total of € 929.30 was paid out in reimbursements.

The Board of Supervision's composition per December 31, 2012 is included in annex III.



Photo: Andy Hall

ANNEX I

STATEMENT OF ACCOUNTABILITY 2012

The Dutch 'Foundation Oxfam Novib' holds office in The Hague (Mauritskade 9, 2514 HD The Hague). In 2012 the Foundation had a Board of Directors with four members and a Board of Supervision with seven members.

SEPARATION OF GOVERNANCE, IMPLEMENTATION AND SUPERVISION

Oxfam Novib has separate organs for governance and supervision, arranged in the statutes and the regulations governing the Board of Directors and Board of Supervision. Oxfam Novib is bound by statute to the Code of Good Governance for Charities.

The Board of Directors governs the foundation. The Board of Supervision participates in the strategic development of policy and advises the Board of Directors. The Board of Supervision monitors how policy is applied, and the organisation's substantive and financial results. The Board of Supervision is responsible for the functioning of the Board of Directors.

The Board of Directors usually meets once a fortnight, and a minimum of once a month. The Board of Supervision meets a minimum of six times a year.

The Board of Directors delegates implementation to middle management. They advise the Board of Directors and ensure that adopted policy is implemented well. This delegation is laid down in the Board of Directors' Statutes.

Oxfam Novib has four departments. They are: the International Department (which also covers the country offices); Lobby and Campaigns; Knowledge and Programme Management; and Central Services.

Development work is divided into five programmes. Each programme is directed by a programme manager. The departments and programme managers collaborate in a matrix structure. The five programmes are:

- Right to sustainable livelihood resources (programme 1).
- Right to basic social services (programme 2).
- Right to life and security (programme 3).
- Right to social and political participation (programme 4).
- Right to identity (programme 5).

The departments are made up of several bureaus. Each department has a management team made up of the region or bureau heads and the director responsible for the department. The management teams take decisions, whereby the regional managers or bureau heads formally advise and the director decides. The director is responsible for implementing the department's policy.

In 2010 it was decided to decentralise the organisation extensively, meaning a large part of the work will be implemented by about 20 country offices marked by intensive collaboration within the Oxfam confederation. This reorganisation will be concluded by the end of 2013. The statutes and regulations of the Board of Directors and Board of Supervision regulate the composition and appointment of members of the Board of Directors and Board of Supervision. Job profiles have been drawn up for the members of the Board of Directors and Board of Supervision. Whenever a vacancy arises the general profile is made more specific. The statutes prescribe that the recruitment of the Board of Supervision's members is always done via a public advertisement.

Additional positions with other organisations are not permitted if they cause a conflict of interest. Any other functions of the Board of Directors' members must be reported to the chairperson of the Board of Supervision.

The Board of Supervision annually evaluates the performance of the Board of Directors' members. The Board of Supervision's Remuneration Commission prepares the evaluation, using Oxfam Novib's current feedback method.

The Board of Supervision annually evaluates its own performance. The chairperson prepares the evaluation, which includes consulting the Board of Directors. The chairperson ensures that agreements arising from the evaluation are implemented.

In 2012 Oxfam Novib has worked in line with the above agreements on governance and supervision. There were no amendments to the statutes or regulations in 2012.

EFFECTIVENESS AND EFFICIENCY

The central theme of Oxfam Novib's system for ensuring quality is "Plan-Do-Check-Act". The Business Plan sets targets that have to be achieved after five years, and every year they are detailed in the Annual Plan. Indicators for the targets are set in the Annual Plan and the Business Plan, as the basis for testing progress in implementation. Every year a contract is drawn up with each bureau, laying down what the indicators in the Annual Plan imply for the sub-targets of the bureau concerned. These measurable sub-targets take the form of a "Balanced Scorecard". The Board of Directors, too, has a Balanced Scorecard.

Progress on all financial indicators is monitored monthly. Progress on substantive indicators is monitored every quarter. This permits quick adjustments, if needed, per bureau. A results report is drawn up at the end of the year. For each intended target, it states the indicator in the Business Plan, the intended achievement in that year according to the Annual Plan, and the actual result at the end of that year.

Experiences and new insights can lead to interim adjustments of the indicators and/or the formulated objectives.

The results report forms the basis for writing the Annual Report and for accounting to specific donors.

Oxfam Novib also has its work regularly evaluated by external experts. This is done per country, per rights-based programme or per theme. The outcomes of these evaluations are published on Oxfam Novib's website. The projects implemented by partner organisations are also evaluated: partner organisations themselves hire external experts for the evaluation of big projects (over 250,000 euros a year, or over 500,000 euros for a project financed by Oxfam Novib).

In 2012 Oxfam Novib worked in line with the above agreements on effectiveness and efficiency.

ISO 9001

For the entire organisation, including the country offices, a system of processes, procedures and work instructions is applied, based on the quality standards of ISO 9001:2008. Oxfam Novib itself monitors compliance through internal audits, and periodically the external audit bureau SGS checks if there is compliance with the conditions of certification. This bureau again awarded the ISO certificate in 2012. The internal and external audits ensure that Oxfam Novib improves itself continuously, working actively on points for improvement arising from the audits.

COUNTRY AND ACTOR STRATEGIES

A country strategy paper is written for each country where Oxfam Novib works. These papers are based on an analysis of poverty, forces at work in the government, private sector and civil society, opportunities for Oxfam Novib and partner organisations to achieve results, and risks.

The country strategies contain the targets set in the Business Plan and Annual Plan, elaborated for the country or region concerned. They are updated annually on the basis of experiences and evaluations, and integrated in the overall Oxfam strategy for that country. A strategy has also been drawn up for the main global actors: international organisations, regional unions and emerging powers.

KNOWLEDGE AND INNOVATION MANAGEMENT

The systematic collection, documentation, analysis and making available of knowledge and experience is an important component of Oxfam Novib's work. Exchange of knowledge and experience engenders quality improvements in all fields. The main goals of knowledge and innovation management are: the capacity building of partner organisations, and thereby the strengthening of civil society in the countries where they work; the development and improvement of Oxfam's policies and strategies on the basis of lessons learned; and participation in the debate on international co-operation with knowledge and experience derived from practice.

TOOLBOX

Toolbox is the name of the method through which Oxfam Novib selects partner organisations and appraises funding proposals. Based on the project proposal and the partner organisation's profile, both the partner organisation and staff of Oxfam Novib appraise the chances of achieving the intended results, and the risks that could hinder the achievement of these goals. Each partner organisation is also tested on its governance structure and financial capacities, following a set method of risk assessment. The programme officer then writes a report on the Toolbox consultation and makes a funding proposal, in consultation with his or her team, to the bureau head or country director.

When the decision is positive, Oxfam Novib and the partner organisation reach agreement on reporting, both narrative and financial. Almost all projects are required to submit a statement of an external registered accountant. This statement must cover the entire organisation. The partner's narrative report is assessed by the programme officer and its financial report by the financial officer. Should partners not fulfil their obligations, e.g. not send the reports on time, Oxfam Novib automatically blocks the next payment to this partner.

The Toolbox and procedural agreements are still applied as described above.

RELATING TO STAKEHOLDERS

Oxfam Novib has to deal with various stakeholders in its work, such as:

- Partner organisations: local organisations implementing projects supported by Oxfam Novib with funding, knowledge, networking, etc.;
- Participants in programmes or projects;
- Lobby target groups: politicians, government officials in the Netherlands and with the European Union, etc.;
- Companies with which Oxfam Novib has relationships around corporate social responsibility;
- Suppliers of Oxfam Novib;
- Supporters: private donors, gift-makers, incidental gift-makers, volunteers in campaigns and at festival, etc.;
- The public: the Dutch public, in particular certain target groups;
- The media, who report on Oxfam Novib's work and themes;
- Back donors, such as the Ministry of Foreign Affairs, the Dutch Postcode Lottery, and other big institutional donors.
- Volunteers;
- Staff in The Hague or at the country offices;
- Other affiliates in the Oxfam confederation.

To maintain good relationships with these stakeholders, the organisation has to know their interests and wishes. In principle, once every two years we survey partner organisations, lobby target groups, private donors, volunteers, staff and fellow Oxfam affiliates about their satisfaction with Oxfam Novib. A survey into partners' satisfaction was launched in 2012, and its results will become available in 2013. The last survey into staff satisfaction was held in 2009. A new staff satisfaction survey will be conducted in 2013.

Communication with the different stakeholder groups has been elaborated in a communication strategy and a communication plan. Oxfam Novib uses the Dutch Annual Report to account to all stakeholders and interested parties. The Annual Reports are published on the website. The results of each country or region are also on the site, as are the evaluation reports. The accountability reports to specific donors are supplementary, specifically the report to the Ministry of Foreign Affairs.

Each partner has a regular programme officer at the country office of Oxfam Novib, or sometimes in The Hague. Programme officers and financial officers regularly visit partner organisations in the field. Oxfam Novib Network is the name of Oxfam Novib's two-monthly digital newsletter for its partners, published in English and French.

Partner organisations' autonomy is very important to Oxfam Novib. There is a mutual dependency, in which openness in communication, transparency and accountability on results take pride of place. Oxfam Novib expects its partner organisations also to account to their own constituencies. The staff of Oxfam Novib's Private Sector Team maintain contacts with companies in the context of corporate social responsibility, sometimes together with other civil society organisations. Oxfam Novib and a company sometimes implement joint research or projects, with the goal of making the business operations and production chains of these companies more sustainable, both from a social and an environmental perspective.

Of course, as mentioned above, Oxfam Novib also pays attention to the sustainability in its own business operations. The goal is to have them be climate neutral – using green energy, less air travel, and compensation for CO₂ emissions when travel is unavoidable. Suppliers are tested on their CSR level.

Private donors regularly receive targeted mailings, and periodic satisfaction surveys. Oxfam Novib itself manages its database of private donors. A department for information and services responds to donors' questions, by telephone or email.

Charities, including Oxfam Novib, semi-continuously commission surveys of the Dutch public and the press on their image and name recognition, and on the appreciation of their brand. We regularly investigate Oxfam Novib's image and the satisfaction with the organisation among journalists.

Back donors are big donors that finance Oxfam Novib, such as the Ministry of Foreign Affairs (co-financing from the development co-operation budget), the European Union, United Nations agencies, the governments of other countries, and international organisations. Oxfam Novib reaches agreements with them on reporting on the projects they fund. Oxfam Novib mostly lets its partner organisations implement these projects. They provide the data Oxfam Novib reports to its back donors.

Oxfam Novib has a grievances regulation for private donors, partner organisations and other external stakeholders. Any official complaints from partner organisations go to the executive director. Any complaints from donors are addressed by a group of our own staff. Complaints from staff are usually addressed by the complainant's line manager, but can also be put to confidential counsellors appointed for this purpose. There is also a formal regulation for handling disputes, a commission for disputes and appeals, and a whistleblower regulation.

Oxfam Novib has a Works Council which meets monthly with the Board of Directors. The Board of Supervision meets the Works Council annually, following procedures on advising and assent.

Contact with other affiliates in the Oxfam confederation is maintained at various levels. Together, the Oxfam affiliates make up the governance of Oxfam International, and take decisions on the strategic plans for the fields where we collaborate. Staff from all Oxfams participate in their implementation.

For each country, the activities of the Oxfam confederation are aligned in detail and implemented under the co-ordination of one of the affiliates. In most countries the work is done from a shared country office.

Oxfam Novib is in the IMPACT alliance along with SOMO, Butterfly Works, 1%CLUB and HIRDA. Fairfood International is a candidate member of the alliance. After submitting a joint programme to the Ministry of Foreign Affairs, the alliance was awarded a subsidy for the period 2011 to 2015. Oxfam Novib is the alliance's lead agency, meaning that it accounts to the Ministry on the spending of the subsidy. The alliance meets several times a year, to monitor the progress of activities as well as to discuss new activities.



Photo: Candace Faith

ANNEX II

COMPOSITION BOARD OF DIRECTORS PER 31 DECEMBER 2012

The first Board of Directors was appointed by the Board of Supervision on 18 May 2006. At the time a new governance model was introduced, with separate powers for a Board of Directors and a Board of Supervision. Members of the Board of Directors are appointed for a period of four years and are eligible for immediate reappointment (without restriction).

A profile for members of the Board of Directors was approved by the Board of Supervision. It defines the competencies required of the members of the Board of Directors. The profile shall be used as a basis for the recruitment of new members. Since May 2006 two new Board members have been appointed and three members have been re-appointed after their four years of service. The powers and duties of the Board of Directors are laid down in the Constitution and are further detailed in a Charter. A regulation details the ways of working and the decision-making process. The Board of Directors meets every two weeks.

FARAH KARIMI (1960)

Mrs. Karimi started as Executive Director on 1 February 2008. She was re-appointed in this function by the Board of Supervision in February 2012.

The duty of the Executive Director is to set the strategic direction of Oxfam Novib on the basis of decisions of the Board of Directors. As chair of the Board of Directors, Mrs. Karimi is also responsible for directing and organizing the activities of the Board of Directors.

Mrs Karimi holds other positions on behalf of her membership of the Board of Directors. She is a member of the Board of the global Oxfam network. She represents Oxfam Novib in the Board of SHO (Samenwerkende Hulporganisaties) and in the partnership United Civilians for Peace. She is also a member of the Supervisory Board of IDH (Initiatief Duurzame Handel; Fairtrade Initiative).

Other positions held: member of the Supervisory Board of the VPRO (a Dutch broadcasting company).

ADRIE PAPMA (1958)

Mrs. Papma was re-appointed as member of the Board of Directors in February 2011. As Business Director Mrs. Papma leads the Corporate Department. She is also responsible for two innovative projects. Mrs. Papma has consultation meetings with the Works Council on behalf of the Board of Directors. She also chairs the IMPACT alliance.

Other positions held on behalf of her membership of the Board of Directors: Mrs. Papma is a member of the Global Team of the Oxfam network and chair of the Shared Support and Operations Group. She is a member of the Steering Committee Universal Access to Female Condoms.

THEO BOUMA (1958)

Mr. Bouma is director of the International Department, including responsibility for all regional programmes and country offices. He is also responsible for the Humanitarian Unit. Mr. Bouma was re-appointed in 2009. Other positions held on behalf of his membership of the Board of Directors: Mr. Bouma is a member of the Global Team of Oxfam and chair of the Oxfam Programme Development Group. He is a member of the Executive Council of Stop Aids Now!, a member of the Executive Committee of Triple Jump and a member of the Steering Committee Quality Educators for All.

Other positions held: member of the Advisory Council of Stichting Roos.

TOM VAN DER LEE (1964)

Mr. Van der Lee van der Lee has been a member of the Board of Directors since August 2009, as director Campaigns and Advocacy. In this capacity he leads the Campaigns Department, the Lobby and Advocacy Department and the Communications Unit. Mr. Van der Lee also leads one of the innovative projects.

Other positions held on behalf of his membership of the Board of Directors: Mr. Van der Lee is chair of the Campaigns Group of the Oxfam network, a member of the Brand, Marketing & Communications Group of Oxfam and chair of the Oxfam Private Sector Team. Mr. Van der Lee is vice chairman of the Board of Partos (sector association for development cooperation).

Other positions held: a member of International Press Centre Nieuwspoot and a member of the think tank of the European Centre for Art Culture and Science Felix Meritis.



Photo: Howard Davies

ANNEX III

COMPOSITION BOARD OF SUPERVISORS PER 31 DECEMBER 2012

The Board of Supervision was created on 18 May 2006 and was composed by the eleven members of the then governing organs. The Board has seven members. There is a resignation schedule. According to this schedule, the last four remaining members and former foundation governors had reached their maximum period of tenure per 31 October 2012. Four new members were appointed from November 1, 2012. Members of the Board of Supervision are recruited on the basis of an agreed profile and through open advertising. In order to avoid a future repeat of a large number of Board members resigning simultaneously, the resignation schedule was revised.

The Board of Supervision upholds the principles of the Code of Good Governance for Charities and acts accordingly. The Board of Supervision's composition and tasks are laid down in statutes and further detailed in a regulation. There are two Board committees: the financial committee and the remuneration committee. The Board met six times in 2012, from the first of April the newly-recruited members attended the meetings six months before their formal appointment.

JORIS VOORHOEVE, (1945), CHAIR

Mr Voorhoeve was first appointed as Chair of the Board of Supervision in June 2007. According to the resignation schedule of the Board of Supervision he is appointed until June 2013 with a maximum period of tenure until 2016. Mr. Voorhoeve is also Professor emeritus Public Administration, in particular of international organizations at the University of Leiden and Lector International Peace, Law and Security at The Hague University of Applied Sciences. (Honorary) director Sen Foundation (research of international cooperation).

Other positions held: member Trilateral Commission, co-chair Global Partnership for the Prevention of Armed Conflicts (GPPAC), member Advisory Council on International Affairs.

On account of his position as Chair of Oxfam Novib's Board of Supervision, Joris Voorhoeve is member of the Board of Oxfam International. In this Board, Joris holds the position as vice-chair.

Joris Voorhoeve is a member of the remuneration committee.

HANZO VAN BEUSEKOM (1972)

Mr. Van Beusekom was first appointed at 1 January 2010, and according to the resignation schedule, appointed until 2016. His maximum period of tenure ends in 2019. He is also a Partner at Clear Conduct, a specialized strategic consulting firm on regulatory practice, risk management and business conduct.

Other positions held: chair Stichting De Vrolijkheid, visiting lecturer several universities. Mr. Van Beusekom is appointed on recommendation of the Works Council and is member of the financial committee.

MARIANNE VAN LEEUWEN (1961)

Mrs. Van Leeuwen was appointed at 1 January 2012, and according to the resignation schedule, until 1 January 2015 with a maximum period of tenure ending in 2020.

She was the former CEO of Reed Business NL (until 2011) and is currently a member of Supervisory Board of Cito and a member of the Supervisory Board of news agency ANP.

Mrs. Van Leeuwen is member of the remuneration committee.

PETRA BIJL (1961)

Mrs. Bijl was appointed at the 1 November 2012, and according to the resignation schedule, until 1 November 2015 with a maximum period of tenure ending in 2021.

She is also an independent consultant, coach and trainer with Essential Transformation.

Mrs. Bijl is appointed on the recommendation of the Works Council.

JOYEETA GUPTA (1964)

Mrs. Gupta was first appointed at 1 November 2012, and according to the resignation schedule, until 1 November 2014 with a maximum period of tenure until 2019.

She is also Professor of Environment and Development in the Global South at the University of Amsterdam's (UvA), Faculty of Social and Behavioural Sciences and at the UNESCO-IHE Institute for Water Education in Delft. Other positions held: vice-chair of the Committee on

Development Cooperation and member of the Advisory Council on International Affairs.

KEES TUKKER (1955)

Mr. Tukker was first appointed at 1 November 2012, and according to the resignation schedule, until 1 November 2014 with a maximum period of tenure until 2019. He is also CEO at the Tropenhotel, Consultant Corporate Communication, Facilities & Hospitality at the Royal Tropical Institute.

Other positions held: member Advisory Board Stichting M (Crime Stoppers Netherlands), owner KeesCompany BV, Honorary Member Stichting Prinsengrachtconcert. Mr. Tukker is member of the remuneration committee.

PETER VERBAAS (1959)

Mr. Verbaas was first appointed at 1 November 2012, and according to the resignation schedule, until 1 November 2015 with a maximum period of tenure 2020. Fellow Nyenrode University, Center for Private Wealth Management, Banking, Governance. Partner at Charistar: consultancy on philanthropy, shared value and impact.

Other positions held: Chair VU Medisch Centrum Fonds, Member Advisory Committee Waarborgfonds Sociale Woningbouw, Member Supervisory Committee Stichting Gedeeld Geven.

Mr. Verbaas is chair of the financial committee.



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