



# ANNUAL PLAN 2016/17

THE HIGHLIGHTS

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PHOTO COVER: CTD T FARMER FIELD SCHOOLS: SHARING SEEDS AND KNOWLEDGE

Loveness Ndlovu (25 yrs) “ My own harvest has been a complete failure due to drought. I am going to plow my plot again to start a vegetable garden. I am hoping to grow onions, tomatoes and beans to sell and buy food for my four children. I am afraid my youngest one, who's one year old, won't survive. I might have to sell the donkey because I have nothing left.” **Credits:** Sven Torfinn / Oxfam Novib

# INTRODUCTION

Oxfam Novib is committed to its mission; achieving a just world without poverty. We believe that people can build independent livelihoods, provided their rights are respected. That is why we help people around the world to stand up for their rights.

In our Financial Year 2016/17<sup>1</sup>, the Board of Directors identified the following specific challenges that we have to tackle to successfully achieve our goals;

- Ensuring funding for our projects and programmes to remain impactful and influential
- Increasing administrative discipline
- Changing relations with Country Offices and foster co-creation and mutual accountability

This document provides the highlights of our plans. The first section focuses on our plans within our four core themes, followed by chapters explaining our humanitarian work and public engagement in the Netherlands. The final chapter summarizes our contributions to the Oxfam Operational Change Goals Oxfam Novib for the Financial Year 2016/17.

## **Achieving Impact – Ensure Funding for our Programmes and Campaigns**

The main challenge is to continue to develop and implement fundable high quality programmes that can demonstrate a real impact on the lives of poor people and that contribute to the Oxfam ambition to be a Worldwide Influencing Network.

All programmes and projects developed and implemented by Oxfam Novib's Thematic Units will continue to contribute to the 6 Oxfam Strategic Change Goals, being;

- The Right to be Heard – People claiming their right to a better life
- Advancing Gender Justice
- Saving Lives, now and in the future
- Sustainable Food
- Fair sharing of natural resources
- Financing for development and universal essential services

## **Accountability - Administrative Discipline & Showing Results**

Improving and implementing systems on time writing, resource planning, salary administration and fees have a high priority this year. Staff needs to be fully aware of the requirements, responsibilities and risks related to external donor funding. We cannot afford to compromise on administrative discipline, punctuality, efficiency and integrity. Those virtues and values need to be internalized by everybody working for the organization. Administrative discipline is high on the agenda of all units and teams.

Accurate and adequate closure of projects is an important part of administrative discipline. In the coming year we will ensure that the closure of all projects of the previous funding period, mainly MFS 2 projects, is finalised and smooth running of project audits.

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<sup>1</sup> FY 2016/17 RUNS FROM 1ST OF APRIL 2016 TO 31ST OF MARCH 2017

Reporting on our results in a convincing and attractive manner is also essential and we will take further steps to develop the required systems, tools and staff capabilities. This also means that we will continue investing in [Atlas](#) and the distribution and use of IATI data to ensure that we remain a frontrunner regarding transparency and open data.

## **Oxfam 2020 – Changing Relations**

To achieve our goals, we will continue playing a strong role in achieving the overall One Oxfam 2020 mission. In the context of the Oxfam 2020 change process, relationships between Oxfam Novib in The Hague and the Oxfam offices in countries are changing. This change needs to be managed in a transparent and respectful manner, building on each other's strengths and our collective experience.

The coming year is the year that Oxfam will finalise its transition process towards the One Oxfam country offices to which affiliates will relate to as partner and/or executing affiliates. Each country has developed an Oxfam Country Strategy (OCS) and a Country operating model. Support will be given to assist countries in their transition.

All our programmes, described in the following section, contribute to these Oxfam Country Strategies, mostly as part of multi country programmes. Oxfam Novib will be a partner affiliate for 22 countries including the 12 countries where we fulfill the role of executing affiliate.

We will invest in country relation managers who will broker between the needs of countries and The Hague to ensure a smooth collaboration. The country relation managers will also represent the countries in the country governance groups at a strategic level.

## **HAVING THE BASICS RIGHT**

The Dutch Government's Block Grant of approximately € 70 million annually stopped on January 1, 2016. This put an end to a long tradition, in which the Dutch government provided structural and unrestricted funding to civil society organizations in the Netherlands. From 2016 onwards there will be less money from the Dutch Government, and allocation will be based on tenders. Our unrestricted income has reduced significantly.

With an intense reorganisation process, we have prepared our organisation to be able to deal with new and various sources of income and administrative requirements. We now have a new structure in place and most vacancies are filled. High on the agenda of the coming year is to make sure that every staff member – no matter where located – is able to work seamlessly in this renewed organisation.

Corporate Groups, in collaboration with users in the other units and country offices, are responsible to successfully execute projects regarding time-writing, resource planning, transparent budgeting process, a professional registration of the financial flows, a lean and mean purchasing process, provision of appropriate financial information and management information in time, as well as checks on compliance with the guidelines by internal and external audits.





PHOTO: TAX JUSTICE IN BANGLADESH: A MAN IN A JEANS STORE HOLDING A BLUE ENVELOPE FROM THE DUTCH TAX AUTHORITIES. CREDITS: SAIKAT MOJUMDER/ OXFAM NOVIB

# 1 PROGRAMMES

## 1.1 GOVERNANCE & FINANCIAL FLOWS

Seven out of ten people in the world live in a country where the gap between rich and poor is worse than thirty years ago. In a recent report Oxfam showed that the wealth of the poorest half of the world's population has dropped with 38 percent since 2010. In 2015, just 62 individuals had the same wealth as this bottom half of humanity: 3.6 billion people.

The combination of high and growing inequality with an enormous youth bulb 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 to a large extent by political and economic elites bending the rules in their favour, leaving poor people with little voice.

Today's resulting lopsided tax policies and lax regulatory regimes rob countries of vital revenue for public services, when official development assistance levels, which continue to be of vital importance to ensure the rights of the poorest, are lagging behind.

Moreover, the last years 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 organisations to stand up for their rights. In 2015, worldwide a dramatic number of 96 countries took measures that restrict civic space.

Oxfam Novib 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 smallholder and people living in poverty with adequate financial services.

Finance for Development is one of the Theories of Change in the Strategic Partnership with SOMO and the Netherlands Ministry of Foreign Affairs and projects on this theme will be implemented in Uganda, Cambodia, Vietnam, Nigeria, OPTI, Niger, Morocco, Pakistan and Egypt. In future, other countries might be added to this list.

On the next pages, you find highlights of our plans for 2016/17 regarding Governance and Financial Flows, starting with the global Even it up! Campaign.

### 1.1.1 EVEN IT UP! CAMPAIGN - TAX, BUDGETS & CITIZEN PARTICIPATION

[The Event it Up! Campaign](#) is about fighting extreme inequality. It mobilises people to even things up; to change the rules on tax to make sure the richest pay their fair share. It is about demanding more spending on public health and education to give the poor a fighting chance. We also demand fair wages for everyone and want to make sure the poorest have a voice, and that those voices are heard by those in power.

#### Ongoing Project implementation 2016/17

- [Even-it-Up + Campaign against Tax Haven in The Netherlands](#)
- [OXFAM FAIR programme](#); Achieving fiscal justice at scale: budget monitoring

#### Innovation/ New Initiatives 2016/17

- [Fair Tax monitor](#) product finalisation
- Exploring Public Finance Management with MzN International, a social enterprise providing advice, training and sustainable business solutions to the development and humanitarian sector.

### 1.1.2 CIVIL SOCIETY SPACE AND STRENGTHENING

#### Ongoing Project implementation 2016/17

- Deepening Democracy; including the [Emotive programme](#)
- Civil society space strategy in MENA, Mekong and HECA regions
- Develop Civil Society Space toolkit and resource pack
- Advocate on ODA and aid policy coherence in Dutch election year

#### Innovation/ New Initiatives 2016/17

- Defend the integrity of aid: Modernization of ODA criteria at OECD-DAC level
- New forms of activism and digital campaigning via platforms, possibly in collaboration with Civicus
- Shape and implement Oxfam Civil Society Space influencing strategy together with the Knowledge Hub Governance & Active Citizenship.

### 1.1.3 TRANSPARENT & ACCOUNTABLE FINANCE

#### Ongoing Project implementation 2016/17

- [Fair Finance Guide International](#)
- [Oxfam Novib Fund](#)
- Influencing of authorities and financial sector – Capacity Strengthening Country Offices and partners

#### Innovation/ New Initiatives 2016/17

- Savings-based programming (new)
- Micro-finance & agri-finance programme
- Finance for Development: Innovative finance; potential risks of social impact/development bonds
- Research on a stable financial sector and problems in financial flows
- Monitoring financial sector + Dutch lobby
- Private Sector resilience partnerships

### 1.1.4 OXFAM KNOWLEDGE HUB GOVERNANCE & ACTIVE CITIZENSHIP

The Oxfam Knowledge Hub on Governance & Citizenship, hosted by Oxfam Novib, believes that harnessing the collective knowledge of Oxfam staff and partners and making better use of our governance experience and expertise will help us have greater impact on the ground as one Oxfam by 2020. The hub builds an active, engaged governance and citizenship network for learning and exchange between partners and staff, and spots strategic issues.

In 2016/17, the hub will be working on;

- Co-develop and support the Oxfam strategic response to closing space for civil society
- Make knowledge, learning and case studies available about how Oxfam and partners are responding to civil society space restrictions
- Shape the Fiscal Justice Learning Trajectory so that it is inclusive, practical and globally balanced, building on learning from our programmes so far, such as a fiscal justice track record
- Produce a low time intensive way for 6 country teams and partners to share lessons and profile their work beyond usual audience
- Support design and delivery of learning packages (e.g. on Tax Justice)

#### MAKING ALL VOICES COUNT

Oxfam Novib, in a consortium with Hivos, has recently won the VOICE tender. The VOICE fund is an initiative of the Dutch Government and is linked to the Strategic Partnership. The aim of this fund is to strengthen the voice of the most marginalized people. The Oxfam Novib – Hivos consortium will implement this fund with a total budget of 50 million Euro in a 5 year period. Implementation will take place in three regions: East Africa, West Africa and South East Asia



NORTHERN UGANDA: COMMUNITY EMPOWERMENT AND RURAL DEVELOPMENT: ESTHER ZAWADI (42) HARVESTS CASSAVA FROM HER GARDEN. **CREDITS:** JAMES AKENA/OXFAM NOVIB

## 1.2 FOOD, LAND & WATER

We produce more than enough food to feed the world. Still one out of every nine people goes to bed hungry. In Africa, this is even one in five. Modern food, and the way it is produced, traded, distributed, consumed and wasted at present is not sustainable. Conditions are only worsening: following current trends, by 2050 the demand for food will increase by 70 percent.

Oxfam Novib 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 Novib and its partners have a long track record of helping people to cope with the effects of climate change and building their resilience, besides lobbying for robust financing for adaptation measures.

Oxfam Novib distinguishes three path-ways for change. The first pathway focuses on the strengthening of civil society organizations, enabling them to increase their access to and influence on local, regional and global governments, institutions and the private sector. We also facilitate them in building public and private support for more equitable governance of natural resources and resilient livelihoods. Where governance is poor or non-existent, we will support civil society organizations to improve governance, policies and practice.

The second pathway focuses on engagement with (potential) champions from the public and private sector, with whom we prepare and make the case for policies, practices and alternative business models that address the interests of food producers and rural communities, particularly women, and the implementation thereof.

In cases where we cannot secure enough support or leverage, a third pathway provides us with an alternative – or complementary – route. By exerting critical pressure from public and media on key public or private decision makers, we are able to push for



improved policies and practice on a range of local to global issues, varying from land reform and decent incomes to a more ambitious climate agenda. Our most effective influencing strategies consist of a combination of the three pathways.

The Right to Food is one of the Theories of Change in the Strategic Partnership with SOMO and the Netherlands Ministry of Foreign Affairs and projects on this theme will be implemented in Vietnam, Uganda, Myanmar, Cambodia, Mozambique, Nigeria, Indonesia and Burundi. In future, other countries might be added to this list.

On the next page, you find our ambition for 2016/17 regarding Food, Land and Water starting with the global GROW campaign, followed by our programming in the areas of SEEDS, Land, Water and Pro-Poor Value Chains.

### 1.2.1 GROW CAMPAIGN

[Oxfam's GROW campaign](#) works for the billions of us who eat food—and for the more than one billion men and women who grow it. Through addressing inequality as a key to claiming power, Oxfam's GROW campaign makes it possible for communities to grow or buy enough food now and in the future.

#### **Innovation/ New Initiatives 2016/17**

- Global Call to Action on Land Rights as a successful bottom-up Southern-led campaign
- New public facing campaign for GROW 2017-2019 (potential focus on supermarkets and inequality in global value chains)
- Fundraising for GROW implementation beyond present funding through 2017
- Behind the Brands: monitoring implementation of commitments
- Human Rights- impact assessments in palm oil and cocoa to assess impact of standards RSPO/BtB on company commitments

### 1.2.2 SEEDS

#### **Ongoing project implementation 2016/17**

- [Sowing Diversity is Harvesting Security](#) (SD=HS) program
- Expose use of EU directives fostering inequality in the seeds sector & oppose monopolies in context of climate change.
- Strategic partnership with Uganda and Myanmar

### 1.2.3 LAND, WATER & PRO-POOR VALUE CHAINS

#### **Ongoing project implementation 2016/17**

- Global and regional Proposal development on [Land rights](#) & Water management
- [Palm Oil FAIR](#) program
- Cocoa small holders/gender
- Responsible Seafood & aquaculture
- [WeMan](#) (GALS methodology) on women's economic empowerment in local markets

#### **Innovation/ New Initiatives 2016/17**

- Climate Resilience & Agroforestry Programme Development
- Inequality and conflict in value-chains
- Gender Tool for private sector/ value chain work.



UN HOUSE IDP CAMP IN SOUTH SUDAN - A WOMAN CARRIES A SISAL BAG. IT CONTAINS GRAIN THAT WILL FEED HER FAMILY. THE STORES BEHIND HER WERE ONCE USED BY THE UN FOR STORAGE, NOW IDP'S ARE USING THEM AS A TEMPORARY SHELTER. CREDITS: PETTERIK WIGGERS/OXFAM NOVIB

## 1.3 CONFLICT & FRAGILITY

Conflict threatens and destroys the lives, homes and jobs of millions of women, men and children, trapping them in a vicious cycle of violence and poverty. Every year since 2008, the world has become less peaceful. The highest number of people, since World War II, has been forcibly displaced as a result of persecution, conflict, violence or human rights violations. One-third of the world's poor live in fragile and conflict-ridden countries. By 2018, this share is likely to grow to one-half, and by 2030 it could be as much as two-thirds.

Oxfam Novib is present in the world's worst protracted conflicts. Our work on conflict and fragility takes a long-term approach that seeks to address underlying root causes of conflict, such as structural inequality, marginalization and lack of access to natural resources. We seek to create inclusive security for all, with an emphasis on inclusion of women and other marginalized groups.

Working in alliances, we engage with decision-makers in governments, international institutions and the private sector. Oxfam Novib incentivizes them to adhere to international humanitarian and human rights laws, play a positive role in peace building and post-conflict reconstruction, and support local and national actors in humanitarian response.

Women, men and children in crises are not passive victims suffering from insurmountable challenges. Every day, in communities all over the world, people and civil society organizations work to address the root causes and symptoms of violent conflict. These are the people Oxfam Novib seeks to support in our work.

Conflict & Fragility is one of the Theories of Change in the Strategic Partnership with SOMO and the Ministry of Foreign Affairs of the Netherlands and projects on this theme

will be implemented in South Sudan, Pakistan, Yemen, Afghanistan and OPTI. In future, some other countries will be added to this list.

On the next pages, you find some of our plans for 2016/17 regarding Conflict and Fragility, starting with the global Rights in Crisis Campaign, followed by our programming in the areas of Women, Peace and Security and Conflict Transformation.

### 1.3.1 RIGHTS IN CRISIS CAMPAIGN

We believe that the women, men and children who are affected by conflicts and disasters have a right to live in safety and dignity. Those most at risk – whether because of an earthquake, a drought or a civil war – have a right to be free from violence, to have clean water, shelter and food. They also have a right to be heard and to take control of their own lives. [The Rights in Crisis campaign](#) calls for those people affected by conflict, insecurity and disaster to have the assistance they need and the protection that is their right; and governments and the international community to address - and ultimately remedy - the political root causes of their vulnerability.

#### Ongoing Project Implementation 2016/17

- Conflict, disasters and emergencies are frequent, but their devastating impact on ordinary people can often be avoided. Oxfam's Rights in Crisis campaign addresses the causes and impact of such crises. .

#### Innovation/ New Initiatives 2016/17

- Effective Advocacy Strategy on European refugee policies
- Ensure funding for work on Migration, Countering Violent Extremism and Addressing Root Causes of Conflict to ensure the RIC Campaign remains influential.

### 1.3.2 WOMEN, PEACE & SECURITY

We aim to address the extreme and disproportionate impact of violent conflict on women and promote women's voice in seeking and promoting security and lasting solutions by working with communities and engaging in advocacy. In 2016 we aim to ensure funding for a multi-country Women, Peace and Security Programme – Inclusive Security Sector.

#### Ongoing Project Implementation 2016/17

- Amplifying voice of women in the MENA region.

### 1.3.3 CONFLICT TRANSFORMATION

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

#### Ongoing project implementation 2016/17

- [Reconstruction Tender](#)

#### Innovation/ New Initiatives 2016/17

- Phase 2 of the Reconstruction Tender: Addressing Root Causes (ARC)
- Develop interdepartmental WIN approach for conflict affected and fragile states
- Conflict Sensitivity & Food, Land, Water– Resource Based Conflict



PAKISTAN - EMPOWER YOUTH FOR WORK- SHREDDING LEAVES FOR FODDER.CREDITS: KHAULA JAMIL/ OXFAM NOVIB

## 1.4 GENDER & YOUTH

Women's empowerment and Youth Active Citizenship are two central pillars for Oxfam Novib's program development ambitions. Both teams take an integrated approach to empowerment including SRHR, political participation and economic empowerment, while aiming to change social norms.

### 1.4.1 WOMEN'S EMPOWERMENT

When talking about women's rights and gender equality, we are faced with contradicting and challenging realities. Since the Fourth World Conference on Women in Beijing (1995) took place, significant progress has been made, particularly in advancing women's legal rights. Life expectancy has continued to rise, reaching an average 72 years for women and 68 for men. Worldwide, the number of maternal deaths declined by 45 percent between 1990 and 2013. Enrolment of children in primary education is nearly universal today.

However, even when the vast majority of the world's youth is currently literate, nearly two-thirds of the world's illiterate adults are women, a proportion unchanged for the last twenty years. This inequality is evident in other areas as well with devastating consequences. Millions of women and girls around the world are trapped in low-paid, poor quality jobs. They still carry the burden of unpaid care work, which is intensified by austerity policies and cut-backs. Women and girls are still married as children, are refused access to education and political participation and many more are trapped in conflict where rape is used as a weapon of war.

Oxfam Novib continues to work towards changing the culture of gender discrimination. We challenge social norms and values that still, in the 21st century, justify and even promote the use of violence against women and girls; rules and structures that excuse the violation of their sexual and reproductive rights, and limit their full participation in



political and income-generating activities. Together with our partners we provide women and girls with opportunities to mobilize and raise their voices, to influence and participate

We strongly believe that women's rights and gender equality are fundamental human rights goals and pillars for achieving sustainable and equitable development. Therefore we put women's rights at the heart of everything we do; we ensure the inclusion of women's rights and gender justice objectives in all our programs and strengthen organizational capacity - both within Oxfam Novib and of our partners - to systematically address gender inequality issues.

In 2016/17 we will implement the following projects and new initiatives;

#### **Ongoing project implementation**

- Women on the Frontline, on women's political participation in the Middle East
- Women on the Move
- Safe Spaces on preventing Early Child Marriage in West-Africa and Pakistan

#### **Innovation/ New Initiatives 2016/17**

- Making Gender Mainstreaming 'profitable' – a business case
- Women Human Rights Defenders programme development
- Support/co-creation national influencing and behavioural change campaigns in four countries as part of Oxfam campaign against VAW
- Developing regional programs on women's political participation and sexual reproductive health rights (Southern Africa, East-Asia)

### **1.4.2 YOUTH AS ACTIVE CITIZENS**

One out of every six people is aged 15-14 years; globally there are more youth than ever before: 1.2 billion. Ninety per cent live in low-income countries. Niger (15.4), Uganda (15.7) and Mali (16.2) for example have some of the world's lowest median ages. In Africa 70 percent of the population is under the age of 30. Youth have the potential to be a tremendous force for change, but are generally excluded from political processes. They often have their basic rights denied.

Today's youth population presents society with unprecedented opportunities to accelerate economic growth, reduce poverty and improve well-being. With their, energy, skills and creativity, young people have the potential to be the driving force for change, strong economies, vibrant democracies and prosperous societies.

Ensuring that the next generation is educated, healthy, has a livelihood and participates as active citizens is crucial in the fight against inequality and injustice. Harnessing the energy and strength of young women and men and working with this target group is core to Oxfam Novib's goal of creating transformational change. We aim to work jointly with youth to challenge barriers that prevent them from enjoying their rights, particularly around Love (sexual and reproductive health and rights), Learn (quality education) and Earn (quality jobs). Furthermore, we strive for young people to participate in society and have an effective voice in decision-making processes.

Oxfam Novib works to scale by targeting policy makers for political and institutional change; transforming existing service providers; creating replication of innovative models (for example within education systems); and most importantly we have a multi-stakeholder approach to ensure wide dissemination of program models. Our youth programs not only work with youth themselves but also with the private sector,

governments, families and communities. We use a human-centered design approach to develop and implement our programs.

In 2016/17 we will implement the following projects and new initiatives;

**Ongoing project implementation 2016/17**

- [Work in Progress](#) - Youth Project with a focus on youth employment and SME development in Nigeria, Egypt and Somalia and partnering with Butterfly Works, VC4A
- [Youth at work](#) in climate smart livelihoods with IKEA Foundation, OGB in Ethiopia, Pakistan, Bangladesh and Indonesia
- [Quality Education for all- youth and SRHR](#)

**Innovation/new initiatives 2016/17**

- Regional Youth as Active Citizens project West-Africa – Youth employment & Inequality
- Youth employment – digital jobs
- Youth – love, learn and earn country support.



SOMALIA: BEFORE, DURING AND AFTER THE HORN OF AFRICA CRISIS REFUGEE CHILDREN ON THE STREETS OF HARGEISA CREDITS: PETTERIK WIGGERS/OXFAM NOVIB

## 2 HUMANITARIAN WORK

Oxfam Novib works with local communities to increase their resilience in crisis situations, empowering women, men and children to protect themselves. In the aftermath of a disaster, we support people to make a living again and help communities to build back stronger. Furthermore, we support citizens in conflict zones and crisis areas to make their voice heard, and hold governments accountable for their protection and the quality of the aid offered to them.

The team in The Hague ensures that Oxfam is a strong and visible humanitarian actor in the Netherlands. We actively participate in (humanitarian) platforms and representational bodies in The Netherlands. In 2016, we are the chair of the Dutch Platform on Humanitarian Actors (PHA) from the 1st of April onwards. We host the Giro555 Bureau. From the 1st of July, we will be the new action chair of Giro555 in joint Public fundraising campaigns.

The team also contributes to timely, quality and sizable humanitarian responses worldwide, through fundraising amongst home donors and the Dutch public. We are a member of the Dutch Relief Alliance, an alliance of thirteen Dutch NGOs with a strong track record in relief work. It has been set up to directly access the funds allocated through the Dutch Relief Fund by the Dutch Minister for Foreign Trade and Development Cooperation to deliver more effective and efficient humanitarian and relief. In Oxfam, we contribute resources (funding, staff and support) to the Global Humanitarian Team.

A specific focus for this year is delivering a quality humanitarian refugee/ migrant response in Greece, as part of the wider Oxfam refugee/migrant response in Europe, and contributing to the global Oxfam migration campaign.

Oxfam Novib works closely together with local and national humanitarian actors and strongly believes that humanitarian response provided by these actors is quicker, more appropriate and more efficient. The team will therefore continue to strengthen local humanitarian actors, through fundraising and implementation of programmes focusing on strengthening the capacity of local humanitarian actors, creating space for them to lead humanitarian responses and advocating for the necessary changes in the international humanitarian system. The main programme in this area is the IKEA Foundation funded Empowering Local and National Humanitarian Actors Programme (ELNHA). This programme is implemented in Uganda and Bangladesh with a large advocacy component at global level.

Through active participation in donor related consortia such as the Dutch Relief Alliance and SHO we have been successful in disclosing emergency response funds to the Oxfam Confederation and are currently contributing to the following humanitarian responses: the Earthquake Response in Nepal, Nigeria, Ethiopia, Iraq, Yemen, South Sudan, Central African Republic, and Syria. We are also involved in the Migrant Crisis in Greece.

## 3 PUBLIC ENGAGEMENT

The reorganization of The Hague Office led to the development of the Public Engagement Unit in which different areas of expertise with a focus on the Dutch market are now gathered together. Recently the number of private donors has been decreasing and fundraising has been under pressure. Public Engagement is committed to changing the downward trend.

In addition, we aim to move to supporter journey driven engagement strategy. We need to acknowledge the importance of the need to truly inspire and connect with our supporters; explain better to them the 'Why?' behind our work. This will give us the prerequisite for future success to stay connected and get new supporters involved.

In the long-term, we also want to diversify donor acquisition and income streams. A shift away from the dependency on Face-to-Face requires a slow transition, with a lot of testing to discover scalable alternatives. That is why in the coming year, we will still increase the Fce-to-Face recruitment. To further build up the diversification of our income streams it is essential to develop all fields, including major account giving and especially legacies & inheritances.



**The ambitions described on the previous page lead to the following projects for 2016/17:**

- Increase Face-to-Face recruitment of structural individual donors
- CRM Blackbaud implementation
- Sharpening the Brand strategy and marketing positioning
- Content strategy; Define how to get the right message, to right receiver at the right time.
- Donor journey vision & phase I implementation Strategy outlining what is necessary and how we will transition to a relational customer-approach. And an operational plan for the next implementation phase.
- Digital strategy calibration and implementation
- Determine how digital/online will facilitate the PE strategy in the most impactful way
- Recalibration of the Publishing House; Strategy for the Publishing House that is aligned with the PE strategy and goals. – including an operational plan for the next 12 months.
- Mobile website Mobile/ responsive website that meets all the requirements in facilitating the PE strategy.
- Integration web shop and One-shop-stop.

PINKPOP 2015: A VOLUNTEER TALKING TO FESTIVALGOERS ABOUT CLIMATE CHANGE. EVELIEN SCHOTSMAN/ OXFAM NOVIB



# 4 OPERATIONAL CHANGE GOALS

Oxfam Novib will also actively contribute to the six operational change goals agreed upon by all affiliates in the Oxfam Strategic Plan 2013-2019, being;

1. Creating a Worldwide Influencing Network (WIN)
2. Programme Quality, Monitoring, Evaluation & Learning
3. Strengthening Accountability
4. Investing in People
5. Cost Effectiveness
6. Income Strategy

## 4.1 CREATING A WORLDWIDE INFLUENCING NETWORK (WIN)

WIN is an inherent part of Oxfam's work. To make sure Oxfam Novib staff knows what it is and how they can make WIN part of their work, a WIN toolkit for the Hague staff and Country Offices will be developed in the coming year. Oxfam Novib's Thematic and Programme Support & Impact unit will also continue to provide support to country teams to include influencing strategies in their programmes.

Next to contributing to existing work on influencing and developing new campaigns, Oxfam Novib will learn from previous campaigns to be used for future public mobilization campaigns, like Behind the Brands and GROW. We expect to learn a great deal from our Global Call to Action on Land Rights as it is set up as a bottom-up Southern-led campaign.

## 4.2 PROGRAMME QUALITY, MONITORING, EVALUATION AND LEARNING

In 2016-17, Oxfam Novib will invest in further development of our Impact measurement and knowledge services by rolling out robust impact studies, stimulating learning and strategic decision making by Oxfam programme managers and external clients working on projects with social goals.

The capacity building team will contribute to improvement of the quality of programmes and proposals/ projects. Moreover, this team will develop tools/ guidelines/ standards on programme/ project development/ management/ MEAL/ Finance, according to the needs of our own teams and partner organisation.

They will also continue implementing capacity building trajectories in Mali and Nigeria that were initiated last year.

Special attention will be given to the design of a capacity development strategy & plan for strengthening local partners, including an organizational capacity measurement tool that

can be used to measure partners' organizational capacity and enables them to co-plan trajectories.

A knowledge management strategy will be developed to ensure our thought leadership. Oxfam Novib focuses on evidence-based learning by investing in impact services, collection of stories of change and context analysis surveys in 23 projects. We will also develop a coherent approach for MEAL across themes and countries. Through the Oxfam Novib Academy, twenty master students will support our programmes with their knowledge and skills, while also developing their own capacities.

Oxfam Novib intends to innovate with at least four projects to improve ways of working. A new innovation manager has just been recruited to direct these projects.

## 4.3 STRENGTHENING ACCOUNTABILITY

Accountability, both to the communities living in poverty and to our supporters, donors and other external stakeholders, is an ethical and effective basis for our relationships and will contribute significantly to greater programme impact.

In 2016/17 Oxfam Novib will further invest in IATI compliance by improving the project [browser ATLAS](#) and by supporting a culture of transparency with track record development and data accuracy. At the same time, our Team Information Management will stimulate the use and sharing of data, information and knowledge to improve our projects and campaigns, and strengthen our profile as a knowledgeable organisation.

Moreover, the impact measurement team and thematic units will invest in knowledge products targeted at professional audiences to increase our thought leadership and accountability.

## 4.4 INVESTING IN PEOPLE

Oxfam Novib is a people organization: we depend on our staff and volunteers and we must value, understand and inspire them. In 2016/17, Oxfam Novib will implement several HR/ICT systems such as Success Factors and Compass to support the staff in an effective way, provide management with necessary information and improve our ability to be donor compliant (especially on salaries).

Integrity is an important Oxfam Novib value and we will roll out the action plan in the head- and country offices.

Moreover, our Human Resource department will invest in learning and organization development. The Capacity building team will enhance the capacity of country offices on MEAL, Finance, project management, influencing, digital influencing and/or promoting quality practices. Our Quality, Finance and Control department will provide staff trainings on procedures and working with our so-called Adobe forms.

## 4.5 COST EFFECTIVENESS

Cost-effectiveness will be enhanced by building a professional service framework. The IT community will act as IT service provider to other units, country offices and stakeholders. Key projects are:

- Implementation Blackbaud CRM
- Implementation Timewriting & resource planning

- Implementation One email (Oxfam.org) and Office365
- Implementation BOX Filesharing & collaboration
- Implementation end-state EA model

## 4.6 INCOME STRATEGY

In the financial year 2016/17, Oxfam Novib's Public Engagement department will focus on increasing Face to Face recruitment of regular donors and will start diversifying its donor acquisition and income streams, for instance on legacies & inheritances. Public Engagement will also develop a strong brand position and work towards a relational customer-approach.

The department, Institutional Funding and Donor Relations will optimise donor intelligence; networking and engagement by assessing donor satisfaction and by building on strategic relationships with our Home Donors (Netherlands Ministry of Foreign Affairs and EU) and other institutional donors we hold longstanding engagements with. This will increase funding opportunities for the (multi-) country programmes of the Oxfam confederation and enable to reaching even more beneficiaries in need of assistance. Moreover, sign off and compliance policies and process will be improved to timely identify (capacity) needs and risks. This is important to improve quality and reduce risk of submissions to donors.

We will also elaborate, harmonize and substantiate our fees structure to enable project teams and country offices to present clear budgets to donors.

A pipeline of potential projects and programmes will be continuously worked on, to facilitate efficient development of institutional funding proposals. At country level, we will also support country offices to improve their fundraising capacity.



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