

Annual Report 2009



Oxfam Novib

Annual Report 2009

This is the printable English version of Oxfam Novib's online annual report 2009. The online report can be found at www.oxfamnovib.nl/jaarverslag. It is where the reader can search quickly by subject, region, etc. The site also contains videos and many illustrations to accompany the articles, as well as links to further information. The explanation to the Annual Account and the Annual Account itself are included in this PDF document. The reader can also find a separate PDF document of the Annual Account at www.oxfamnovib.nl/jaarverslag.

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1. Report Oxfam Novib's Board of Directors

2009: the year of shifts in global power

The events in 2009 will pursue us for many years to come. The credit crisis unleashed in the fall of 2008 caused the biggest global recession in eighty years in 2009. Governments around the world tried to alleviate the damage of an uncontrolled market through unprecedented support operations. The confidence in the global economy recovered somewhat when part of the power of the market was transferred to governments, and in some cases banks were even nationalised.

The damage wrought by the global recession was felt hardest in the poorest parts of the world. In sub-Saharan Africa for instance. In 2008 this region seemed to be heading to an economic growth of 6 percent in 2009. The recession nipped in the bud almost every new economic development. The result was economic retrenchment and impoverishment, because the population continued to grow. And not just in sub-Saharan Africa. Worldwide the number of people daily going hungry grew to over 1 billion. In 2009 it was therefore more important than ever to fight together with thousands of individuals and partner organisations for our ideal of a just world without poverty. Strengthening people's self-reliance is a necessary condition for this. Fortunately some partner organisations were able to tell us that, despite the economic downturn, people's resilience is bigger than anticipated.

2009 will also go on record as the year in which China fully broke through as a power of importance. Several other emerging economies are also rising in its wake, such as India, Brazil, South Africa and Russia. In 2009 not only did the G7 have to make way for the G20, a G2 also appears to have been borne, with China alongside the United States as economic superpowers. The shifting power relations were perhaps most clearly exemplified by the mostly failed climate summit in Copenhagen: American president Obama also literally had to barge into the Chinese delegation to save yet something of the agreement.

Earlier that year the same Barack Obama took over the reins of power from George W. Bush. That undeniably gave rise to hope and reduced international tensions. In the person of the new Secretary of State the United States assumed a more constructive position with regard to development co-operation. It thus joined the battle struggle the widespread rape of women in the Democratic Republic of Congo. Unfortunately we watched how US action abroad dropped due to the attention political issues at home demanded, such as the handling of the recession and the introduction of a new healthcare system. There is a direct link between American foot-dragging on the (still) incomplete 'Climate Bill' and the largely failed climate summit in Copenhagen. It is the poorest countries who will end up paying the highest price of that failure. According to the World Bank 80 percent of the impact of climate change is already coming down on developing countries. Especially small farmers, of whom 80 percent are women, often see their livelihood security and that of their families be washed away literally.

The world will never again be what it was. The new pluriform power relations threaten the position of some countries, but also offer plenty of opportunities. In any case, they force us to new analyses and a different approach to development issues. In 2009 we met these challenges by making sharper choices in finding strategic alliance partners. They make up the core of a new multi-annual subsidy proposal to the Dutch government.

With our power to innovate we will also respond to the debate on development co-operation. In part influenced by aid sceptics, but also due to the work of more nuanced researchers, 2009 witnessed a lively debate on the impact of aid and the (unintended) dependence it can create. As contribution to this debate Farah Karimi, executive director of Oxfam Novib, wrote the essay *De Kracht van het Zelfdoen* (the Power of DIY). In it she explained how Oxfam Novib fights, against the forces of

market fundamentalism, for sustainable development and global justice in a results-oriented fashion.

In the struggle against poverty and injustice our Southern partners inspire and motivate us. They achieve, with our support, concrete results under the most difficult circumstances. In 2009, despite crisis upon crisis, 2.4 million people saw improvements in their income and food security. In addition, 36.5 million children and adults received quality education, for instance from our partner Pratham in India. Over the past three years we also succeeded, among others via our innovation fund, in educating 2.4 million women, men and children on how to prevent HIV and AIDS. Seven million people also received a small loan to start their own businesses. A special form of enterprise was encouraged via the Media Development Loan Fund. This fund reinforces the free media in developing democracies and simultaneously provides news services for millions of people. In addition, various partners worked hard on a greater participation of women in social and political processes. In South Asia Violence against Women in Politics succeeded in getting many women included in political bodies, and keep them there by supporting and protecting them in their work.

But creating better preconditions at the local level alone does not get us there. Sustainable development in the South also demands changes at the regional, national and even global levels. The urgency of achieving them is highlighted by the huge impact of the current crises. That is why Oxfam Novib has also gone all out last year to achieve changes in policies and practices in the North.

Oxfam International, effective co-operation at the local and global levels

We are an enthusiastic affiliate of Oxfam International, a confederation of fourteen like-minded organisations. Together we form a powerful development and campaigning organisation advocating at the global level the rights of people living in poverty. In 2009 we highlighted, among others, the impact of the credit and food crises, whereby we directed ourselves to the International Monetary Fund, the World Bank, the G20 and the World Food Program. We also demanded that attention be paid to the impact of climate change on people in developing countries. Together with partners like Greenpeace and the World Wildlife Fund we were a visible advocate of a fair, ambitious and binding climate agreement. Climate hearings organised around the world showed with poignancy the kind of damaging impact climate change already has on people. That is why it is of crucial importance that further climate change is not only

prevented, but that developing countries get the opportunity to adapt to the effects of climate change. Partners in Ethiopia and Zimbabwe support farming men and women in developing seeds, for instance, which can either make do with less water or can tolerate more water. With some success we have lobbied the Dutch government and European Union for more funding for climate change adaptations.

Another activity of Oxfam International, alongside lobby and campaigning, is to encourage Southern partners to develop in such a manner that they can stand on their own feet and become a full affiliate of the confederation. In 2008 Rostros y Voces from Mexico succeeded. Oxfam India is a candidate affiliate. In 2009 we, as Oxfam Novib, were thus able to transfer our programs to our new sister organisations step by step.

A third priority of the Oxfam family is to increase its own effectiveness in countries in the South. In the past year we have developed a new way of co-operating to this end. Not only will the number of Oxfams working in the same country be reduced considerably. More importantly, one Oxfam affiliate will be taking the lead in strengthening and building the different programs. We are thus able not only to increase the impact of our work, but also to represent better our partners' interests, both at the local and the global level.

In 2009 the Oxfams have co-operated intensively in the field of humanitarian assistance. Unfortunately we, as did our local partners, experienced much opposition from governments and warring parties in regions like Gaza and Zimbabwe. The security situation in Somalia and Afghanistan sometimes deteriorated to such an extent that our work was hindered heavily. In Darfur tensions even ran so high that the Sudanese government forced Oxfam Great Britain to leave the country. The international community still has a lot of work to do with regard to its responsibility to protect civilians.

Oxfam Novib in the Netherlands

In order to realise our mission – a just world, without poverty – the involvement of Dutch citizens in international co-operation is crucially important. Fortunately that involvement is still big, even though it was under much pressure in the past year.

To start, the recession left deep marks in the Netherlands too. There was a record number of bankruptcies, unemployment rose starkly and the development budget linked to the national product also

fell. This did not only mean extra pressure on the generosity of civilians and the private sector, but also 600 million euro less government aid for partner countries of the Netherlands.

Next, several political parties announced that henceforward they want to finance their domestic priorities by cancelling or halving the budget for development co-operation. The debate on the impact of aid and the question of how to limit the (unintended) effects of aid dependence also went into a higher gear. These developments have influenced each other and given rise to strong polarisation in the debate on development co-operation.

We welcome the debate on the impact of aid. We also believe that development co-operation must deliver as much result as possible. But for real poverty reduction more is needed than aid alone. We consider it a challenge to keep the nuance in the debate, in opposition to those with blind faith in the market and wanting to include aid among the cost-cutting measures. Last year we did this in numerous public debates and publications, and via messages in the old and new media. We participate actively in the public debate, because we want to learn from right criticism, and will not let wrong criticism go unanswered.

In 2009 we did a lot of lobby work and campaigning in the Netherlands. In the run-up to the climate summit in Copenhagen we increased the pressure from society on government leaders, and we have contributed to realising the Millennium Development Goals. In the Netherlands we were able to convince the government to cut back 20 million euro less on development money for education. This is especially important for countries like Bangladesh, Mali and Mozambique.

We were also active towards the private sector and consumers. And not without success. Thanks to the Fair Banking Guide, last year twelve banks revised their policy on corporate social responsibility in 73 fields. In addition they signed a joint climate statement for Copenhagen.

The Green Santa was also very successful. Seven big retailers have decided to start selling sustainable chocolate letters in the period 2010-2012. Albert Heijn will offer all house brand chocolate as sustainable in 2015. The Green Santa was not only visible in the newspapers and audible on the radio. Through the social medium Hyves more than 100,000 'action heroes'

actively supported the campaign. 600,000 watched the film trailer on Groenesint.nl.

It also pleases to succeed in raising more money from private donors, despite a slight drop in the number of donors through our own fundraising, to an amount of 28.3 million euro. We are also happy with a growth in the number of active volunteers. Our Doenersnet (volunteer network) grew from 800 to 1,535 activists. They are above all youths, passionately committed to Oxfam Novib and a world where everybody can build a livelihood without poverty.

A look into the future

The coming year, 2010, is an important transition year for Oxfam Novib. In that year we will complete all the plans in our Business Plan 2007-2010. At the same time we will prepare ourselves as an organisation for an optimal start of our new Business Plan 2011-2015. That is why we worked hard in 2009 on developing this plan and the new proposal for an MSF II subsidy from the government.

We did this against a background of a world economy in which many companies became reticent about investing in the South and in which many governments are getting ready for sizeable cutbacks in the future. Of course, the costs of the support measures have to be paid back, but not over the backs of the poorest people in the South. In any case, we will do our best to use the resources we have yet smarter and yet more effectively. Because, precisely where global crises accumulate and the effectiveness of traditional aid is debated, there is a need for innovation and joining of forces. We are therefore very happy that we succeeded as lead to submit a subsidy proposal on behalf of a new alliance with SOMO, HIRDA, 1%Club and Butterfly Works. This IMPACT Alliance is aimed at developing innovative methods of combating poverty. The alliance considers FairFood a candidate member.

In the subsidy request we have chosen for a sharper profile. The IMPACT Alliance will focus to an important degree on the most difficult countries in the South: the most closed, fragile or poorest countries. As a result the number of countries where we will be working was halved in this MSF II, compared to the MFS I subsidy allocated to Oxfam Novib.

We await the decision-making on the subsidy proposal with confidence. However, we do know that we can expect cutbacks, because in the context of MSF II the government has set a maximum that is below our current

subsidy level. If we add this to the development process inside the Oxfam family and the changing global relations, a substantial challenge awaits us in adapting the internal organisation to the future. We have already made a start in 2009, for instance with extra investments in diversifying our income strategy. In the transition year 2010 this organisational change will receive high priority and be developed further.

Challenged by shifting power relations and inspired by the successes of 2009, we will continue our work with enthusiasm and vigour in 2010. We are driven by the opportunities that we can offer people and their organisations in the South to take on their own development. We continue to argue for a good financing of qualitatively strong programs over there, but also take our responsibility over here. We will not waver from urging governments and companies to make socially responsible choices. We will of course also appeal to Dutch citizens, in their roles as voters, consumers or donors, to make their own contribution. Taking new opportunities with united forces; that is what allows us to fight with optimism for a just world, without poverty.

The Hague, March 31, 2010

Farah Karimi, Executive Director

Theo Bouma, Director Projects

Adrie Papma, Director Management Operations &
Private Sector

Tom van der Lee, Director Campaigns

2. About us

2.1 Our vision

Around the world two billion people live in poverty. That is unacceptable to Oxfam Novib. We want to make it possible that they can build an independent livelihood, without poverty. All of us, we can do that, because the most important cause of poverty is injustice. People do not only make injustice; people can also solve injustice. That is what drives us. Because everybody has the right to a fair income, food, healthcare, education and a safe life. Every human being must be able to have his or her voice heard, and has the right to an identity of his or her own. We stand for these rights, together with others. We not only do this from a certain belief or conviction, but from the thinking that all human beings are equal and must get the opportunity for building a good livelihood.

2.2 Our method

Oxfam Novib believes that people must be able to build a livelihood without poverty by themselves. That is why we support local partners in developing countries. They are people and organisations committed heart and soul to the poorest people, who know the local situation and know the needs. We support their work with money, advice and valuable contacts.

Development co-operation helps in combating poverty. But our partners cannot solve the problem on their own. Governments too, politicians, the private sector, civil society organisations and citizens each have a role and responsibility. That is why we lobby governments, institutions and businesses to consider the poorest people in their policies. Alongside we campaign in the North. We also do this to involve citizens in our work and move them to adopt a way of living from which the poorest people can also reap the benefits, one that is in any case not to their detriment.

Many partner organisations lobby and campaign in their own countries; often they do this together with us.

2.3 Five basic rights

Oxfam Novib is fighting for five basic rights. They are derived from the Universal Declaration of Human Rights, a document of the United Nations.

1. Right to sustainable livelihood resources

Everybody must be secure in sufficient food, a fair income and a healthy living environment. In agriculture people must be able to use indispensable resources like land and water.

2. Right to basic social services

All people, women and girls too, have the right to quality education and adequate healthcare. The spread of HIV and AIDS must be stopped.

3. Right to life and security

Victims of natural disasters, climate change or conflicts have the right to aid. People must be able to prepare for disasters and solve local conflicts. The arms trade must be brought under control.

4. Right to social and political participation

Citizens must know their rights and have their voices heard. To achieve a just world the participation of every human being is needed.

5. Right to identity

Women, indigenous peoples, gay men and lesbian women, disabled people and others marginalised because of their identity, have the same rights as everybody else.

Table 2.1 Transfer per rights program in 2009

	Realised in 2008	Annual Plan 2009	Realised in 2009	Annual Plan 2010	% in 2009
Sustainable livelihood resources	57.2	62.0	60.3	63.3	35%
Basic social services	26.3	34.1	27.8	36.1	16%
Life and security	18.2	17.0	18.9	17.9	11%
Social and political participation	34.5	35.2	36.0	37.3	21%
Identity	25.0	24.3	27.1	28.1	16%
Total	161.3	172.5	170.0	182.7	100%

Amounts are in million euro. The figures represent Oxfam Novib's total spending minus spending on fundraising and support-base building and minus spending on the emergency activities of SHO or other Oxfams.

For each of these five rights Oxfam Novib has designed a program. In our four-year Business Plan, which runs from 2007 until 2010, objectives were formulated for each program. The table below indicates how much money we are investing in each program.

2.4 Vision of the Future

In the near future Oxfam Novib will bring many changes. In 2010 our current multi-annual plan will be completed. In the past year we have therefore worked on a new five-year multi-annual plan. It will commence in 2011 and run until 2015. Many changes are also waiting to happen in Oxfam International.

2.4.1 Supporting the powerless, accountability of the powerful

Supporting the powerless and demanding accountability from the powerful. That is the red thread in Oxfam Novib's multi-annual plan until 2015.

A just world without poverty, that remains our goal. We stand in solidarity with people whose rights – as laid down in various international treaties – are not respected.

Fragile states

In the coming years we will focus our work more on the very poor and fragile countries, like Afghanistan, Burma, Democratic Republic of Congo, Yemen, Kirgizstan, Laos, Somalia, Pakistan and Sudan. The circumstances in these countries are difficult to work under, but it is precisely there where we can demonstrate our value added.

In the coming period we will reduce the number of countries where we work from 70 to 34. We will phase out an extensive part of our activities in Latin America.

Seven themes

In the coming years we will focus our work in the IMPACT Alliance on seven themes. They are:

- struggle for land, water and food
- climate change and adaptation
- fair markets and financial systems
- access to quality education
- conflict transformation
- access to information
- women's say over their bodies

In the coming years at least half our work will be related to one of these themes.

In the coming period we will also continue to finance development projects, point out their responsibility to governments, the private sector and institutions; conduct campaigns. Core concepts in our work are empowerment, accountability and gender justice.

Empowerment

People living in poverty are never just victims. They possess the power and the courage to hold on and continue to struggle for an independent livelihood. We have great respect for that. For us combating poverty starts with supporting people to help themselves, to do it themselves. This also applies to the groups and organisation in which they have united themselves to improve their own situation and fight for their rights.

Accountability

The way out of poverty knows all kinds of obstacles, such as wrong policy or unfair trade rules. That is why we call in the Netherlands and outside on governments, the private sector and institutions to take into account the poorest people and help them build an independent livelihood. In the developing countries we encourage people to do it themselves and make these calls on their governments, private sector and institutions.

Gender perspective

Women in developing countries have very few rights compared with men. At the same time it is often the women who provide an income and care for the family. Poverty reduction that has no eye for improving the position of women, is work half done. That is why we continue to place centre stage the position of women in all our activities.

2.4.2 Oxfam International: on the road to a single management structure

In 2008 Oxfam International's affiliates all decided to change over to a single management structure (SMS) in the countries where different Oxfams work. This has to lead to a more efficient and unambiguous way of working. The change has far-reaching consequences for all Oxfams.

In recent years the co-operation between the Oxfams has focused above all on joint lobby activities, campaigning and humanitarian work. Alongside, in most developing countries each Oxfam implemented its own program. The introduction of a single management structure is going to change that in the near future.

Consequences for Oxfam Novib

What SMS is going to look like and what that means for Oxfam Novib was elaborated further in 2009. In doing this we also looked at sub-fields like human resources, systems and procedures, programming and fundraising. In March 2010 Oxfam International will take further decisions on this. It is expected that SMS, after a pilot phase in the second half of 2010, will be introduced in a phased manner from 2011.

One Oxfam co-ordinates

The SMS means that in every developing country where multiple Oxfams are working, one of them takes charge of co-ordination. The different activities can be co-ordinated better in this manner, resulting in greater efficiency.

Maximum of four Oxfams

For each country the number of Oxfams will be reduced to a maximum of four. That prevents fragmentation and enhances the results of our work. The number of Oxfam Novib people working 'in the field' will likely increase also due to the introduction of SMS.

2.4.3 Financial prognoses

For 2010 Oxfam Novib has budgeted a moderate growth in income and spending.

From 2011 a large part of income becomes uncertain, because the new subsidy allocation from the Ministry of Foreign Affairs for the period 2011 to 2015 has yet to take place.

Anticipated income

According to the new subsidy framework a maximum of 106 million euro a year is available for each proposal. This also means a big adjustment of our income expectations: the item *income from government* will fall by at least 30 million euro a year.

Because many people are still living in poverty and we want to continue working large-scale and remain ambitious, we want to increase our income from other sources by 60 percent over the coming years.

Anticipated spending

In the coming years the activities and related staff numbers at the field offices will increase. For the moment that is primarily about co-ordinating humanitarian assistance, capacity building of local organisations and local fundraising. We prefer to recruit local people for our field offices. At our head office in The Hague staff numbers will decrease as a result of the expected drop in income in 2011 and greater fluctuation in fundraising.

Because we continue to manage on efficiency, the costs of our own fundraising will continue to fall within the margins set by the Central Fundraising Office (maximum of 25 percent of proceeds) in the years to come. Of the total proceeds we spent again more than 90 percent on poverty reduction. We will keep the costs of management and administration low, in accordance with the organisation's new size.

In the coming years we expect to invest extra in our IT systems. We thus support projects funded by more than one donor, and the interaction between field offices, other Oxfams and partner organisations. The investments in IT improve our knowledge management,

but are also motivated by the growing importance of online campaigning. The costs of research into innovation in development aid will, as is expected, be financed by additional project subsidies from government bodies and international funds.

2.5 Our environment

The world in which Oxfam Novib operates has changed enormously in 2009. Whilst the global crises have caused a rise of extreme poverty in developing countries, the Netherlands saw the emergence of a sharp debate on the impact of aid. How do these developments influence our work and how do we respond to them?

2.5.1 Sharp rise of poverty in 2009

2009 was the year of global crises. The credit crisis was followed by a strong economic recession. Food prices did fall, but not to the levels of before the price explosion. And despite the extreme droughts and floods that were regularly in the news, during the climate summit in Copenhagen governments did not agree on common action against the climate crisis.

Together the crises caused a sharp increase in extreme poverty. Late 2009 1.4 million people lived on less than 1 dollar a day; 50 million people more than in 2008.

The additional poverty is primarily caused by increased unemployment and high food prices. As a result of falling foreign investments in developing countries tens of millions of people have lost their jobs. Add to this the migrants working in rich countries who had less money to remit to their families in their countries of origin. The World Bank calculated that every one percent drop in economic growth drags 20 million people in developing countries below the poverty line.

The poorest people pay double the price

Unemployment, which hits women harder than men in developing countries, does not only lead to conflicts inside the family, but also leads to less money being available for such things as medicines. People go into debt. Partner organisations in different countries report that micro-credit repayments have fallen.

The governments of developing countries also received less income. Exports, which normally earn foreign currency for repaying debts, have fallen. At the same time rich countries are revising their budgets and the

danger looms that financial gaps are going to be filled with money originally meant for development aid and support to climate change adaptation in poor countries. In this way the poorest people are twice over the victims of the crises, to which they have contributed the least.

Many of our partner about two thirds of the organisations had less to spend in 2009, be it not too dramatic. International NGOs above all received less money from donors. Half our partners have had to reduce their activities by a quarter and reached fewer people.

2.5.2 Aid works, but a lot more is needed

Whilst global poverty rose sharply, in the Netherlands development aid was the target of criticism more than ever. Yet Oxfam Novib welcomes the debate on the impact of aid.

The debate on the impact of development co-operation is also widely held in our country. And that is good. We are the first who want aid to be as effective as possible, and everything that contributes to that is welcome. We do everything in our power, but development co-operation alone cannot solve poverty.

There are, for instance, the internationally agreed trade rules. They sometimes form real obstacles to our work. In order to change this we talk about their role to everyone who can mean something: governments, the private sector and consumers. Whatever makes our work more effective also belongs to our work.

The debate on the impact of aid is also an expression of an awareness of responsibility, says executive director Farah Karimi: "Development co-operation works and is indispensable. But much more is needed."

In the essay 'The Power of DIY', published late 2009, she pointed out that with the support of Oxfam Novib and its partner organisation more than 5 million people have improved their food security and income over the past two years. That the Indian partner organisation Pratham has ensured that almost 2 million more children get quality education. That in 2009 more than 2 million women (80 percent women) have received micro-loans from Oxfam Novib's money. And that relief aid supplied after natural disasters and during armed conflicts has saved lives directly.

Obstacles

These and other success, according to Karimi, will not banish poverty, if food prices rise steeply at the same time. When small farmers are driven from their land to grow biofuels crops for the Western markets. When Europe continues to create barriers to the import of products from poor countries. When poor countries can dig the raw materials from their soil, but do not get the opportunity to turn them into semi-manufactured products. When rich countries use the World Trade Organisation to continue to put pressure on poor countries to sign bad trade agreements. When multinationals continue to use their bag of tricks to stop developing countries from building a tax-based income.

Aid will not rid the world of poverty when powerful countries help with one hand, but use the other hand to frustrate trade, climate and agricultural policies in favour of people living in poverty.

Embedded in total policy

Traditional development aid can become more effective if it is embedded in the total international policies of governments and international institutions. That is why the Oxfams campaign in Brussels, Washington and other capital cities, for instance for fair rules from the World Trade Organisation or a fair and binding climate treaty.

That is why Oxfam Novib campaigns in the Netherlands, for instance with Green Santa for a fair price for (small) cocoa farmers. Or with the Fair Banking Guide for socially responsible bank operations. Because, Karimi writes in her essay on the effectiveness of development co-operation: "We too, in the more prosperous part of the world, have the power to influence production and consumption, economic and political relations."

2.6 Oxfam International

Oxfam Novib is an affiliate of Oxfam International, a confederation of fourteen like-minded organisations. Together we reach more people, achieve more results and work more effectively than each on its own. We share knowledge, and during humanitarian disasters we co-operate on the basis of clear agreements. We are active in almost one hundred countries around the world.

Oxfam International was officially founded in 1995, also by Novib. Oxfams exist in Great Britain, Ireland, France, Belgium, Germany, Spain, Australia, Hong Kong, New Zealand, Canada, Québec, United States, Mexico and

the Netherlands. Oxfam India is a candidate affiliate and still financially supported by the other Oxfams, including Oxfam Novib. The organisation is now also raising its own funds.

Organisation and finances

The Oxfams do not have a central head office. Oxfam International's secretariat is located in Oxford (United Kingdom). Alongside there are lobby offices in important centres of power such as Washington, New York, Brussels, Geneva, Brasilia and Addis Ababa (African Union).

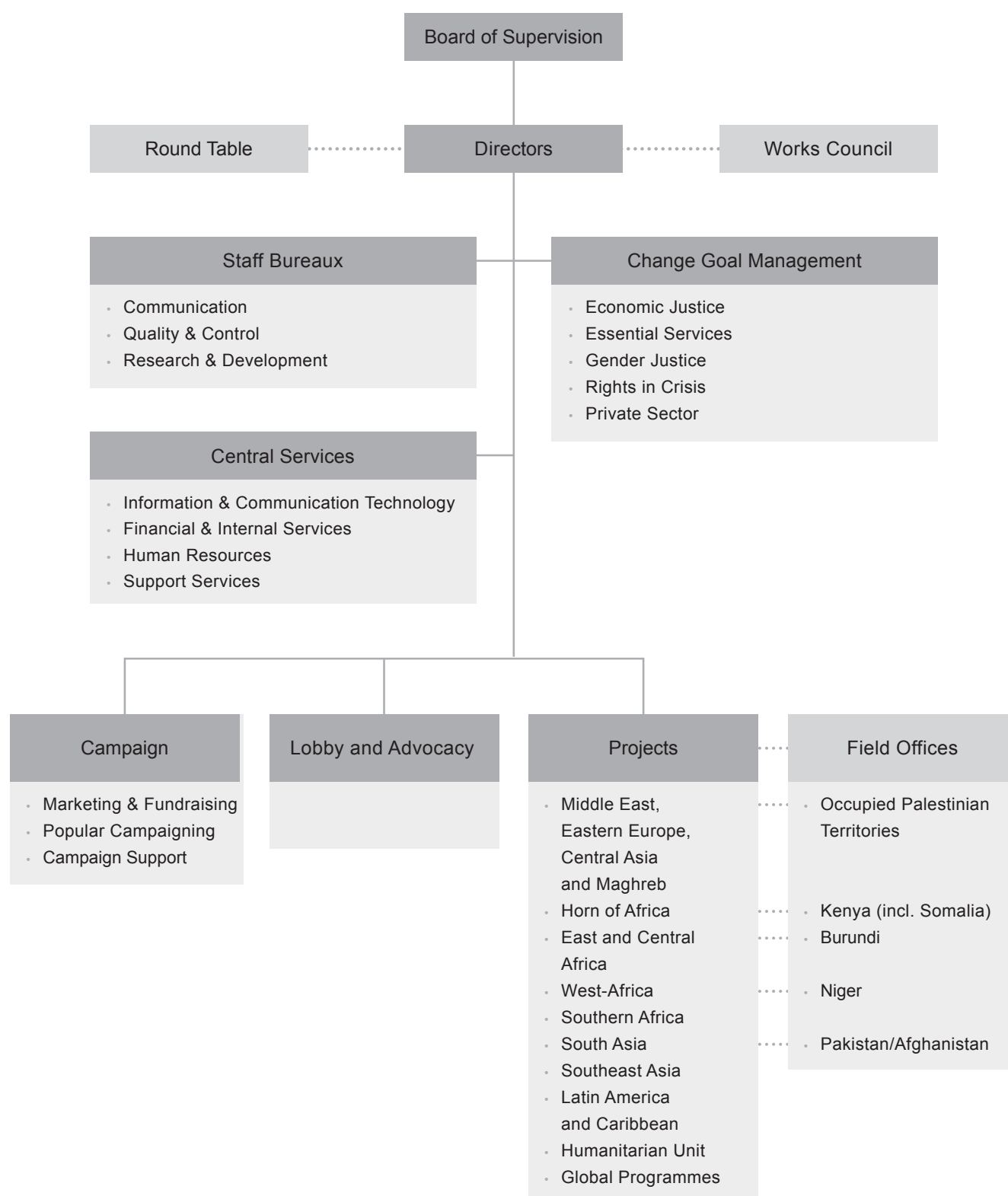
The affiliates finance Oxfam International's costs (such as the secretariat). Every Oxfam affiliate contributes a maximum of 1 percent of its annual income. For Oxfam Novib that was an amount of 1,762,000 euro in 2009. In addition we also contributed 352,000 euro to the Affiliate Growth Fund. Oxfam International uses this fund to support the development of candidate members.

All the financial directors of the Oxfams appraise Oxfam International's budget and spending. The approval is a task of the Oxfam International Board. Oxfam Novib's executive director and the chair of its Board of Supervisors sit on it. We examine the results every year using an independent audit, to which an accountant attaches his approval.

Three quarters of Oxfam Novib's spending is on partner organisations in developing countries, for their projects and programs. About 8 percent is through Oxfams. For instance, via a sister organisation responsible for humanitarian assistance in a particular country, or via staff in regions where we do not have a local partner.

Oxfam International is aiming to expand the number of Oxfams in the coming years, especially in countries in the South experiencing strong economic growth. Oxfam International supports the development of candidate affiliates through its Affiliate Growth Fund. Every Oxfam affiliate annually contributes to it several point tenths of its income.

With the help of this fund new Oxfams have emerged in Mexico and India in recent years. These organisations are now supporting development projects in their own countries, raise funds and conduct campaigns. The candidate affiliate Oxfam India, founded in 2008, is thus now financing the projects of partners previously supported by Oxfam Novib.



2.7 Internal organisation

Not only the world outside was on the move in 2009. Oxfam Novib's own organisation was not idle either.

2.7.1 Organisational chart

2.7.2 Human Resources

Oxfam Novib is about people. Its employees are the heart of the organisation. Fully committed they work hard on bringing positive changes to the lives of the poorest children, women and men.

Human Resources Policy

The world is changing and Oxfam Novib is changing too. That development places big demands on our colleagues. The strategic human resources policy was introduced in 2009. Through it we want to achieve that colleagues contribute as effectively and efficiently as possible to the organisation's objectives. Competence management takes centre stage. Each colleague must do well two things in any case: results-orientation and co-operation. In addition there are complementary competences for each function. The personal development of colleagues is monitored in a personal annual plan.

Another pillar of our human resources policy is diversity management. It is about the optimal and sustainable deployment of all colleagues, taking into account their differences and similarities. Oxfam Novib has a diverse staff that mirrors the diversity in our work (field).

Education and training

Education and training receive a lot of attention at Oxfam Novib. In 2009 the average number of training days for each colleague was 6: a rise of 1.5 days a colleague compared to 2008. We aim for an average of 8 training days a colleague.

In 2009 the training budget had an overrun of 9 percent. This is among others the result of catching up on security training for travelling colleagues. The far greater part of travelling colleagues has now been trained.

Next to education and training programs Oxfam Novib also organises other events for staff members to develop and increase their knowledge. One example is the annual 'learning day', a special day on which colleagues can follow a large number of specialised workshops. In 2009 around 250 staff members took part in the learning day.

Colleagues also regularly shared knowledge. During informal lunch meetings the representatives of partners and other organisations talked about their work. During informal meetings staff members exchanged knowledge on subjects like organic agriculture, mitigating the impact of disasters, social protection and quality education. In 2009 the six-monthly reflection sessions on the work of partner organisations provided a lot of information for the new multi-annual plan 2011-2015.

Staff centre stage

In the fall of 2009 an internal survey of staff satisfaction was held. The results were announced early 2010. There is appreciation, among others, for management and the induction program of new colleagues.

Staff satisfaction is also reflected by a stable low level of absenteeism. Late 2009 absenteeism stood at 3.4 percent and has remained below the line that Oxfam Novib had set for itself (3.6 percent) for the entire year.

In 2009 we welcomed 52 new colleagues. Some of them work on a temporary project, others were hired for a longer period. Not counting colleagues in the field, 10 percent left the organisation. That is within the margins of the Business Plan's goal (between 10 and 15 percent). The average duration of service is 7 years. It is shorter for staff members in the field because they mainly work on a project basis.

Late 2009 Oxfam Novib in The Hague had 362 staff members. Alongside them there were 27 expats and 67 local staff in the field. The average age of staff in The Hague (including expats) remained almost the same (42 years). For local staff we do not (yet) have detailed personal data available. That will be the case from 2010.

Staff is made up of about one third men and two thirds women. This ratio has remained virtually unchanged over recent years. At management level the ratio is almost equal. The ratios are line in line with targets.

Staff at field offices

Oxfam Novib has six permanent field offices: in Niger, Burundi, Kenya (for Somalia and South Sudan), Pakistan, Afghanistan and Israel (for the occupied Palestinian territories). In 2009 we opened a temporary field office in DR Congo for the implementation of a European Union project. The 67 local colleagues are for the most part from the country where the office is located. Of the 27 expats five are from the Netherlands. The other expat

colleagues are from different countries (Germany, United Kingdom, France, Uganda, Pakistan, Spain and Bolivia).

Late 2009 an agreement was reached with the trade union on the labour conditions of Dutch expats. These conditions are part of the CLA and come into force in 2010.

2.7.3 Works Council

2009 was an intensive year for the Works Council. It handled nine requests from the directors for advice about changes in the organisation and various requests for endorsement, among others of the training plan, the hiring policy and the introduction of a statement of good conduct for several functions.

The Works Council also gave much attention to the introduction of the single management structure inside Oxfam International. Furthermore, it has regular meetings with the directors on the Strategic Plan 2011-2015 and the possible consequences for staff. The annual meeting with the Board of Supervision was also dedicated to these two subjects.

In the fall of 2008 a new member of the Board of Supervision was recruited via open advertising and proposed by the Works Council, in co-operation with the directors and the Board of Supervision. The new member has in the meantime been appointed.

The Works Council publishes its own annual report. It can be sent on request.

2.7.4 Corporate social responsibility

Sustainability takes in a central place in our work and inside our own organisation. In 2009 we continued our climate-neutral policy and further sharpened our policy on sustainable buying.

Climate-neutral working

Oxfam Novib urges business to practice corporate social responsibility. Of course, we cannot lag behind ourselves. In 2009 our climate-neutral policy led to a further reduction of water and energy consumption and less CO₂ emissions.

We want to reduce the number of air miles by a quarter by 2013. The target for 2009 was to reduce the CO₂ emissions from air travel by 5 percent. Alternatives like video and tele-conferencing and travel by train to certain

destinations in Europe have reduced CO₂ emissions from air travel by no less than 17 percent in 2009 compared to 2008.

We compensate our CO₂ emissions caused by the air travel of colleagues or hiring of courier services via the Hivos Climate Fund.

Sustainable and socially responsible buying

Our purchasing policy is aimed at sustainability. That means that the goods and services we buy are at least produced according to certain labour and environmental standards and that the supplier is in no way involved in activities harmful to people and/or the environment.

In procuring products and services we are continuously looking for a balance between a fair price and sustainable quality. The introduction of the concept '100 percent sustainable buying' makes our staff members aware of the importance of socially responsibly buying in all phases of the procurement process.

That is why we talk with our suppliers more and more often about their buying operations. Printers have to have the FSC certificate, for example. Our cleaning company also works with natural cleaning materials. Our caterer offers sustainably produced food. We expect contractors to use materials that do not damage the environment. And consultants who travel with public transport, have a leg up with us.

2.8 Learning organisation

Oxfam Novib is a results-oriented organisation. We like to know how we can yet improve our work. We find out by regularly evaluating our work, and by sharing our knowledge and experience with other relevant parties.

2.8.1 Evaluations

Through our work we want to contribute to a better life for people living in poverty and injustice. In order to judge if we succeed and if needed improve our efforts, evaluations take place regularly. They happen per program, per project and per core country.

2.8.1.1 Program evaluations

Tsunami

The provision of relief aid after the December 2004 in the Indian Ocean was one of the biggest humanitarian

actions of the joint Oxfams in their history. Oxfams moved into action in Indonesia, Sri Lanka, India, Somalia, Thailand, Burma (Myanmar) and the Maldives. In these countries they worked with 170 partner organisation. In 2009 Oxfam International evaluated five years of tsunami work.

Several conclusions

In providing the post-tsunami relief aid the co-operation with existing partner organisations achieved considerably more results than the co-operation with newly identified partners. Existing partners were able to perform adequately because they had links with the local population, and because they, through training for example, were better prepared to provide aid in an emergency. To this end Oxfam Novib has had for several years a for training all partners in countries vulnerable to disasters or conflicts.

Expanding too far local partners' capacity for emergency work has its risks. Sometimes this has led to deficient planning, tensions between staff members, problems with financial management and incidental questionable expenditures. In the last case Oxfam Novib took action, ranging from a financial audit to breaking off the relationship with the partner if necessary.

The co-operation between the Oxfams could be improved through more exchange of knowledge and experiences. Oxfam Australia could thus have saved time and money by using Oxfam Novib's tool for measuring the capacity of local organisations. The introduction of the single management structure will improve the co-operation between the Oxfams.

Decision-making on the conclusions and recommendations in the tsunami evaluation will take place in 2010. For more about the evaluation report go to Oxfam International's website.

Several other evaluations were conducted in 2009: an evaluation of conflict transformation by Partos, an evaluation of the Linkis program, and an evaluation of capacity building of partner organisations for better disaster relief. More information on them is included in our Monitoring Report 2009 (chapter 2).

2.8.1.2 Country evaluations

Angola

An external evaluation of work in core country Angola over the period 2002 to 2006 revealed that Oxfam Novib, via its thirteen Angolan partner organisations, has placed the issue of land rights on the political agenda. Precisely for poor people in rural areas it is important that they have access to land for their livelihoods.

In the south Oxfam Novib has contributed to the formation and strengthening of civil society organisations. This concerned organisations committed to human rights and HIV and AIDS prevention. Other organisations and individual citizens got the opportunity to acquire knowledge on how to influence the decisions of the authorities and politicians.

The evaluation expressed appreciation for the quality of project and program management. Its judgement of the use of the toolbox methodology was also positive. We use it to select partner organisations and assess if their funding proposals can reach the expected goals.

The degree to which small farmers in rural areas are able to organise themselves still remained limited. The evaluators ascribed this in part to the war and relief operations that Angola had experienced for years. As result the attention became focused on the short term and less on long-term sustainability.

Occupied Palestinian Territories

The external evaluation of work in the occupied Palestinian territories over the period 2003 to 2007 was concluded in 2009. The outcomes were mostly positive. Oxfam Novib's partners received appreciation for their services and contribution to policy changes in their field of work. As such our partners Palestinian American Research Centre (PARC), Palestinian Hydrology Group (PHG) and Democracy and Workers' Rights Center (DWRC) have contributed to the food and income security of thousands of people in rural and refugee communities.

The partners Palestinian Medical Relief Society (PMRS), active in the occupied Palestinian territories, and Popular Aid for Relief and Development (PARD), active in Lebanon, were able to improve healthcare for tens of thousands of Palestinians. The partners Early Childhood Resource Centre (ECRC), active on the West Bank, and Najdeh, active in Lebanon, improved the access to quality education for marginalised communities.

In the field of women's rights the Workers Advice Center (WAC), Women's Centre for Legal Aid and Counselling (WCLAC) and Najdeh were increasingly able to protect women to from violence. Sharia courts, the police and other public institutions have become more aware of the need to fight violence against women.

Most partners have grown and professionalised enormously since the start of our financing. This reveals that entering into long-term relationships was successful here: it ensured security, stability and flexibility. The evaluators, however, warned of the possibility that partners might consider Oxfam Novib's contribution as a matter of course. The evaluators also advised to realise more synergy between the different themes in our work, regions and activities. In the meantime we have begun working on these recommendations.

2.8.1.3 Project evaluations

In 2009 we received 120 project evaluation reports from partner organisations. We had funded these projects to the total amount of 59.9 million euro (of which 38.2 million was MFS funding).

Oxfam Novib demands external evaluations when it contributes a total of 500,000 euro or more to multi-annual program, or 250,000 euro or more to one-year projects. Program officers assessed the evaluations, managed and approved by partner organisations, on Oxfam Novib's quality demands. Of eight evaluations the quality proved inadequate. Such a negative assessment leads to a dialogue with the partner about the report as well as any risks that insufficient capacity in the field of planning, monitoring and evaluation could cause for both the organisation and the effectiveness of its work.

More lessons from the evaluations are described in the extensive Monitoring Report 2009 (chapter 2).

2.8.2 Oxfam Novib's Innovation Fund

In order to increase the quality of programs on education and HIV prevention Oxfam Novib set up a special innovation fund in 2007. We use it to support project which make connections between education, HIV and gender inequality in an innovative way. We thus want to give above all youths in developing countries better education and HIV information, empowering boys and girls to develop in a healthy and positive manner.

Late 2009 the innovation fund was financing 83 partners. The past year shows that the projects supported have become stronger and more innovative. This is for a large

part due to sharper criteria for approval. There was also an increase in partners from fragile states and conflict regions like Somalia and Sudan.

In 2009 over 7 million euro from the innovation fund was invested in projects that pay more attention to safe education for girls and the prevention of HIV and AIDS. One of the projects that expanded was *Learning about Living* in Nigeria. That project uses mobile telephones and interactive software to educate youths about sexuality. In 2010 this project will get a pilot follow-up in Senegal.

In 2009 Oxfam Novib played an important role in the field of corporate social responsibility in the struggle against poverty. We co-ordinated a working group (including among others the Ministry of Foreign Affairs, Cordaid, the Royal Tropical Institute, the Wageningen University and Research Centre) which organised a seminar on this subject in October.

2.8.3 Sharing knowledge

Partner organisations of Oxfam Novib and other Oxfams have a lot of knowledge and experience. Many document their practices on the website of *Knowledge Infrastructure for and between Counterparts* (KIC). In English, French, Portuguese and Spanish, to have as many interested parties as possible use that knowledge. By sharing knowledge partners organisation can improve the impact and quality of their work.

Through KIC Oxfam Novib too has built a lot of knowledge about the practices of partner organisations. We want to share that too. As such we participate in the different IS Academies of the Ministry of Foreign Affairs, such as Fragile States, Gender and the Quality of Education in Developing Countries. It is where we bring in the practical knowledge of our partner organisations, making it accessible to scientific research at Dutch universities.

In 2009 we organised, together with the Institute of Social Studies, a series of debates on the causes and consequences of the economic crisis for developing countries. This initiative will get a follow-up in 2010 with a series of debates on the impact of aid. With the universities of Groningen and Utrecht, the Development Policy Review Network and the International Law Commission we organised an international conference on the issue of how developing countries are handing over more and more land to emerging economies, such as China.

Late December we held an international conference on meat production and its impact on people and the climate. Knowledge on and experience with sustainable animal husbandry could be exchanged on KIC's website.

2.9 Important risks and their management

Oxfam Novib operates in a complex and dynamic environment and in different locations around the World. That brings risks. We try to manage them as far as possible. To this end department heads and bureau heads made a plan that the directors adopted. In 2009 this risk management plan was revised twice, once in the run-up to the Annual Business Plan and once in preparing the Annual Report.

We distinguish strategic, operational and compliance risks. For each category of risks the management measures were again reviewed and where necessary revised last year. The necessary measures are included in our planning and monitoring cycle.

Strategic risks

As a result of the economic situation government subsidies, contributions from other private organisation and donations from the public could fall. This does not only have consequences for our own organisation, but certainly too for the program work with our partners in the South. The new subsidy framework of the Ministry of Foreign Affairs for the period 2011 to 2015 already reveals signs in that direction.

In order to be able to meet quickly the possible impact of the economic situation, we have drawn up financial scenarios for 2010 and the years beyond.

Together with others Oxfams we will campaign with the G20 in 2010 for sufficient money for poverty reduction. This is in particular about investments in agriculture in developing countries that can mitigate the negative impact of climate changes.

Public opinion on the impact of development co-operation is a strategic risk for the reputation of the sector, and therefore also for Oxfam Novib. For some time now we have been working on making the effects of our work visible and measurable. We present this on our website and in various publications.

Considering the limited availability of financial resources it is of strategic importance to use them efficiently. In

order to enhance our efficiency we have taken the following measures.

In India and Mexico we have handed our country programs over to two new sister organisations: Oxfam India (candidate member) and Oxfam Mexico. In our own country we support projects, raise funds, lobby the authorities and private sector and conduct campaigns.

In the context of Oxfam International the single management structure will be introduced in phases from 2010. As a result we will be able to work more results-oriented and efficiently.

Our field offices do not only exist to lead relief operations when necessary. They also tender for projects that large international donors outsource in the countries concerned. The field offices have by now received ISO certificates and will be professionalised further in 2010, among others by optimising IT systems.

Our income depends for the larger part on the Ministry of Foreign Affairs. In order not to be too dependent on it we will expand our other income sources. We will thus raise funds with other governments and large private organisations, among others by subscribing to bigger projects or tenders. This does not only take place at the field offices, but also at our head office in The Hague, by a bureau for special projects created in 2009.

The economic crisis has an influence on the risks of microfinancing. In the coming years Oxfam Novib will therefore pay extra attention to the solvency and currency issues of credit institutions in developing countries, to be able to respond to problems on time. Oxfam Novib acts timely where needed to strengthen the capacity of credit institutions and make provisions.

Operational risks

In certain regions and countries security risks are increasing for travelling colleagues or those working at field offices. Security training sessions are organised for them. Each field office has also drawn up a security plan and a security advisor has been appointed at the head office.

Compliance risks

Oxfam Novib complies with the relevant laws and regulations for fundraising institutions. We have the certificates of the Central Fundraising Bureau (CBF) and ISO. The annual report follows the new rules of the CBF certificate. As such our average fundraising costs over

three years cannot be over a quarter of the proceeds. We ourselves apply the standard of a maximum of 22 percent.

Our governance structure was amended in 2006 and complies fully with the Code Good Governance for Charities of the Commission Wijffels. The risks from contractual obligations are limited.

From 2008 an 'accountability statement' has been annexed to the Annual Report. It describes how the governance of Foundation Oxfam Novib is organised and how we manage on results.

2.10 Finances

Every year Oxfam Novib accounts for its income and spending in its Annual Accounts. You can find the Annual Accounts, approved by PriceWaterhouseCoopers, in chapters 8 and 9.

Income

Oxfam Novib's most important income source is the co-financing subsidy from the Ministry of Foreign Affairs. It amounted to 125.8 million euro in 2009, and represents 65 percent of income. From long-term private donors, single donations and legacies we received 28.3 million euro, in line with the budget. The economic crisis has not had much of an impact on this. Fundraising with the European Union and the Hewlett Foundation raised 17.7 million euro, for instance for promoting female condoms and for projects in the field of food security. We received a contribution of 15 million euro from the National Postcode Lottery.

Spending

In 2009 we spent 176.7 million euro on structural poverty reduction. That concerned the support of partner organisations' projects and the support of partner organisations' capacity building. Should you want to read how much subsidy we have given different partner organisation, please refer to our overview of partners. In addition we have lobbied governments, the private sector and other institutions to consider the interests of the poorest people. And we have conducted campaigns in the Netherlands, such as the Green Santa, to involve Dutch citizens in our work.

For our own fundraising we incurred 6.4 million euro in costs. That was 22.6 percent of our total income from fundraising and thus below the maximum of 25 percent set by the CBF. We spent 2.5 million euro on management and administration. That is 1.2 percent of the expenditure and loans extended.

3. Results per right

3.1 Right to sustainable livelihood resources

Oxfam Novib believes that everybody must be secure in sufficient food and income. People must have access to indispensable resources like land and water. And earn a fair wages for their work to be able to build an independent livelihood.

People living in poverty are vulnerable. They are hit hardest by the impact of the economic crisis or climate change. Developments that seriously threaten their livelihoods, but of which they are not the cause. Oxfam Novib is committed together with local partners to increasing their food and income security. Among others by extending small loans and fighting for fair trade rules and for action on the impact of climate change.

In 2009 we supported 443 partner organisations working on adequate food, better incomes and sustainable livelihoods for people living in poverty. These partners together reached 10.7 million people with their work in 2009.

Table 3.1 Budget and spending for the program 'right to sustainable livelihood resources', in million euro

Spending 2008	Annual Plan 2009	Spending 2009	Annual Plan 2010
57.2	62.0	60.3	63.3

What are our targets in the Business Plan 2007-2010 and what have we achieved in 2009?

Targets for late 2010

- **The food and income security of 6.8 million people (of whom 5 million women) has improved.**
- **4.2 million people receive micro-credit loans and other financial services from partner organisations.**
- **Also due to Oxfam Novib's lobby and that of its partners, twenty governments and international institutions have revised their policies in favour of fair trade and labour rights.**
- **Due to Oxfam Novib's lobby fifteen businesses have been influenced to adopt corporate social responsibility.**
- **The labour conditions of 2.6 million people (of whom 70 percent women) have improved.**
- **There is a good and just climate agreement to succeed the Kyoto Protocol.**

What have we achieved in 2009?

- The food and income security of 2.4 million people (of whom 1.3 million women) has improved. This is a growth of 10 percent compared to 2008. In the period 2007 to 2009 we have reached a total of 7.5 million people (of whom 4.1 million women). This means that our target, despite the current crisis, has already been reached. However recent studies among our partners reveal that they have experienced the negative impact of the crises in the past year. Whilst the number of people reached rose, the average per person improvement fell. Whether a sustainable growth in food and income security really was achieved in 2009 yet remains the question.
- 7 million people (of whom 77 percent women) have received a micro-credit loan. The money came, among others, from the Oxfam Novib Fund and the ASN-Novib Fund. Via the Oxfam Novib Fund 30 million euro worth of loans was extended to over 3.4 million people (of whom 86 percent women). Late 2009 the ASN-Novib Fund had 77 million euro outstanding with 55

micro-credit organisations. They reached 3.6 million people (of whom 72 percent women).

- Due to the lobby of our partner organisations local governments in 17 countries have improved their policies on fair trade and labour rights. The target of 20 governments revising their policies by 2010 was therefore not reached. Examples are the new fisheries law in the Philippines and the programs in the field of land rights in Southeast Asia.
- 19 new businesses were prompted by our advocacy activities to adopt corporate social responsibility. This puts the total of our activities in this field at 33. No fewer than seven large retail chains have decided only to sell 'fair' chocolate letters from 2012. That was achieved thanks to our Green Santa campaign. Thanks to the Fair Banking Guide ING Bank, SNS Bank, Rabobank and Robeco have changed their policies on investing in producers of cluster munitions and other controversial weapons.

In the period 2007 to 2009 partner organisations have improved the labour conditions of almost 700,000 people. Good results were achieved in Egypt and Bangladesh. The number of 700,000, however, is much lower than we wanted to realise. The reason is a wrong target-setting. It was based on the number of people that these programs in the field of labour participation would reach and educate, not on the number of people whose labour conditions were really improved.

During the climate summit in Copenhagen in December 2009, we lobbied with our own activities in the Netherlands and through Oxfam International in Europe. Unfortunately legally binding agreements were not reached on financing measures to mitigate climate change in developing countries. That will not stop us from continuing our lobby activities relentlessly. We are now aiming above all for money to become available (Fast Start Finance) for rapid measures against climate change, especially for women farmers in developing countries.

3.1.1 Philippine authorities listen to small fisher folk

"We now manage our own fishing grounds; we patrol them and protect them. And the government listens to us. It is beginning to take our interests into account. New big factories are no longer located on our coast."

Ka Uper is happy. It has taken a long time, but the situation for small fisher folk in the Philippines is now finally changing. Uper has been a member of SAMMACA

since 1992. This fisher folk organisation now counts 700 members from nine villages. It is supported by Oxfam Novib's partner Tambuyog.

New fisheries law

Tambuyog talks with the Philippine government about the rights of small fisher folk, about protecting fishing grounds, and tries to prevent the arrival of yet more big fish processing plants. It is only then that enough fish remains for the fisher folk to build an independent livelihood without poverty.

Tambuyog's staff member Ted Jacinto: "Also thanks to years of our involvement a new fisheries law was adopted that protects the interests of local fishermen. Small fishermen now have the sole right to fish in a 10 kilometres wide zone in front of the coast. In their areas they are also responsible for maintaining fish stocks, and they must protect the mangroves that serve as spawning grounds. That strengthens their position vis-à-vis the ever more encroaching large-scale fish nurseries."

Crucial in the new fisheries laws are the *Fisheries and Aquatic Resources Management Councils* (FARMC). These councils unite different involved parties. Together they determine the kind of economic development for which the local population feels the need, which fishing grounds should be left alone and how to protect the coast. In this manner small fisher folk can have their voice heard. And Tambuyog uses these voices to lobby their case with the Philippine authorities or the World Trade Organisation. In 2009 Tambuyog contributed to the realisation of a national fisheries development plan.

Replication in other countries

Tambuyog's commitment not only delivers fisher folk more food and income security today, but also in the longer term. By protecting the mangrove forests the deterioration of the coastal ecosystems is halted. People are also working on improving the infrastructure, so the fisher folk can serve a bigger market. Tambuyog's approach has now been taken over in Indonesia, Thailand and Cambodia.

3.1.2 Learning from each other about land rights

Learning from each other. That was the goal of the conference on land rights in the Cambodian capital Phnom Penh last October. Forty development organisations from Indonesia, the Philippines, Cambodia, Vietnam, Laos and Myanmar exchanged experiences.

Existing land and water rights are under rising pressure. That is among others the result of an increasing demand for land and water for commercial agriculture and fisheries, for example, and of a growing demand for organic and other raw materials.

Exchanging experiences

During the conference about forty development organisations examined the existing legislation and land rights in their countries. How could they improve the contents of legislation or achieve an adequate implementation? In order to arrive at possible solutions experiences were exchanged in advocacy, in providing legal aid, in educating communities and in co-operating with businesses.

Especially the organisations from closed societies like Vietnam, Laos and Myanmar learned a lot from their colleagues from Cambodia, the Philippines and Indonesia. Also, because in the last three countries land laws are relatively progressive.

Follow-up

By organising meetings like the one in Phnom Penh we enable partners to get to know each other and thus mean yet more for the poorest people. Together with a local network, the *Asian NGO Coalition*, we take a look at how further to empower the partners in closed societies and how to get the conference's outcomes to play a role in the international debate on land rights.

3.1.3 Village development in Ethiopia

"I'm proud of what I've achieved. Even with my disability I'm now an example to the people in the village. I was trained in growing and caring for trees and in business management. I'm now earning in income from selling seedlings."

Merera Bayisa (38) is a mother of three children and lives in Senkele, a village west of the Ethiopian capital Addis Ababa. The lessons she speaks of were organised by the Ethiopian Rural Self Help Association (ERSHA), an organisation supported by Oxfam Novib.

Development program

ERSHA has developed a program for rural people. It teaches people certain skills, like growing trees, with which they can a living of their own. They also learn how to grow more food in a simple manner. ERSHA also provides access to education and healthcare. For

instance, by setting up health posts and training midwives.

Greater welfare

All told about 58,000 people (of whom almost 28,000 women) have benefited from ERSHA's program. When the program began in 2004 only about 18 percent of the families obtained enough food from agriculture. That has now risen to half the families. They now produce more wheat and vegetables per unit of land. Many of them also rear sheep and goats.

By building and digging water wells 6,600 people now have clean and safe drinking water. Nine out of ten families can go to a health post with their health problems. Thanks to public education people now know more on how to prevent HIV and AIDS. And well trained traditional midwives have secured a drop in maternity deaths.

3.1.4 Latin American farmers stand stronger

You do not have to tell Santiago about the harshness of farmers' lives in Latin America. He is Mayan and lives in Totonicapán, but for two the poorest province in Guatemala. Thanks to *Cooperación al Desarrollo Rural del Occidente* (CDRO) his family now has varied meals and a modest income.

Poverty in Guatemala

CDRO's director Gregorio Tzoc Norato: "In the province of Totonicapán many people live on less than one dollar a day. An average family in the rural areas has 500 square metres of land. It does not afford them a doctor and medicines, and their children often do not go to school at all. A lack of variety in the diet means that many people are malnourished."

Indigenous seeds and creams

CDRO works in 30 village of Totonicapán and reaches a total of 2,030 people, including many women (1,420). With Oxfam Novib's support CDRO trains them to make vegetable gardens, manage water and improve indigenous corn seeds for a greater yield. A new initiative of CDRO is to grow medicinal plants and set up a laboratory that buys the plants and turns them into potions, creams, shampoos and other body care products. Medicinal plants do not only make the farmer four times the money that corn does, but the final product also provides extra employment.

Bolivian farmers with hardly any education

In Bolivia the circumstances of small farmers are not much better than in Guatemala. As told by Lorenzo Soliz, director of the *Centro de Investigación y Promoción del Campesinado* (CIPCA), a partner of Oxfam Novib in Bolivia: "Sixty percent of our food is produced by poor uneducated Indian farmers with hardly any land. We train them how to increase their yields using better techniques."

Higher yields

CIPCA also supports farmers' organisations in disputes over land and other natural resources. Furthermore it stimulates sustainable agriculture and the emancipation of Indians. Alongside, it lobbies politics for rural development. Thanks to CIPCA's work 8,439 farming families were able to raise their income from agriculture by more than a quarter.

3.1.5 More attention to labour rights

In developing countries too many people are still working under inhuman conditions. In Egypt and Bangladesh local partners of Oxfam Novib stand for the rights of workers. With success.

First demonstration of day labourers

The work in the stone quarries in the Egyptian town of Minya is hard and dangerous. That most certainly applies to unorganised day labourers. Oxfam Novib's partner *Better Life Association of Comprehensive Development* (BLACD) has been committed to their cause for years. Day labourers in Minya are therefore better organised and know their rights. In the summer of 2009 they organised a demonstration for the first time. About 15,000 stone quarry workers protested against the local decision to levy extra taxes on the incomes of stone quarry workers. The decision was withdrawn.

Higher wages for land labourers

In Bangladesh *Karmojibi Nari* is campaigning for better legislation for land labourers working for small farmers. Oxfam Novib's partner has already achieved a lot at the local level: by getting organised land labourers working for small farmers now receive higher wages. Legislation can ensure that this becomes the practice across the country.

Last year *Karmojibi Nari* used a visit by Oxfam Novib's lobbyist Joyce Kortland to organise a meeting with the Minister of Labour. He acknowledged the precarious situation of land labourers in Bangladesh and subscribed

to the need for the new labour law to pay attention to it. Our partner will continue its lobby to ensure that the law comes into force in 2010.

3.1.6 Using micro-credit to escape from poverty

People living in poverty most certainly do not lack a sense of enterprise. They do lack money though. A small loan can make the difference for them. That is why Oxfam Novib supports local organisations that extend micro-credit loans.

Aceh rises again

Desa Tungue Mesjid is a village in Aceh in Indonesia. After the December 2004 tsunami here too everything had to be rebuilt from the ground. Since shortly our partner Aceh Society Development (ASD) has been extending small loans to women, who use it to start a small business. ASD co-operates with Oxfam Novib's partner BRAC. This organisation from Bangladesh was the first ever to extend micro-credit loan. Now it is helping and training ASD staff in this field. The result: until January 2010 10,184 women from 790 villages on Aceh's northeast coast have received a small loan. The average amount is 165 euro. In 2010 another 9,000 people will be getting a small loan.

Micro-credit in the occupied Palestinian territories

Our work in the field of micro-credit has not been successful everywhere. In the occupied Palestinian territories, where we support the microfinance network *Sharakeh* and have loans outstanding via Triple Jump with two microfinance institutions, the value added of micro-credit proved to have been reduced. The local micro-credit sector is relatively small, and in recent years there has been a growing interest of donors and social investors. As a result there is less need for a grant from Oxfam Novib. We have therefore decided to focus on the economic empowerment of women and no longer support established microfinance institutions.

3.1.7 Climate negotiators must return to the table

"The climate summit can no longer be saved. But the planet and its inhabitants can. We must work on a binding agreement in 2010. Quick, resolute negotiations are needed."

Robert Bailly, spokesman of Oxfam International, said this immediately after the failed climate summit in Copenhagen in December 2009. From 2007 all Oxfams around the world have together pointed out that

developing countries already feel the impact of climate change.

Adaptation and mitigation

In order to be able to adapt to the impact of climate change and mitigate it, developing countries need money. In the short term, from now to 2013, this is about 50 billion dollar a year according to the World Bank. In the long term it is about 150 to 200 billion a year. These amounts are needed for reducing greenhouse gas emissions by developing countries (mitigation) as well as for financing programs for adapting, for instance, agriculture to the impact of climate change (adaptation). This money should not come from monies already allocated to the budget for development co-operation (0.7 percent of the gross national product). In Copenhagen Oxfam asked all parties to reach agreement on this and lay them down in the UN climate treaty.

Decision deferred

There were no concrete agreements. And the 'Copenhagen accord', for which there was no consensus, only provides a fraction of the money needed. But the debate did ensure that the European Union and the United States have for the first time mentioned amounts for climate measures in developing countries by 2020. Rich country must also raise 30 billion dollar for developing countries in the short term.

Successful lobby

So far the climate treaty has been mainly directed at reducing greenhouse gas emissions in rich countries. The debate of the past two years has led to Copenhagen considering the financing of climate measures for developing countries as equally important. A successful lobby result for Oxfam.

Oxfam still strives for a fair, ambitious and binding agreement. The climate negotiators must return to the table as quickly as possible, because people in developing countries already have to contend with the impact of climate change. In the south of Bangladesh the soil is becoming more saline because of rising sea levels. It is becoming more and more difficult to grow the current crops. Because the glaciers in the Himalayas are melting, people living along the rivers have to deal more often with hard to predict floods, alternating with longer and more frequent periods of drought.

3.1.8 Africa speaks out about the climate

"Our lives completely depend on the rains. In the past enough fell to build stocks. Today the rains are abandoning us."

Nafe Linje said this during a hearing in Malawi on the impact of climate change and possible solutions. These hearings were held in Malawi and South Africa last year. A joint activity of Oxfam Novib and Oxfam Great Britain. People could thus speak out about the impact of climate change and possible solutions.

Voice heard in Copenhagen

During the meetings people spoke of the importance of adapting to climate change. The related needs were mapped and ordered in priority. The outcomes of the hearings were then taken to the climate summit in Copenhagen. There Oxfam advocated for rich countries to make enough money available for limiting the negative impact of climate change and allowing developing countries to adapt to the changes.

View the photo report from Malawi at www.oxfamnovib.nl/jaarverslag.

3.1.9 Resistance to unfair trade agreements

Since 2004 Oxfam International has been campaigning intensively against unfair trade agreements between the European Union and countries in Africa, the Caribbean and the Pacific. The campaign was evaluated in 2009.

Oxfam International's campaign concerned the negotiations about the *Economic Partnership Agreements* (EPAs). They are trade agreements between the European Union and countries in Africa, the Caribbean and the Pacific.

Oxfam and a large number of sister organisations in the affected regions doubt if these trade agreements will contribute to the economies of developing countries and the fight against poverty. Most of the 78 developing countries involved hardly have the capacity to investigate well what free trade with Europe means for their economies, let alone be able to stand up to the European Commission's negotiations engine.

Oxfam Novib's role

Oxfam Novib played a central role in leading Oxfam International's attempts to steer the negotiations into the right directions. Oxfam supported local partners to bring

the interest of small producers and workers to the attention of negotiators, politicians and the media. Oxfam also fed the debate with critical analyses, alternative proposals, expert seminars and directed advice.

First results

Thanks to the campaign the negotiations got a lot of media attention and there were street demonstrations. It meant that many governments felt strengthened to have the negotiations arrive at a good result, despite the pressure from the European Union. In many countries the capacity of civil society to participate in such debates has also been strengthened, and they now have better relations with their governments.

“We weren’t able to win the negotiations”, said a leading negotiator against the evaluator. “But thanks to Oxfam and other NGOs we were able to prevent things from getting worse for us.”

3.2 Right to basic social services

Good healthcare, adequate education, clean drinking water and hygiene. They are essential conditions of an independent existence. One third of the global population has to do without. That is unjust and must change. That is why Oxfam Novib is committed to the right to basic social services.

The poorest people in developing countries are already vulnerable. The economic crisis hit them hard. There was less money for medicines against HIV and AIDS, children did not go to school because their parents could no longer pay for it, and governments spent less on training teachers and healthcare workers.

That is why in 2009 Oxfam Novib was as committed as ever to basic social services for girls and boys, women and men in developing countries. Together with our partner organisations we put pressure on governments in both rich countries and developing countries to secure quality and affordable education and healthcare. We also supported parties, where governments were found wanting, to provide quality education and healthcare, including in the fight against HIV and AIDS.

In 2009 we supported 256 partner organisations working on quality and affordable healthcare and education for people in developing countries. All together the partners reached 37.4 million people with their work in 2009.

Table 3.2 Budget and spending for the program “basic social services”, in million euro

Spending 2008	Annual Plan 2009	Spending 2009	Annual Plan 2010
26.3	34.1	27.8	36.1

What are our targets in the Business Plan 2007-2010 and what have we achieved in 2009?

Targets for late 2010

- **3.5 million women, children and men are educated to prevent infection with HIV and AIDS.**
- **All partner organisations in Africa and at least 30 percent of the partner organisations in Asia have revised their staff policies to include HIV and AIDS in their own organisation. This has led to creating a better working environment for staff, with or without HIV.**
- **In ten countries where we work, local governments have allocated at least 20 percent of their budgets to education and healthcare, also due to our lobby.**
- **2.5 million boys and girls get quality education.**
- **In twenty countries the quality of education has improved because local authorities have acknowledged and included in the country’s education system the innovative and successful methods of our partners.**

What have we achieved in 2009?

- In the period 2007 to 2009 2.4 million people have received public education on HIV and AIDS. Education on HIV and AIDS, including combating stigmatisation, is the most successful when people living with HIV get a role in the education. That is why we not only support HIV education programs, but also organisations of people living with HIV. In 2009 we focused in particular on this last group, for instance in Uganda.
- Late 2009 167 partners in Africa (50 percent) and 21 Asian partners (11 percent) had revised their staff policies to include HIV and AIDS in the organisation, such as LABE. It is becoming difficult to make the target. Reasons are, among others, the ‘fear of stigmatisation and discrimination’ and the taboos that rest on talking on issues like HIV en AIDS, and sexual conduct. In order durably to improve the quality of education without asking for school fees, governments in developing countries will have to invest enough in the education system and in the training and salaries

of teachers. In the period 2007 to 2009 our lobby succeeded in convincing governments from ten countries to allocate 20 percent of their budgets to basic social services. In 2009 we were successful in Indonesia, Mali, Burundi and Malawi. We have therefore already met the target.

- Our partner organisations have provided quality education to 36.5 million children and adults. Our Indian partner Pratham was for a large part responsible for this huge number. Our original targets did not include all of Pratham's projects, hence this huge overrun of no fewer than 34 million people. In the past year we have given special attention to education in fragile states; countries where political and social tensions have a big negative impact on the population. Oxfam Novib also works with other Dutch development organisations and the Ministry of Foreign Affairs on implementing the Millennium Accord on education in fragile states.
- In the period 2007 to 2009 education improved in 11 countries because local authorities acknowledged and incorporated into their education systems the innovative and successful methods of partners of Oxfam Novib. For instance in Bangladesh. At the moment it is hard to say if we are going to realise our objective.

3.2.1 Lillian must first earn her own school fees

Lillian Sama Micahel (15) is in grade four of the primary school in Mundri (South Sudan). She wants to become a doctor. But she is not there yet. For the moment she sells eggs and potatoes in the streets after school and during the holidays. Because, like many of her class mates, she has to earn her own school fees.

Lillian's parents are unemployed: "At home there's no money to pay for school fees. In my family of eight children only two are going to school," she says gently. She is therefore happy with the grant that she has received. "I've already been able to pay the school fees in arrears. And buy a spare school uniform."

The grant Lillian has received is part of an education project of two partner organisations of Oxfam Novib in South Sudan, the *Mundri Relief and Development Association* (MRDA) and the *New Sudanese Women Federation* (NSWF). The projects entails the construction of six schools, the training of 120 teachers, and the training of 14 teachers of adult education, who will in turn train 200 women to educate other women on HIV, AIDS

and hygiene. 30 government education officials and 18 school managers will also be trained.

Oxfam Novib has received funds for this project from the BSF Fund (Basic Social Services Fund South Sudan), but also finances part itself.

Teaching Somali refugees

In northern Somali, Puntland, Oxfam Novib's partner Galkayo Education Center for Peace and Development (GECPD) is engaged in education for refugees from the restless south, and for people who have never been able to go to school because of all the conflicts in the country. In 2009 700 girls received basic education and 1,700 women a second chance to become educated, organised from five centres.

GECPD's director Hawa Adan: "More so than men, women are incredibly behind in education. That's why they have fewer opportunities to develop themselves, their children and our country. And it's the women who play such an important role in our economy and society."

Women teachers without a job

Our partner *Somali Education Promotion Group* (SEPROG) experienced to what extent cultural traditions could block development. In recent years it has trained hundreds of women in north Somalia to become teachers. Only few of them have since found a paid job. The most important reason: the unequal position of women and the traditional idea that women are, e.g., unclean during menstruation and should stay at home.

A partner organisation is trying to convince the education ministry of Somaliland to allocate more money for salaries and in doing so pay extra attention to women. Partner SEPROG is encouraging the formation of separate women's teachers' unions and advocates for more flexible labour conditions for teachers. But the cultural factors are difficult to influence.

In Mundri Lillian Michale is hoping that the small grants program continues: "I can now focus on school and homework. I'm more certain than before that I want to become a doctor."

3.2.2 Giving birth without risks in DR Congo

Oxfam Novib and Médecins sans Frontières work together on education and care in DR Congo. "Until now most women just gave birth at home, with all the attending risks."

Neome and Sara live in Nadamira and Aketabu respectively, remote villages in the Congolese province of South Kivu. Thanks to a new maternity clinic and health posts women can now give birth without risks.

Education and care neglected

Before people often had to walk for days to find medical care. As a result help often came too late. The cause of the situation is a badly functioning government. During years of political conflicts it has not invested in roads, education and healthcare in South Kivu.

A matter of common sense

In February 2009 Oxfam Novib and Médecins sans Frontières received an extra contribution from the National Postcode Lottery of 1,668,745 euro. This money is used for a project in South Kivu called 'A matter of common sense'. It delivers education to more than 4,000 children and adults and medical care to more than 200,000 people in these remote regions.

Catch-up school and a better hospital

In this project Oxfam Novib works with the *Union des Groupement des Eleveurs and Agriculteurs de Fizi Itombe* (UGEAFI) and *Groupe Milima*. These partners (re)built a maternity clinic, three health posts and shelter for medical staff. In addition there are going to be eight primacy and secondary schools, a boarding school for girls and a 'catch-up' school for girls and young women who have dropped out from school. They are also assisting in setting up and supporting forms of local governance for schools and healthcare centres. The activities are progressing well.

Médecins sans Frontières is building a new hospital in the town of Baraka. The old hospital no longer suffices; people have to share beds, and patients with tuberculosis and malaria are treated in the same ward. A bigger hospital is therefore urgently needed.

3.2.3 Putting her fingerprint, she found it humiliating

Mahmoud Refaat Sabbah knows from experience how important education is. His mother was illiterate. Whenever she wanted to withdraw money from the bank she had to put her fingerprint, because she could not write. "She found it humiliating."

"My mother did everything she could to give her children a good education," tells Mahmoud Refaat Sabbah (45). "I have realised her dream. I got a degree and became a teacher."

In order to bring education in Gaza and the West Bank to a higher plane Sabbah and other teachers founded the *Teacher Creativity Centre* (TCC) in 1995. Sabbah is still the general director of this education partner of Oxfam Novib. Alongside she co-ordinates the Middle East and Maghreb Global Campaign for Education; the campaign aiming for education for all.

Sabbah's work is not an unnecessary luxury: "58 million adults in the Arab world are illiterate. Two thirds of them are women. Nowhere around the world do so few girls go to school, even if the situation is improving gradually."

Restore humanity

Education in the Palestinian territories suffers under the Israeli occupation: the checkpoints, the land confiscations, the blockade, houses and schools shot to pieces. In the Gaza Strip one can add the children's traumas, acquired during the Israeli military actions late 2008 and early 2009.

Sabbah: "Children have seen terrible things. Their belief in humanity has been shattered. Violence is inextricably tied in with their daily lives. Teachers too suffer from that feeling. One task of education is to restore that feeling of humanity."

Good citizenship

With 'Project Citizen' TCC tries to educate citizens, students and teachers about good and active citizenship, human rights, democracy, and rights and duties. How can you achieve your objectives without recourse to violence, but in line with democratic principles? Parents are being involved and businesses participate too.

Over the past two years 4,600 students, 40 supervisors and 115 teachers have participated in the project. They learned, among others, how to present themselves better and listen to others, the purpose of policies and rules and how to solve problems. A website and two newsletters support the project.

"Education Watch" in Afghanistan

In Afghanistan partner organisation CHA (*Co-ordination Humanitarian Aid*) is working on setting up an 'Education Watch'. This method of realising better education has proven itself in several countries. It systematically maps the quality of education. The data can be used to lobby the authorities, institutions and international donors for concrete improvement measures.

3.2.4 Learning is hard on an empty stomach

Saddam (10 years) is no longer in school. His family believed that he was not learning anything. They rather kept him at home to earn some money. Quality education starts with a decent meal.

In Bangladesh Oxfam Novib's partner *Amar Odhikar* is committed to children like Saddam. It is fighting for quality education for all through a campaign. Its goal: a law stating that education is a basic right and one that ensures that schools in poor regions give their pupils a midday meal, that every village has at least one primary school, and that there is at least one teacher for every thirty pupils. The coalition is also advocating well trained teachers.

Successful

In the campaign Amar Odhikar unites civilians, education experts and civil society representatives. Together they have secured a new education policy in Bangladesh. As a result there is now a plan for training 25,000 new primary school teachers, for building 1,500 new schools, for school meals in poor regions and for reducing the number of pupils in each class.

Keeping promises

To ensure that the government also realises its plans, Amar Adhikar supports its campaign by organising fieldtrips for journalists and a national talk show on television, in which prominent politicians discuss the education policy.

Abdul Awal is co-ordinator of the Noakhali Rural Development Society (NRDS), an organisation fighting poverty and injustice in the southeast coastal areas of Bangladesh. As a member of the steering committee of the Amar Odhikar Campaign he wants to make education a basic right. "A hungry child can't perform in school. Let's agree to stand together for the rights of disadvantaged people. Let's say 'yes' for the children and youths, and let's say 'yes' to prosperity for all of us."

3.2.5 Another 20 million for education

"Did you know that a baby of an educated mother has twice the chance of reaching the age of five than a baby of an uneducated mother?"

These are the words of Elba Rivera Urbina. She is a champion of education in Nicaragua and a member of Women8, an initiative of eight impressive women from

developing countries committed to better education and better healthcare in poor countries. Oxfam Novib brought the women together.

Until the age of eighteen Elba could neither read nor write: "A literacy campaign ensured that I wasn't condemned to the same fate as my grandmother." Around the world 75 million children are still not going to school. In order to change that Oxfam Novib campaigned in 2009. The goal: keep world leaders to their promise of having all children in school by 2015.

20,000 Dutch men and women kept their promises

In our campaign more than 20,000 Dutch men and women gave the right example: they made a promise they also kept. The promises were collected at festivals like Lowlands, Coldplay concerts, during the Oxfam Novib Trailwalker on the Veluwe, and above all via websites like Hyves.

The campaign ran worldwide. On July 2 no fewer than 1,538,500 promises were presented to the Italian Prime Minister Berlusconi, then chair of the G8, the group of the eight most powerful countries in the world.

In the Netherlands Oxfam Novib continued the campaign to convince Minister Koenders of Development Co-operation not to cut back on education in developing countries. Elba Rivera Urbina wrote a moving article in the daily Trouw. Also due to her, our lobby and the support of Dutch citizens Koenders cut back 20 million euro less. Education in Bangladesh, Mali and Mozambique benefited above all from this.

3.2.6 Orphans rely on grandma

Neria Obeleru is 76, but has three young children to raise. They are her grandchildren. They are orphans. Neria's own children and their partners have died. Probably from AIDS.

Neria lives in Acubu, a village in northern Uganda. As if a miracle she manages to keep her head above water alone. Her grandchildren help her in the housekeeping and also go to school.

Neria makes some money from weaving baskets for separating the chaff from grain. She even manages to save some money, which she learned in a voluntary saving and credit group. The members, mostly women, support each other a lot. Neria has, converted, 64 euro on her account with the saving group. Earlier on she

bought three goats from her savings. She gives the milk to her grandchildren and what remains she sells.

Voluntary saving group

Neria's saving group is supported by *Consultancy for Rural Enterprise Activity Management* (CREAM). This partner of Oxfam Novib helps people in northeast Uganda in setting up voluntary saving groups. Group members can both save (e.g. for bad times) and borrow money (e.g. for starting a business). Three quarters of the members are women. Often they cannot access an official bank, because – especially in rural areas – there often is none, or she has no collateral to offer as security.

In Tanzania we support *Facilitation of Integrated Development & Relief Services* (FAIDERS). This extends, among others, micro-credit loans to poor people living with HIV and AIDS, a group with even bigger problems in accessing loans. In 2009 FAIDERS brought almost 6,000 people together in saving and credit groups. Among them in all likelihood many poor people living with HIV and AIDS or its impact. 'In all likelihood', because the taboo on HIV and AIDS causes many people not to reveal their status.

Interest is for the group

Saving groups offer their members the chance to save, borrow and follow courses in business operations. They pay much less interest with FAIDERS than with money handlers. The interest income from savings stays within the saving group. It is periodically divided between the savers, or invested in facilities for the saving group.

Clean hut

The saving group in Acubu in Uganda has strengthened Neria Obeleru's faith in the future. Her latest plan is to build a clean house for the children, with a good thatched roof.

3.2.7 Silent no more about HIV and AIDS

"I no longer keep it a secret to my colleagues that I've lost family members to AIDS", tells a staff member of LABE, an education partner of Oxfam Novib in Uganda.

Our partners must not only take HIV and AIDS into account in their projects and programs, but also in their staff policies. Think of making available HIV tests and medicines, and education on the work floor.

Safe working

An adequate staff policy contributes to staff members feeling safe inside an organisation. With regard to a taboo-laden subject like HIV and AIDS this is no simple feat. To begin with, a partner will have to make the issue open to discussion inside the organisation. We support our partners in this, together with the Dutch organisation Stop Aids Now! (SAN).

"Staff must be sure of the organisation's support", tells a manager to SAN. "They won't tell they have HIV or AIDS when they know that this stigmatises them and leads to discrimination."

The director of another organisation reported that enabling a discussion on HIV and AIDS also quickly increased the knowledge and removed prejudice: "It put the development of our staff policy around HIV and AIDS into a higher gear."

Discussions and theatre groups

Not only internally, but in the communities too partners work on building HIV and AIDS awareness. An organisation that works in fishing villages organises public discussions and special theatre performances.

Yet another organisation tables the issue of AIDS when extending small loans. "Since we've had an internal staff policy we know a lot more about HIV and AIDS, and are able to educate well our 10,000 clients."

Many partners are now drawing up internal policies on HIV and AIDS and adapt their projects and programs. In Uganda at least 60 percent of our partners now have an HIV policy for the workplace. Our target that all partners in Africa have one by the end of 2010 proved unfeasible. It demands more time than we had anticipated.

3.3 Right to life and security

Natural disasters and armed conflicts affect millions of children, women and men every year. Often they lose everything in a single blow. Oxfam Novib supported them with relief aid and – after the disaster – in rebuilding their livelihoods.

We mostly deliver relief aid via our local partners. They know the local situation best, know what the people need, and often have access to an efficient network. Another advantage of working with local partners is that the local market is less affected by competition from

imported aid goods. Relief aid can consist of food, drinking water, latrines, kitchen utensils and money.

Our partner organisations not only provide relief aid and reconstruction. They also work, together with the local people, on measure for responding better to the next disaster or explosion of violence, resulting in fewer victims. In the framework of Oxfam International we also urge politicians and institutions to tackle emergencies quicker and help solve conflicts.

In Afghanistan, Pakistan, the Palestinian territories, Burundi, Niger and Somalia Oxfam Novib is responsible for the co-ordination of the relief aid and reconstruction of all Oxfams. In these countries we therefore have field offices.

In 2009 Oxfam Novib spent 18.9 million euro on relief aid, reconstruction and conflict prevention. We supported 142 partner organisations. All told they reached 4.6 million people.

Table 3.3 Budget and spending for the program “right to life and security”, in million euro

Spending	Annual Plan	Spending	Annual Plan
2008	2009	2009	2010
18.2	17.0	18.9	17.9

What are our targets in the Business Plan 2007-2010 and what have we achieved in 2009?

Targets for late 2010

- **Up to 15 million people have received humanitarian assistance.**
- **500,000 people are better prepared for natural disasters.**
- **100 partner organisations can implement humanitarian programs efficiently and effectively according to international quality standards.**
- **In six countries the contingency plans were improved under Oxfam Novib’s lead. These plans indicate how we can jointly respond faster and best to disasters.**
- **900,000 people have benefited from partner organisations’ projects aimed at preventing conflicts and strengthening unstable peace.**
- **In three countries illegal arms possession and the arms trade have fallen, resulting in fewer victims from the use of small arms.**

- **Forty countries have signed an international arms trade control treaty.**

What have we achieved in 2009?

- Partner organisations have delivered humanitarian assistance to 4.6 million people after natural disasters or conflicts. For instance in Pakistan and Zimbabwe. In 2006 we concluded the tsunami program in Aceh. Relief aid and reconstruction were gradually transformed into more structural assistance. For instance, partner organisation BRAC has set up a microfinance program in Aceh.
- To date about 395,000 people are better prepared for natural disasters, thanks to the work of our partners. For instance in Somalia. We are on track to meeting our target.
- Later 2009 76 partner organisations were capable of implementing humanitarian programs efficiently and effectively and according to international quality standards. We expect to realise this target in the coming year.
- Contingency plans were drawn up in all six countries where Oxfam Novib is the Oxfam lead in relief aid and reconstruction. In addition contingency plans were drawn up in Ethiopia and Uganda too. A beginning was made in Rwanda, together with partners.
- In 2009 a total of 570,000 people benefited from conflict prevention and peace building by partners of Oxfam Novib. It will be difficult to realise our target of 900,000.
- In countries like Guatemala, the Philippines and Burundi there now are stricter regulations regarding the illegal possession of arms. To date it has proven difficult in these countries too to determine to what extent stricter regulations contribute to a drop in the trade and illegal possession of arms, and to what extent there are fewer victims of the use and abuse of small arms.
- In November the United National adopted a resolution stipulating that a treaty on controlling the trade in small arms has to be ready by 2011. The resolution refers to criteria that Oxfam and other organisations have mentioned for such a treaty. Our lobby activities have therefore been successful. Despite the absence of a new treaty, a deadline for concluding one has been set.

3.3.1 Somalia slowly back on its feet

For years Somalia has been the stage for armed conflicts. Thanks to Oxfam Novib's partners civilians are beginning to get a perspective of a better life. People are now able to supply their own food needs, have good drinking water, and make a salary through the cash-for-work method.

Our local partners *Centre for Education and Development* (CED) and *Humanitarian Agency for Relief and Development Organisation* (HARDO) distributed seeds and tools among people in south and central Somalia enabling them to grow their own food. Displaced people were thus able to prepare 994 hectares of land and sow sesame. The harvest was successful and in addition to sufficient food it also provided an income. Cattle farmers received small livestock and training to rebuild their herds.

Drinking water supply

People learned how to repair or build drinking water supplies and water reservoirs. Seven wells were repaired and two were dug. Water committees are now responsible, one for each facility. 420 latrines were also built, 1,600 households received soap and 84 people were trained in promoting hygiene locally.

Cash-for-work programs

In cash-for-work programs people could earn a wages and contribute to community development. In this manner villages got sanitation, 120 kilometres of roads were built and 24 hectares of land made inaccessible by sand dunes were restored.

Cash relief programs

For vulnerable people, such as the elderly, disabled, orphans, women heading households, there were cash relief programs. People received cash money which they could (usually) spend as they wanted. For instance, on clothing, food or debt repayments. Cash relief and cash-for-work programs not only promote the local economy, but also people's dignity.

All told the different programs of our partner organisations CED and HARDO reached about 100,000 men and women.

More than relief

For more than five years Oxfam Novib has had the lead in Oxfam International's humanitarian program in Somalia, which is being implemented by our local partners. Warring parties often hinder our work and

sometimes block international aid. We are lobbying for unimpeded access to victims. We also urge all those involved to respect human rights. Via Oxfam International we have called on the international community to apply the same standards in the conflict in Somalia as it does in fighting piracy. In addition we are lobbying for a ceasefire and for finding solutions via negotiations.

We also pointed out the disastrous effects of illegal fishing and garbage dumping by companies from the same countries that are involved in anti-piracy missions.

3.3.2 16,000 Zimbabweans no longer going hungry

In 2009 Oxfam Novib financed the Humanitarian Food Assistance Project, a project enabling three local partner organisations to respond to the enormous food shortages in Zimbabwe. They have helped 16,000 people live through the peak of the food crisis.

As a result of a complete collapse of the agricultural sector and economy almost 7 million Zimbabweans, more than half the population, depended on food aid. Food was only available on the market in limited amounts. Cholera formed a big threat for these people.

Through training and on-the-job coaching by Oxfam Novib originally farmers' organisations the *Farm Community Trust of Zimbabwe* (FCTZ), the *Lower Gureve Development Association* (LGDA) and the *Farmers' Association of Community Self-Help Investment Groups* (FACHIG) were able to acquire the necessary food aid expertise, and jump into action.

In the districts of Makonde, Mbire and Rushinga they distributed food products like maize from November 2008 to June 2009. They also distributed seeds to guarantee a better harvest in 2010.

Help at a critical time

As a result of their local presence these partner organisations were able to determine needs quickly. They did experience problems in the slow supply of food and the bad infrastructure in Zimbabwe. Nevertheless, they succeeded in helping 16,000 people at the most critical moment. Because the region was so remote and difficult to access, these people depended for the most part on our partner organisations. Few other organisations are active in that region.

Lives were spared

First of all, the most vulnerable groups of people in extremely dry, politically unstable and neglected regions received help. Food kits made up of maize flour, beans and oil were distributed in the villages. Many lives were thus saved.

Challenge

Using a combination of relief aid and long-term reconstruction, we are now working with our partners on rebuilding agriculture and the market in Zimbabwe.

3.3.3 Bigger aid program in Pakistan

In May 2009 the Pakistani army began an offensive in the Swat Valley in northern Pakistan to defeat the Taliban. Aid organisation had never before seen the number of refugees rise so quickly. Oxfam Novib delivered aid to more than 194,000 people.

During earlier fighting in August 2008 more than half a million people fled. At least 2 million refugees were added in May. These people were taken in by host families and found shelter in makeshift refugee camps.

We supplied aid with our local partners *Shangla Development Society (SDS)*, *Sungi Development Foundation (SDF)*, *HUJRA and Strengthening Participatory Organisation (SPO)*. They supplied small water containers, kitchen utensils and soap, tarpaulin and sleeping mats. They also helped refugees to build latrines and installed storage tanks for drinking water and simple pumps. They educated refugees on how to prevent diseases through simple hygiene measures.

Difficult aid delivery

Many people found refuge in towns with well-stocked shops and good services. Their need was above all for money to be able to pay for food, transportation, medical help and such. That is why we gave cash money to over 15,000 carefully screened families to provide in their own needs. The Pakistani government applied the same strategy, because the market functioned well and everything could be bought. These cash grants were also an efficient and relatively cheap way of supporting many people in a short period of time.

“The situation was terrible”, says Neva Khan from Oxfam in Pakistan. “The people who arrived in the refugee camps had lost everything. They had often been walking for days, knowing that an uncertain future awaited them. We tried to help them as much as possible, but the circumstances were difficult because it involved very large numbers of people.”

3.3.4 Compliance with International Humanitarian Law

In conflict countries like Burundi, DR Congo and Afghanistan Oxfam Novib works on realising compliance with International Humanitarian Law. “Protect the civilian population,” that was our appeal to governments over here and over there.

Lobby for Burundi

“Commit to reforms of the security sector in Burundi. But take the civilian population into consideration”, is what we asked the Dutch government. Civilian protection was included in the Memorandum of Understanding between the Netherlands and Burundi. An independent police inspection now prosecutes police officers who have violated human rights. Furthermore, women’s organisations can participate in discussions about the training programs for the police force and army. In this manner fewer women become victims of human rights violations.

Parliamentary questions on DR Congo

In July Oxfam, together with its Congolese partner organisations, published a research report on security in DR Congo. It included solutions to the conflict in the country. The report received worldwide attention, but here too it appeared widely in the printed and online media. In the Netherlands this led to parliamentary questions and a renewed mandate for the UN peace mission, in which civilian protection was placed number one. Dutch support of the Congolese army is now conditional: respect for human rights.

New Afghanistan policy

The policy of the international troops had to change. That is what we stood for. The troops in Afghanistan used excessive force during their operations. This led to civilian casualties and the destruction of houses, land and properties of Afghans. This fed anger, fear and revulsion among Afghans, and further undermined people’s support of the international presence. A military approach cannot bring peace and stability to Afghanistan. In the policy the prevention of civilian

deaths has now received priority. Civilians are protected and better heard by decision-makers.

In the Netherlands we organised a kite event around the international Afghanistan Summit in The Hague, which generated much media attention. To mark the occasion of the 60th anniversary of NATO in April 2009 we distributed the report “Afghanistan: Caught in the Conflict” among troops-supplying countries. Oxfam asked NATO and other countries with troops in Afghanistan to do much more to limit the number of civilian casualties. Preventing civilian casualties and protecting civilians is now ISAF’s most important priority. An important lobby success!

3.3.5 Successful recipe saves the lives of Somali children

Somalia has to deal with big droughts and a civil war. As a result one in five children is acutely malnourished, i.e. 240,000 children below five. In the capital Mogadishu our partner SAACID gives plumpy nut to severely malnourished children.

The plumpy nut is a paste made from nuts and milk, rich in vitamins and minerals. The foodstuff works fast and effectively. With each portion of plumpy nut a child ingests 500 kilo calories, on top of many vitamins and minerals.

DIY

SAACID provides plumpy nut in Mogadishu. Ewout van Galen, program officer for Oxfam Novib: “Mothers in Mogadishu visit with their child every week. Staff of SAACID assesses the nutrition a child needs. We financed and arranged their training. In this way people can do something themselves about malnutrition.”

In 2009 SAACID worked from eight centres that, with Oxfam Novib’s help, it had rebuilt itself. Van Galen: “The idea is to add another eight centres, which will make it possible to help 46,400 children and pregnant women.”

3.3.6 Flying kites for Afghanistan

“Afghanistan: People First” was written on a banner held up in the air by a gigantic kite. Monday March 30, half past twelve. In no time kites fill the azure sky. Oxfam Novib organised a kite manifestation for Afghanistan in Scheveningen.

About one hundred people flew their kites with a message for the participants of the international Afghanistan Summit, held in The Hague that Tuesday. “Let Afghan citizens participate in the future of their country”, was the most important message.

Citizens’ interest foremost

In addition to the Afghanistan Summit Oxfam also used the NATO meeting in France and Germany on April 3 and 4 to advocate a military strategy that places on top the interests and protection of Afghan citizens. So far the interests of Western states had been paramount. And that while the international intervention in Afghanistan should be aimed first of all at improving the lives of civilians in that country.

Much media attention

The action on Scheveningen beach attracted much media attention. The flying kits reached television news magazines, the radio, newspapers and many online news sites in the Netherlands. Images of the action could also be seen on CNN and national television in Afghanistan.

“With our personal messages hanging from the kites we asked that attention be paid to the needs of Afghan civilians”, according to Oxfam Novib’s director Farah Karimi. Together with Eng Jawed, delegation leader of the Agency Co-ordinating Body for Afghan Relief (ACBAR) she too let a kite fly into the air. ACBAR was the only civil society organisation participating at the international summit on March 31.

3.4 Right to social and political participation

Women and men living in poverty must have an influence on the decisions that affect their lives. For instance the decision on how to divide the agricultural land in their village. Or on the waste disposal policy of a nearby factory. Or on the education policy of the local authorities, or that of the national government.

That is why it is important that citizens know their rights and have their voices heard. Men and women must be able to organise actively, fight for their own political and civil rights, protest against poverty and the exclusion of people. Because, in order to realise a just world we need the input of every human being.

Oxfam Novib co-operates with a large number of partner organisations helping citizens to organise and demand

their rights. Together we are working on a strong, articulate citizens' movement, at the local, national and international levels. Our partners work in many fields, from legal aid to the dissemination of information. Several other partners also focus on monitoring governments when allocating or spending budgets.

In 2009 Oxfam Novib spent 36 million euro on social and political participation. We supported 465 partner organisations. All told the partners reached 14.4 million people with their work in 2009.

Table 3.4 Budget and spending for the program "right to social and political participation", in million euro

Spending 2008	Annual Plan 2009	Spending 2009	Annual Plan 2010
34.5	35.2	36.0	37.3

What are our targets in the Business Plan 2007-2010 and what have we achieved in 2009?

Targets for late 2010

- **Oxfam Novib and its partners have informed 3.5 million people about their political and civil rights.**
- **Oxfam Novib's partners have provided legal aid to 350,000 people.**
- **Two million people are involved in the decision-making of their governments, especially regarding budgets.**

What have we achieved in 2009?

- The number of people informed, in the period 2007 to 2009, about their political and civil rights exceeded all expectations: 12.4 million. One explanation of this large number is that many partners focusing on empowerment also – against expectations – included activities around citizenship and rights. Many coalitions of partners have also emerged, campaigning jointly and thus reaching more people.
- In the period 2007 to 2009 over 440,000 people have benefited from legal aid. Our target for 2010 has already been exceeded. People seeing our partners get above all legal aid or representation with official institutions, such as courts and local authorities. One example is the *Ukrainian Helsinki Human Rights Union* (UHHRU) in Ukraine.

- As a result of our partners' efforts almost 663,000 people were involved in the decisions of local authorities, for example in Angola.

3.4.1 Raise your voice to save humanity

"Humanity is only doomed when it remains silent. The great number of activists gives me hope. Human rights defenders raise the voice of silent victims. They speak out and humanity – even if only in a small way – is saved."

With Oxfam Novib's support Hassan Shire Sheikh left for Uganda to set up the *East and Horn of Africa Human Rights Defenders Network* (EHAHRDN). This organisation is active in a region where human rights activists, aid workers and journalists are regularly threatened, shot at, kidnapped or murdered. EHAHRDN currently has 65 affiliated human rights organisations. The organisation advocates for human rights defenders, gives them the tools to protect their rights and saves their lives. More than 100 human rights defenders have already been helped.

Fear of reprisal

Hassan Mohammed Hussein is a program officer with the Peace and Human Rights Network, a member of EHAHRDN and a partner of Oxfam Novib in Somalia. He sketches the problems in defending human rights: "The perpetrators are hard to find and survivors are, for fear of reprisal, often not prepared to report violations. Organisations hesitate to speak out on human rights violations, and those that do are threatened with death if they do not stop their work."

In Somalia EHAHRDN helped organisations in their lobby for promoting and protecting human rights. It also set up a lobby with the permanent representative for Somalia in the UN Human Rights Council. Thanks to EHAHRDN's campaigns Somalia is high on the agenda of international aid organisations and important diplomatic missions in both Africa and Washington.

Hassan Shire Sheikh, founder of EHAHRDN: "The instability and vulnerability arising from the collapse of states fuel the steady deterioration of human rights. We must denounce violations continuously, wherever we find them."

Hassan Mohammed Hussein, program manager with the Peace and Human Rights Network, a member of EHAHRDN: "EHAHRDN helps human rights activists to

flee, provides accommodation and trains people to deliver better work. But it also publishes appeals when a human rights activist is attacked.'

3.4.2 Villagers get influence on the spending of local authorities

Since shortly the local authorities in Angola have their own budgets. But do the citizens in their towns, villages or regions get any say?

Partner organisations of Oxfam Novib urge for more transparency on government budgets. The Angolan government then made it possible that local organisations and citizens can have their say in planning. In south Angola and in the suburbs of the capital, Luanda, the results are already visible. Especially in the form of better education and better healthcare.

Reading the budget

Late 2009 Oxfam Novib and partner organisations launched a program to teach villagers how to read a budget. It gives them pertinent knowledge for when they would want to approach their local authorities and talk about money being spent on matters for which it was not originally intended. This budget monitoring program runs in three countries: Angola, Mozambique and Zimbabwe.

Staff of South African and Brazilian partners, with experience in budget monitoring, give courses and monitor quality. In Angola Oxfam Novib has been supporting partners and citizens' groups for years to get a better insight in government budgets. This had led to more public attention to how oil income is used for poverty reduction.

More democracy

Also in former Soviet republics, South Asia and West Africa more and more partner organisations are focusing on budget monitoring. We use their experiences to inform the Dutch Ministry of Foreign Affairs. Especially when it is about countries whose governments receive budget support from the Netherlands.

Budget monitoring does not only serve the effectiveness of government pending. Democracies too become stronger when active citizens demand transparency and can monitor their politicians and governors critically and knowledgeable of finances.

In 2008 Mali's government published the full budget for 2009. The big newspapers in the country discussed it.

The 2010 budget received the same treatment. Civil society organisations and citizens can now better check the efficiency and effectiveness of government spending

In three provinces in Mali and a district in the capital a national council of civil society organisations is now monitoring government policies on education and food security. More than 120 active members of organisations financed by Oxfam Novib were trained for this purpose.

3.4.3 Prosecuted for a robbery you did not commit

On June 11, 2009 Ihor Khomenko (16) reported to the legal aid service in his home town Kirovograd in Ukraine. His mother, unemployed and an alcoholic, had raised him alone. The police were prosecuting him for a robbery, which he had not committed, he said.

After a thorough investigation of their own a lawyer from the legal aid service demanded that the accusation be dropped. But the police refused, twice. The lawyer then lodged a complaint with the Justice Department, and it ordered a new investigation. After much fuss the accusation was dropped for lack of evidence.

No justice

The legal aid service of Kirovograd is affiliated to UHHRA, the *Ukrainian Helsinki Human Rights Union*, a network of thirteen regional human rights organisations in Ukraine. People at the bottom end of society too easily become victims of injustice. That is why Oxfam Novib finances UHHRU.

Each year the affiliated organisations of UHHRU give legal aid to thousands of people living in poverty. The network is an example for national networks in other countries. UHHRU has set up an interactive database that all members can access for information on court cases, jurisprudence and cases of human rights violations.

The database makes Ukraine's human rights movement ever stronger. And it provides the data and arguments for UHHRU's lobby of government and politics. For example, after much lobby the Ukrainian Ministry of Foreign Affairs has now set up a special department for recording human rights violations committed by government institutions.

The police above all are often guilty of that. The special department at the Ministry now provides UHHRU and

local help services, like the one in Kirovograd, an address where to denounce matters.

3.4.4 Learning from the South

“It’s nice to see how Soul City in South Africa mobilises people to improve their living environment together. We in the Netherlands could learn something from that.”

Carolien Grotendorst works for Wijk Alliantie (Neighbourhood Alliance), an organisation in Amsterdam that is inspired by the approach of Oxfam Novib’s partner organisation Soul City in South Africa. This approach is also called reverse development co-operation, or E-motive: organisations in the Netherlands learn from the creative and innovative solutions of organisations in the South tackling similar problems.

Kwanda South Africa

An inspiring example is Soul City’s Kwanda project. It tries to achieve sustainable social improvements within ten weeks in several neighbourhoods of Johannesburg and in several rural areas. This is done by using multimedia tools. The project’s participants are first trained and then followed by a camera when they are improving their neighbourhood. This results in a film for broadcasting on television. After the broadcast a broad public can respond to the results via internet. Watching the program is made attractive by letting viewers vote for the best project.

Kwanda Netherlands

Staff of Wijk Alliantie had on on-the-job training with Soul City for two weeks. They apply the successful South African approach to the Amsterdam neighbourhood of Bos en Lommer. Its inhabitants are encouraged through a low-threshold approach to improve the environment in their neighbourhood. The project runs until June 2010 and is financed by the Ministry of VROM (House, Spatial Planning and the Environment) with 35,000 euro and by Oxfam Novib with 25,000 euro.

Outreach

Over the past year 16 exchanges have taken place, like the one between Soul City and Wijk Alliantie. On the E-motive day in the fall of 2009 Movisie, Mano, Amsterdam Polytechnic and Oxfam Novib signed a covenant. E-motive is no longer part of Oxfam Novib. More and more organisations are applying the concept. A nice development.

3.4.5 Fisher folk demonstrate in the pharaoh town of Deir El-Barsha

Deir El-Barsha lies in central Egypt, on the Nile. Many excavations have taken place in the past, looking for objects from the time of the pharaohs. Now it is a fishing town above all. On October 17, 2009 people demonstrated in front of the building of the fisheries trade union. Because it was World Poverty Day.

That day meetings and conferences were organised in many towns and villages in Egypt; the work of the *Better Life Association for Comprehensive Development* (BLACD), a partner organisation of Oxfam Novib. BLACD is active in the Global Call to Action against Poverty (GCAP). Oxfam Novib gives financial support to this international campaign for the Millennium Development Goals.

It was the fourth time that the day of action Stand Up Against Poverty was held around the world. With its over 173 million participants it entered the Guinness Book of Records as the largest mobilisation in history. Over 3,000 events were held in more than 120 countries.

Netherlands

In the Netherlands over 23,000 people stood up against poverty. On World Poverty Day the EEN (ONE) campaign launched a single by Gregor Salto and the African band Mokoomba, and the booklet “52 simple ways of ridding the world of poverty” was presented.

World Poverty Day reminds government leaders of the Millennium Development Goals: their promise from 2000 to halve global poverty by 2015. Since the World Poverty Day several governments of developing countries have raised the budgets for education, healthcare and social security and have published laws for more transparency in government spending.

But Oxfam believes that civil society organisations must become still stronger, especially in the emerging BRICSAM countries, which play a growing role in the world state: Brazil, Russia, India, China, South Africa and Mexico.

See the pictures of Stand Up at www.oxfamnovib.nl/jaarverslag.

3.5 Right to identity

Not every human being can participate fully in political, social and economic life. Among them many women, indigenous peoples and others marginalised because of their identity. For instance, they earn less for the same work, do not have access to land or other resources for an independent livelihood.

Oxfam Novib fights for their rights, especially for women's rights. Because poverty hits them above all. They often work for lower wages and under bad conditions in factories or households. Many women experience violence daily.

Yet it is women who are the key to progress. They do most work, plough, sow and harvest to feed their families and care for their children and the sick. Poverty reduction that ignores the marginalised position of women and other vulnerable group, is only half a job done.

Oxfam Novib co-operates with partners to improve the position of women. Our work focuses on halting violence against women, including domestic violence. We encourage female leadership. In our work we mind the important role of women. We ask our partner organisations to have their poverty reduction projects benefit women (70 percent of the beneficiaries).

In addition we also fight for people's right to an identity of their own, especially for indigenous peoples and ethnic minorities. In 2009 Oxfam Novib spent 27.1 million euro on the rights of women and minorities. We supported 377 partner organisations and in the case of 93 of them 70% of the money received from Oxfam Novib were spent on these activities. The partner organisations together reached 10.7 million people with their work in 2009.

Table 3.5 Budget and spending for the program "right to identity", in million euro

Spending 2008	Annual Plan 2009	Spending 2009	Annual Plan 2010
25.0	24.3	27.1	28.1

What are our targets in the Business Plan 2007-2010 and what have we achieved in 2009?

Targets for late 2010

- **Due to Oxfam Novib and its partners 1 million women, children and men have access to social or legal support in cases of domestic violence.**
- **Oxfam Novib's WE CAN campaign has delivered 6 million active change makers. Change makers are women and men actively acting to reduce violence against women.**
- **Of the total number of people reached directly by Oxfam Novib's partner organisations, 70 percent are women.**

What have we achieved in 2009?

- In the period 2007-2009 642,000 women, men and children have benefited from social and legal support in cases of domestic violence, for instance in West Uganda. In 2010 extra attention is needed for this objective, to meet the final target on time.
- In the period 2007 to 2009 the WE CAN campaign has mobilised more than 2.5 million change makers and involved them in tackling gender-based discrimination and violence against women. The change makers are 60 percent men and 40 percent women. Every change maker informs 20 fellow citizens about the issues, leading to a total number of 20 million people involved in this campaign. So far 10,000 campaign participants have denounced in public violence against women in their communities. These numbers are lower than expected. However, at the moment we can only measure the result in Asian countries. In Africa initiatives have been launched by now, of which we can measure the first results next year. For instance in the Democratic Republic Congo.
- In our 2008 Annual Report we already reported that the target of 70 percent women was not feasible in practice. In some countries it is, for instance, impossible for partners to focus their projects on women. That is why we revised the target last year: in projects focusing on direct poverty reduction a minimum of 60 percent of the people reached must be women. This percentage was achieved in 2009.

3.5.1 Finally escaped from the rebels, only to find the husband on the bottle

Jane Waline lives in West Uganda, not far from the border with DR Congo. One day, when she was gathering food in the hills, she encountered rebels. They took her with them. “We were abused, tortured, only given peels to eat.” Three years later she succeeded in escaping.

“After my escape I found my husband at home: heavy on the bottle. After which he beat me severely and regularly. I have packed my things and left the house several times. But because of the kids I returned again.”

Jane then met Bukonzo. This farmers' co-operative trains rural women and men to grow coffee and cotton, set up a trade, increase soil productivity, use micro credit. And: Bukonzo has a training course where men learn to get off the bottle and better care for their family.

Peer pressure among men has turned drinking into a big problem. Moses, Jane's husband: “My wife often urged me to do the training. But instead I stole her things to get money for drinking.”

Woman trainer

“Until I noticed that she had become a Bukonzo trainer herself and taught men how to get on top of their alcohol problem. But I did not participate.”

That was then. Today Moses and Jane work together for their family. Jane: “I and other women used to drag tree trunks to the valley, to sell them. Bukonzo then helped us to set up a group. It made it possible to get small loans. I bought beans with one, which I sold on the market. That's how it began.”

“Later we built a house and bought land with a loan. It is registered in the name of the entire family, including the children. Things are going much better now in my family. When I am away, my husband does the housekeeping. When I get home, he is busy cooking for the children.”

Without school too

In its training Bukonzo uses drawings, symbols and diagrams – simple and clear, everybody can take part. Everyone can participate, even if you have never been to school. Participants make a ‘journey plan’: what do I want to have achieved in five years? For instance, a brick house, many pigs, or goats, or income from cotton or coffee. A kind of business plan!

Much emphasis is placed on the development potential of women. In this region of Uganda 96 of the farming work in the field is done by women. But the men sell the products. The land belongs to the man, as does the wife, because in order to marry her he had to pay a dowry of, for instance, twelve goats.

The training method is called GALS: Gender Action Learning System. In addition to Bukonzo, tens of organisations around the world now work with this method. Late 2009 more than 40,000 women and men in Latin America, Asia, Africa and the former Soviet Union have a ‘journey plan’ that follows the GALS method.

The method was developed in the Oxfam Novib's WEMAN program (Women's Empowerment Mainstreaming And Networking for gender justice in economic development). Oxfam Novib finances the work of organisations like Bukonzo.

3.5.2 A man in Africa drawing water and washing clothes

A young African man drawing water for his family and washing clothes. Strange? Yes, very strange for still too many people in Africa. They really think it is women's work.

But not this man in Maniema in East DR Congo. Two years ago partner organisations of Oxfam Novib began de ‘Nous Pouvons’ campaign, also known as the WE CAN End All Violence Against Women campaign. The man told that he had gained the insight that his wife was overburdened with household chores. Tasks that are usually seen as typical women's work, they now do together.

When the campaign was launched in the town of Goma another man told about his father's death. In certain regions it is the custom that the oldest son ‘inherits’ his wife. But this man refused. He considered it a humiliating practice.

Talk about it

It are men like these – and women – who start talking through the campaign. Maybe they had always felt that something was not quite right. The campaign encourages them to talk about it with other. They thus become change agents, urging changes in practices that are considered ‘normal’, but should not be. And considered ‘normal’ is often too domestic violence against women and an unbalanced division of tasks at home.

In East Congo partners have already mobilised 10,000 change agents within two years, women and men, young and old. In public they denounce violence against women. If it happens in their environment, they start talking with those involved. They set others to thinking about their own behaviour.

Change agents also involve the local authorities, the policy force and the army in the campaign. It appeals especially to young Congolese. They witness violence around them almost daily, often at home. People keep silent about it. The campaign helps them to talk about it.

The campaign catches on because it is not theory. It is a practical campaign that involves women and men and does not judge or condemn.

Catchy

The campaign is catchy. Other (international) organisations, including Oxfams, now have an interest in the campaign too. The campaign's national co-ordinator in DR Congo appeared on national and international radio and television with her story.

3.5.3 Female condoms save lives in Nigeria

A group is standing in a semi-circle. The people sing and clap and invite onlookers to join them in dancing. "Hello everybody", and Kehinde Mercy Odialeye steps forward. "I am going to tell you about the female condom."

"Who among you has already used a female condom?" Giggles, unease. Kehinde is used to it. She holds up a synthetic vagina and shows how to insert one. "Once it fits right, you won't notice a thing. Neither will your husband." The women roar.

It is July 2008 and the location is Benin City in South Nigeria. That month the *Society of Family Health* (SFH), a partner organisation of Oxfam Novib in Nigeria, launched the female condom. SFH wants to distribute 1.5 million condoms a year via hairdressers, nail studios, pharmacies and care centres. At the same time SFH provides education and training.

Maternal death

Contraceptives are not a luxury in a country where many women give birth year upon year. One in five children dies before the age of five. Too many women do not survive labour.

But the female condom also saves lives because it slows down the spread of HIV and AIDS. Besides, it gives

protection against all kinds of nasty sexually transmitted diseases.

Women must be able to decide for themselves about their body and sexuality. "We want women to protect themselves", says Amaka Nneji, co-ordinator of SFH. "Women are the ones who get hit by STDs like HIV and AIDS. Men infect us. We were taught always to be willing, always be available. Let's at least protect ourselves."

Hair salon

Seyi Jamoh is a hairdresser and SFH volunteer: "People must just use condoms! I talk about it very openly with my customers. They say: 'Me condoms! I don't carry anything, do I?' But I know from experience how important it is. I tell young girls especially about it. I say: 'If you can't control yourself, use condoms'. Abstinence is better, but I know that is not always realistic."

"Years ago we already tried to introduce female condoms", says SFH co-ordinator Amaka. "It failed. They were made of the wrong materials and didn't always stay in the right place. On top, we had started public education among prostitutes. Female condoms acquired the reputation that they were for loose women." In other countries too, the introduction of female condoms failed.

Oxfam Novib, I+Solutions, World Population Fund (WPF) and the Dutch Ministry of Foreign Affairs then decided to give female condoms a fresh start. In 2008 they set up the UAFC coalition (Universal Access to Female Condoms). The coalition wants to distribute 4 million female condoms inside three years. In November 2009 the first shipments arrived, with a total of 628,000 units.

Religious leaders

SFH seeks the co-operation of religious leaders in getting acceptance of the condom. An Anglican bishop was invited to the campaign's official launch.

In Nigeria partners Girls' Power Initiative, Lift Above Poverty and Baobab for Women's Human Rights are also involved in the distribution. The condoms are manufactured in Malaysia and sold under the brand name 'Elegance'. After Nigeria distribution will start in Cameroon and Mozambique.

For more information see www.condoms4all.org.

3.5.4 Imams speak out against sexual violence

Violence against women is a private matter, not a social problem. That is how too many people in Somalia think about the issue. If only imams would speak about it during Friday prayers...

A partner organisation in Galkayo, a town in Puntland in Somalia, succeeded here. The Education Center for Peace and Development (GECPD) organised a workshop on conflict management and a peace forum, where it also talked about (sexual) violence against women. GECPD had invited religious leaders above all.

Early February the partner organisation began campaigning against female circumcision, together with women's rights activists, local leaders and medical and legal staff. GECPD ensured that four local radio stations broadcast programs on female circumcision for a whole week. On February 6 – Zero Tolerance Day – women's rights activists, elders, religious leaders, doctors, nurses and women's groups met to discuss the issue. There was also theatre on the issue, plus poems and songs.

Threats

Not everybody in the town was ready. A month later – on World Women's Day – a public forum discussion on violence against women and girls had to be cancelled after threats that the buses transporting women to the meeting would be attacked.

GECPD's experiences inspired an education partner of Oxfam Novib in neighbouring Somaliland to open a school for girls. This partner, CLHE, has been supporting mixed schools for years. But with a curriculum attuned to the needs of girls and a safe environment for girls to learn how better to be in charge of their own lives and bodies. CLHE found out about GECPD's experiences and insights with single sex schools through KIC, Oxfam Novib's centre for exchanging experiences and knowledge.

3.5.5 New UN Women's Agency is but a small step

Mixed feeling dominated in Oxfam International when the member states of the United Nations finally voted on September 14 to create a separate agency for women's affairs.

"We're glad that the agency has finally arrived", says Daniele Rosche of Oxfam Novib. "But its powers are too

weak and too vague. It is a step forward, where it should have been a leap forward."

In recent years Rosche has lobbied a lot for the UN agency on behalf of Oxfam International. Until the fall last year matters related to women's rights and gender equality were scattered over four institutions: a special advisor for women's affairs, a department for women's rights, a development fund for women and an institute for research and training on women's issues. Not one of these institutions was politically powerful and financially stable enough to work as a real UN agency, led by an undersecretary general, the highest but two ranking position inside the UN.

No bank account, no property

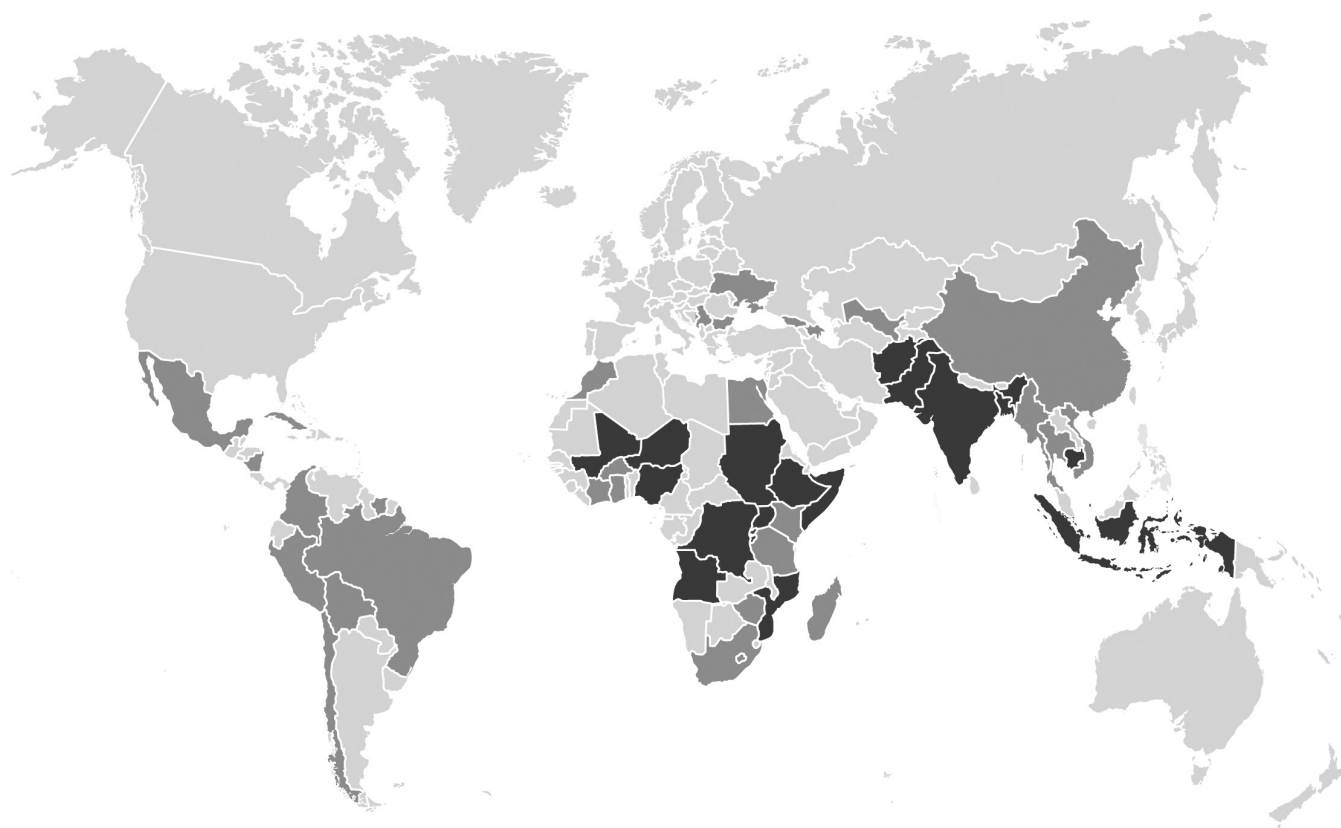
Rosche: "Especially women in developing countries face huge challenges. They are often not allowed to open a bank account and can legally not have property, such as a plot of land. In their families they have hardly any say over their own lives and bodies. The impunity with which people can commit violence against women, not just in war situations, is a big political challenge."

It is the impunity that is an important cause of more women and girls living poverty than men or boys – not only in developing countries, by the way. Many countries have laws on equal rights and support treaties banning the discrimination of women. But compliance is another matter, especially in local communities and inside the family.

"The new agency gives hope and opportunities for working on this, together with governments and organisations. The agency offers a historic opportunity for improvements in the lives of women and girls", says Rosche.

The agency will have to co-operate above all with women's groups and organisations, in particular in countries with little democracy. Rosche: "They know about the problems around gender inequality."

Oxfam Novib worldmap



Dark grey: core countries where Oxfam Novib operates (Angola, Burundi, Congo (DRC), Ethiopia, Mali, Mozambique, Niger, Nigeria, Rwanda, Somalia, Sudan, Uganda, Afghanistan, Bangladesh, Cambodia, India, Indonesia, Pakistan, Occupied Palestinian Territory).

Light grey: other countries where Oxfam Novib operates

4. Our work worldwide

In 2009 Oxfam Novib worked in 19 core countries. We did this together with local partners. Fully committed they support people living in poverty in building an independent livelihood. But that is not always enough. Because poverty and injustice are often caused by unfair economic, social and political relationships. And many problems, such as the financial, food and climate crises, do not stop at national boundaries. That is why we are part of Oxfam International. It allows us to make a bigger fist and not only reach more people, but also better results. For instance by campaigning or providing relief aid.

4.1 Oxfam Novib's map of the world

In which countries does Oxfam Novib work? And with how many partners? And on what programs? The map of the world below tells you where we work exactly.

4.1.1 Spending per country and region

In 2009 Oxfam Novib spent more in Africa and Asia and less on global programs. Africa's share in the money transfers rose from 37 percent in 2008 to over 38 percent in 2009. Asia's share rose by one percent to 29 percent. The transfers for global programs fell from 11 to less than 9 percent.

4.1.1.1 Africa

Table 4.1 Transfers per rights program to Africa in 2009,
in million euro

	2008	2009	2009 in %
Sustainable livelihoods	17.1	17.0	31%
Basic social services	8.8	11.2	21%
Life and security	8.3	5.9	11%
Social and political participation	10.9	11.5	21%
Identity	6.8	8.6	16%
Total	51.9	54.3	100%

Table 4.2 Transfers per country and region in Africa in 2009

	Core country	Million euro
Angola	X	2.0
Burundi	X	1.0
DR Congo	X	4.3
Ethiopia	X	3.1
Horn of Africa		2.4
Mali	X	1.9
Mozambique	X	2.9
Niger	X	3.0
Nigeria	X	2.3
East Africa		4.3
Pan Africa		2.7
Rwanda	X	1.4
Somalia	X	4.4
Sudan	X	3.1
Uganda	X	2.5
West Africa		5.7
Southern Africa		7.3

4.1.1.2 Asia

Table 4.3 Transfers per rights program to Asia in 2009,

in million euro

	2008	2009	2009 in %
Sustainable livelihoods	10.3	11.7	28%
Basic social services	7.3	7.4	18%
Life and security	10.9	10.8	26%
Social and political participation	5.7	5.7	14%
Identity	4.9	5.7	14%
Total	39.1	41.3	100%

Table 4.4 Transfers per country and region in Asia in 2009

	Core country	Million euro
Afghanistan	X	3.5
Bangladesh	X	4.3
Cambodia	X	2.8
India	X	7.6
Indonesia	X	3.1
Pakistan	X	7.1
South Asia		2.3
Southeast Asia		10.5

4.1.1.3 Latin America

Table 4.5 Transfers per rights program to Latin America in 2009, in million euro

	2008	2009	2009 in %
Sustainable livelihoods	7.5	8.5	48%
Basic social services	0.5	0.4	2%
Life and security	0.7	0.1	0%
Social and political participation	5.7	5.1	29%
Identity	3.3	3.8	21%
Total	17.6	17.9	100%

We do not have special regions or countries in Latin America

4.1.1.4 Middle East, Maghreb, Eastern Europe and former Soviet Union

Table 4.6 Transfers per rights program to the Middle East, Maghreb, Eastern Europe and the former Soviet Union in 2009, in million euro

	2008	2009	2009 in %
Sustainable livelihoods	3.3	4.2	31%
Basic social services	1.7	1.5	11%
Life and security	1.5	1.3	9%
Social and political participation	3.9	4.0	30%
Identity	2.7	2.6	19%
Total	13.0	13.6	100%

Table 4.7 Transfers per country and region in the Middle East, Maghreb, Eastern Europe and former Soviet Union in 2009

	Core country	Million euro
Middle East and Maghreb		2.6
Eastern Europe, former Soviet union		7.2
Palestinian territories	X	3.7

4.1.2 Investments in projects around the world

Oxfam Novib works worldwide with a large number of partner organisations. Some of these partners are relatively small and focus, e.g., on education. Others are big and form a network of organisations capable of influencing the political debate. Alongside we support international organisations and networks that promote women's rights and democratic freedoms. Our aim is to strengthen the contacts with and between them – across national boundaries and continents. The money transfers to partners operating worldwide are included in the table below.

Table 4.8 Transfers per rights program in Global Programs in 2009, in million euro

	2008	2009	2009 in %
Sustainable livelihoods	4.2	3.7	30%
Basic social services	3.1	1.6	13%
Life and security	0.5	0.7	6%
Social and political participation	3.3	4.0	33%
Identity	4.0	2.2	18%
Total	15.0	12.3	100%

4.2 Country and region highlighted

4.2.1 Portrait of Afghanistan

Whilst the conflict in Afghanistan escalated in 2009 and the government lost its national and international support-base, civil society feels ever more responsible and undertakes actions to realise its vision of a future Afghanistan.

In 2009 developments in Afghanistan may have progressed only in small steps, but all these steps are clearly heading towards a new direction: Afghans themselves are actively working on their own development and that of others and pointing the government to its responsibilities.

Oxfam Novib is thus financing, together with Co-ordination of Afghan Relief (CoAR), an education project in which adult men and women learn the three Rs.

Another partner – Afghan Women Skills Development Centre (AWSDC) – works on improving the position of women by making tribal and religious leaders aware of women's rights. It is yet too early to indicate to what extent this has really improved the position of women, but in the meantime leaders of the community where AWSDC started its project, and leaders of other villages, have been asked to let (influential) women join their commissions.

Partner organisation Zardozi is working on linking women working at home and women traders and making them work more market oriented. Its program not only provides more income for both groups, but women working from home also expand their network in due course. Male

shopkeepers now realise that closer contacts with home workers improves the quality of their wares.

Alongside their program work Afghan partners are becoming more aware of their role in the new Afghan society. As a result they set up the independent organisation Education Watch in 2009. It is monitoring if the Ministry of Education is acting in line with policy. Another group of partners has, with the support of Oxfam Novib and Oxfam International, formed a national coalition calling on parties not to involve civilians in the conflict in Afghanistan. Late 2009 this coalition – Network of Afghan NGOs Against Civilian Casualties – made the columns of the international media several times.

4.2.2 Portrait of Bangladesh

Oxfam International, of which Oxfam Novib is an affiliate, supported the Campaign for Sustainable Rural Livelihoods (CSRL) in Bangladesh in 2009. This campaign was implemented by an alliance of 150 local, national and international development organisations. In 2009 more than 100,000 people were directly involved in this campaign. The most important issues: financing of climate change adaptation and improving governance regarding climate change.

The campaign has hugely increased the awareness of the problems caused by climate change in Bangladesh. As a result the Bangladesh government adopted several demands of the campaign. The Bangladesh Climate Change Strategy and Action Plan (BCCSAP) now includes the policy to point out during international negotiations the obligations of rich countries to prevent climate change. The government will also ask for compensation of the adaptations resulting from climate change and the planned migration of climate refugees.

In addition, the government agreed that the management of a climate fund is not in the hands of the World Bank, but in those of a commission with representation from the government and civil society organisations, such as CSRL.

Furthermore, the campaign has played an important role in the creation of a parliamentary working group for climate change and the environment. This group was able to influence Bangladesh's position at the international climate negotiations in Copenhagen in December of 2009.

In addition to the climate, in 2009 people in Bangladesh also paid much attention to the quality of education. In the My Right campaign education partners asked, among others, for more schools and teachers and school meals for students. Many of these demands are now part of the new national education policy.

We and education partners have also begun to demand that more attention be paid to education for girls and to preventing, among others, sexually transmitted diseases.

4.2.3 Portrait of the Democratic Republic Congo

During 2009 the Congolese army (FARDC) executed military operations in North and South Kivu against the Rwandese FDLR militia. These operations have not led to solutions, but did lead to greater insecurity for the population, unacceptable crimes against civilians – in particular sexual violence against women – and large numbers of displaced people. Oxfam Novib and its partners in the Rights in Crisis working group have contributed to the documentation of crimes against civilians by all parties. It was used to advocate with the United Nations to urge the Congolese armed forces to provide more civilian protection.

In 2009 a program began to enhance the capacity to provide relief aid of eight partner organisations of Oxfam International in North and South Kivu. Oxfam Novib co-ordinates the program. Three of these partners have now successfully supported humanitarian programs in conflict areas.

In more stable areas partners achieved progress in the field of good governance and transparency. As such, the provincial authorities of South Kivu have asked partner OGP to lead a taskforce to ensure more transparency in the gold mining sector and that sector's contribution to rebuilding the province. In the province of Maniema and the capital city of Kinshasa partners are organising citizens' groups to demand better accountability from governors and a better dialogue between citizens and government.

The support of the coffee sector in South Kivu on its road toward producing coffee under fairer conditions, has led to fruitful co-operation. Coffee farmers from South Kivu visited Kenya and were inspired by coffee co-operatives supported by the Dutch development organisation Solidaridad. Their findings will determine the future marketing strategy.

4.2.4 Portrait of Mozambique

Oxfam Novib's program in Mozambique is growing in quality and coherence. A new plan was completed together with other Oxfams, which will take women into account in relief aid. We and Oxfam Australia, at the invitation of the Swedish government, have begun designing a program to support and strengthen civil society. Mozambique has joined the Universal Access to Female Condoms program, which is promoting female condoms around the world. The program design phase for Mozambique has begun.

In Mozambique Oxfam Novib works with over twenty local partner organisations. They promote democracy and women's rights, help to oppose HIV and AIDS, and work on more income and food security. In July 2009 the Parliament finally approved the new law against domestic violence. A solid victory of the women's organisations that wrote much of the law. Early 2009 the Parliament adopted the new law on co-operatives, also designed by partner organisations.

In 2009 partners again played an important role in monitoring the national and presidential elections. From a technical perspective, the elections went reasonably well. The premature and partial exclusion of the opposition party, Mozambique Democratic Movement, has damaged the credibility of democracy according to partner organisations.

In 2009 more Mozambicans obtained the title to the land they had been working on for years. They received education on production methods or small loans. A large number of men and women is saving and borrowing in groups in villages in North Mozambique. Farmers are developing new markets for their products, and are building their own rice husking plant.

4.2.5 Portrait of the occupied Palestinian territories

The situation of Palestinians living on the West Bank, in East Jerusalem and the Gaza Strip has deteriorated further in 2009. In particular in the Gaza Strip poverty has increased fast and the population has become even more dependent on aid. Add to that the Israeli blockade which is seriously restricting the import of, e.g., humanitarian goods, and the export of all kinds of products. The population in the Gaza Strip is also still experiencing daily the impact of the Israeli military operations of December 2008 and January 2009. Because the import of building materials is severely

limited or even blocked completely, most damaged houses and public buildings have not been repaired.

In the Palestinian territories Oxfam Novib leads Oxfam International's activities in the field of advocacy and the media. During the Israeli operations in the Gaza Strip, for instance, we lobbied hard for a cease-fire, and to this day we have continued to call for an end to the blockade. At the same time Oxfam Novib's partners are working on improving the lives of civilians. The Palestinian Centre for Human Rights, for instance, reports on concrete violations of human rights and started court cases against them. The Palestinian Medical Relief Society (PMRS) provided sanitary kits and medical care in its mobile clinics to hundreds of displaced families. The Palestinian Agricultural Relief Committee (PARC) distributed food packages made up of products bought from poor male and female farmers. The Teacher Creativity Center taught youths how to resolve problems and conflicts peacefully.

4.2.6 Portrait of Nigeria

The Niger Delta is rich in oil, but at the same time one of the least developed regions in Nigeria. Agriculture and fisheries face threats from environmental pollution and oil income hardly benefits the population. Women especially pay the price. Frustrated youths end up in a life of crime. In 2009 Oxfam Novib developed a multi-annual strategy for improving the economic independence of 10,000 women and youths and the quality of local governance with regard to transparency and accountability. Two new partner organisations were selected for its implementation. They began work in October.

Nigeria is the first country where female condoms are promoted on a large scale. After a long preparation in selecting partners, developing promotion materials and training educators, the first shipments of condoms arrived in October 2009. Within two months more than 200,000 female condoms were sold in three of the 36 states. The goal is to have distributed over 4 million condoms among women by the end of 2011. The project in Nigeria is part of the bigger Universal Access to Female Condoms program.

Early 2009 the first phase of Learning about Living was concluded. 'Learning about Living' is the electronic version of the official curriculum on sexuality and other life skills for secondary schools in Nigeria. In the first phase of two years sixteen schools and one out-of-school centre in three states reached 8,800 young

Nigerians. In a single year they asked more than 60,000 personal questions, mostly via texting. In the second phase, until early 2012, the program will be expanded to 84 schools and five out-of-school centres in eight states.

In 2009 'Learning about Living' was expanded to Senegal. Expansion to other countries, such as Morocco, is planned. The program is considered one of the best examples of the special Oxfam Novib innovation fund for integrating education, gender and HIV and AIDS. You can find the Nigerian curriculum at the website www.learningaboutliving.org.

4.2.7 Portraits of Latin America

Oxfam Novib will be phasing out most of its activities in Latin America and the Caribbean. In 2009 we were busy with preparing our withdrawal from this region. We want to do this in a careful manner. After all we have co-operated fine with our partners in this region for over fifty years. This co-operation has to be concluded by the end of 2010. Naturally, we will comply with our contractual obligations to strategic partners that run until the end of 2011. In addition we will continue to support initiatives of Oxfam International in the region.

In the past year we took a critical look at our partner portfolio in Latin America and the Caribbean. This has served as basis for deciding on approving a last financial contribution. Partners can use part of this contribution to prepare for our departure and invest in improving the organisation's sustainability.

In 2009 preparations were made, in the framework of founding Southern Oxfams, for handing over our last group of partners in Mexico to Oxfam Mexico. This process must be concluded early 2010.

In addition we have designed sustainability building processes together with partners we are leaving. In a program of three training sessions groups of partners achieve an insight in the different aspects of sustainability for NGOs and grassroots organisations. We have also designed an evaluation to map the impact of Oxfam Novib's interventions over the period 2003 to 2009. In this evaluation we will be co-operating with the Inspection Development Co-operation and Advocacy (IOB).

The only country in Latin America where we will stay is Brazil. In the past year we have been working on setting up a small but strategic partner portfolio that is entirely

aimed at encouraging the private sector to take on corporate social responsibility. We also want to contribute to the creation of an Oxfam Brazil.

4.3 Global Co-operation

Around the world Oxfam Novib works with numerous partner organisations in developing countries. As an affiliate of Oxfam International we are able to offer yet more people the opportunity to build an independent livelihood without poverty. In addition we work with other civil society organisations, governments and the private sector. If necessary we criticise their behaviour.

4.3.1 Co-operation with partners

With Oxfam Novib's support 861 partner organisations in developing countries fought against poverty and injustice in 2009. A total of about 78 million people participated in their activities. These activities were financed in part by us and in part by other donors. The project work concentrated in 19 core countries in 2009: Angola, Burundi, DR Congo, Ethiopia, Mali, Mozambique, Niger, Nigeria, Rwanda, Somalia, Sudan, Uganda, Afghanistan, Bangladesh, Cambodia, India, Indonesia, Pakistan, Palestinian territories. In addition there are partners working worldwide.

We select partners and programs on the basis of our partner policy and multi-annual plan. Projects must contribute to our aim of poverty reduction. Should a project proposal do this to a greater or lesser extent, we start a dialogue with partners about each other's policies and strategies. Our partners report on a project's progress once or twice a year. When a project is concluded it is evaluated by an external expert.

To an increasing extent we, in dialogue with local organisations, also develop projects. They are always aimed at strengthening these organisations. If necessary we implement (a part of) that project. This involves training, workshops, exchanges and advice to professionalise an organisation internally, but also to enable them to conduct their own campaigns and lobby with their own governments and lower authorities. We call this form of support capacity building and it is an important strategy of us in fighting poverty.

4.3.2 International co-operation and lobby

The world is in a recession. The cause is a series of simultaneous crises in credit extension, the climate, in the energy and food supply. The unprecedented slump in global trade, the increase in extreme droughts and floods, the wily oil price and unpredictable food market have together caused a sharp rise in extreme poverty.

The different crises cannot be viewed separately and can only be resolved at the global level. This global approach is the responsibility of multilateral institutions like the UN, the World Bank, IMF, EU and G20. Within Oxfam International we point these players to their role and responsibility.

The crises have led to a more critical attitude of citizens towards governments and the private sector. Businesses and organisations that cling to old forms and thinking should be criticised. We also seek co-operation with businesses and organisations that are in the vanguard of sustainable and socially responsible enterprise.

5. Our work in the Netherlands

The fight against poverty can only be successful when governments, the private sector and civil society organisations also put their shoulders under it. Everybody must make his or her contribution to reducing poverty. In the Netherlands too. We seek them out and work with them. We criticise them when we believe that they do not fulfil well their role.

In the Netherlands we work with numerous alliances and coalitions. In 2009 we entered into a new alliance with four other organisations. We want to develop online resources with them, which will support our campaigns and our partners' project work.

The more than 429,000 people who give money and their support to Oxfam Novib are hugely important to our work. As are the 1,535 volunteers committed to our goal. Without these ambassadors of do-it-yourself (DIY) we would not be able to realise our mission, a just world without poverty.

5.1 Private donors

5.1.1 Number of gifts rises slightly

Dutch citizens again donated generously to Oxfam Novib in 2009: 41,176 new donors joined, over 4,000 more than planned. All told 429,422 relations donated 28,346,000 euro to Oxfam Novib in 2009, which is 26,000 euro more than budgeted.

Target achieved

With a total income from fundraising of 28,346,000 euro the target of 28,320,000 euro was more than achieved. Many products like the partner plan, donations, gifts and legacies have a result on or above the target. With almost 670,000 euro Pakt Uit (Unwraps) too, our gift concept, contributed substantially to our income. Last but not least, Oxfam Novib's Trailwalker was also a big success.

Business relations less

This year Oxfam Novib received 795,000 euro from business relations, more than 450,000 below budget. It is highly likely that the financial crisis left its mark. That is why we worked on several interesting new initiatives for 2010, including collaboration with the Swedish multinational SCA and the introduction of the 'business ambassadorship', through which small and medium-sized businesses can contribute to poverty reduction.

Own way of donating

Oxfam Novib offers its donors the possibility of selecting their own way of donating, for instance by supporting a specific project. Or by donating to a special theme or country via Oxfam Novib's Partner Plan. A person then selects, for instance, a country or theme with which he or she feels a strong bond. We inform them about the results of the selected Partner Plan twice a year.

Legacies

The reliable determination of the size of legacies is being done by a specialised outside agency since 2009. Because this was done for the first time in 2009, this has delivered a one-off impact of 900,000 euro.

5.1.2 Oxfam Novib's support-base marks us just under 7

Late 2009 research agency Motivaction asked Oxfam Novib's support-base about its satisfaction with Oxfam Novib, our methods and results. 75 percent of respondents were satisfied and gave us a mark of approval of 6.9 out of 10.

DIY

People considered our 'DIY' as characteristic of Oxfam Novib. Our combined approach of lobby, advocacy and co-operation has broad appreciation. We enjoy a large measure of trust, are credible and expert. People believe that our work and approach do not differ much from that of other development organisations.

Cancellation

We asked them explicitly for possible reasons for cancelling the relation with Oxfam Novib. For 83 percent of the respondents the issue arises when we do not spend well the money donated to us. 53 percent mentions the additional requests for donations as possible reason for cancellation. A third reason is the financial situation of the donor. If someone can no longer afford a relation, he or she may cancel.

Communication

Young donors aged under 30 miss the personal and enthusiastic manner of recruiting once they have joined as donors. This group would also like to have more information on the results achieved. The support-base prefers to receive any kind of information digitally. Still too few people know that Oxfam Novib's magazine for donors is also available digitally.

What do we do with it?

The above mentioned survey helps us to improve our communication with the support-base. We will be sending less mail and if needed, more in digital form. We will also adapt our communication expressions towards youths and more strongly aim the contents to the results of our work. In additions, we will deepen our bond with our donors by organising meetings. As such, in 2009 we invited big donors to the International Documentary Film Festival Amsterdam (IDFA), where we sponsored documentaries. The Oxfam Novib Trailwalker is also a good example of a fundraising activity, where engagement and meeting take centre stage.

5.1.3 Over 51,000 reactions from Dutch citizens

Oxfam Novib's Information & Service maintains the contacts with our support-base. In 2009 it received 28,873 phone calls, 7,011 letters and 15,834 emails.

Frequent questions

The most frequently asked questions in 2009 were of a practical nature (cancellations, address changes or orders). It was notable that people also asked if the money they gave or wanted to give would be arriving at the right destination. People also wanted to know the money that executive director Farah Karimi makes. You can find an overview of the most frequently asked questions on our website.

Ink on paper or electronic

Oxfam Novib likes to keep informed people who support its work. But if people prefer not to receive mail through the post, we will then provide for that. More and more donors (31.3 percent) choose to receive our magazine Oxfam Novib in digital form rather than on paper.

Complaints

In 2009 we received 1,403 complaints, as against 1,188 in 2008. We received many reactions especially in the period around the Green Santa campaign, November and December. Many positive ones, but sometimes negative ones too. Oxfam Novib takes complaints very seriously, also because they help us to improve our work. The rise in the number of complaints was caused primarily by an administrative error in March, which meant that donors of single gifts were entered as long-term donors (220 complaints). After the summer we received 284 complaints from newly recruited donors, for whom it was insufficiently clear if that had become donors for an unspecified duration. There were also practical complaints about the supply of products or bills.

5.1.4 Over 19,000 book subscribers

Oxfam Novib's publishing house releases beautiful books, CDs and presents. The buyers not only receive a beautiful insight into lives in different cultures, but simultaneously support Oxfam Novib's work. In 2009 we counted over 19,000 book subscribers. Subscribing to different packages, they received 17 books and the Oxfam Novib calendar.

Be heard

Through its book publications Oxfam Novib makes it possible for writers to be heard. Some of them come from countries where this is less obvious. By giving them an audience in the Netherlands, more understanding of other cultures can emerge. That forms the basis of a just world without poverty.

Book subscriptions

In 2009 we counted over 19,000 book subscribers. The received, among others, the novels *Peacock Cries* from the Chinese Hong Ying, *Los Ejercitos* (The Armies) by the Columbian Evelio Rosero, *Tsomo's Karma* by the Bhutanese writer Kunzang Choden, *Stone of Patience* by the Afghan Atiq Rahimi, and *La Mémoire Amputée* (The Amputated Memory) by Werewere Liking from Ivory Coast.

Photo book

In addition subscribers received the photo book *The Places where we Live*, about the shanty towns in Nairobi, Mumbai, Jakarta and Caracas. When the book was released in January, an exhibition of photographer Jonas Bendiksen was organised in Amsterdam around the theme in this book.

The publishing house also realised two children's books, seven new editions in the Country Series, three CDs, a gift book, and a Fair Trade cooking book. The Oxfam Novib Calendar 2009 had its 35th edition. One of the two released children's books *This is where I live – Morocco* is being used by primary schools in preparation for the exhibition *Al Arab* at Museon in The Hague.

Writer in the Netherlands

In June the Bhutanese writer Kunzang Choden was in the Netherlands at the invitation of Publishers De Geus, Bhutan+Partners and the Prince Claus Fund for a lecture on her novel *Tsomo's Karma* and her work with the United Nations in Development Program in Bhutan.

Oxfam Novib/PEN awards

During the Crossing Border Festival the annual Oxfam Novib/PEN awards were presented to persecuted writers. One of the five awards went to the Vietnamese writer Chi Dang. Because of her work she was banned for life from her country of birth Vietnam. Chi Dang came to The Hague to receive her reward in person.

5.1.5 Private sector fundraising

Businesses with a heart for society make their own contributions to poverty reduction. They support Oxfam Novib financially, or by giving fair gifts to their relations. Or by supporting special projects as private sector ambassadors or partners.

Fair gifts

In 2009 too more than 700 organisations surprised their relations or staff with a goat, two school books, a water pump or a vegetable garden of Oxfam Novib Unwraps. Of course, they do not really get a water pump, but a beautiful card. The water pump goes to the people who really need one.

A company can also use Oxfam Novib Unwraps as a recruitment or marketing tool. In this sense, Achmea uses Oxfam Novib Unwraps as a tool to recruit new staff with the help of existing staff. For every new staff

member Achmea gave 50 euro to Oxfam Novib for a vegetable garden, goat or water pump.

Creaforti and Pakt Uit

"At Christmas we gave our relations 10 chickens. A well appreciated gesture, and certainly worthy of repeat. 'Unwraps' is a low-threshold and unique way of helping build a better world." Remco Doeve, director marketing and communication, Creaforti Telecommunication.

Business ambassador

Business people know that a business cannot grow or continue without investments. It is no different in Africa, but there people often do not get a loan because they have no collateral, or are women, or just because there are no banks. They can get a loan though from micro-credit organisations. Since 2009 Oxfam Novib has been giving businesses the opportunity to become 'business ambassadors' and support micro-credit organisations. A nice way of involving with corporate social responsibility. From July to December we recruited 36 business ambassadors who donated on average 150 euro a month over those six months.

Partnership

Businesses that want to practice corporate social responsibility can become a partner of Oxfam Novib in the fight against poverty for several years. With our knowledge and experience they can improve the living conditions of people in developing countries. At the moment we have a partnership with the ASN Bank and the Swedish multinational SCA.

Gertie Eikenaar of SCA, producer of the brands Edet, Tork and Libresse among others

"SCA believes it's important to contribute to a better world. We like to do that with money, but also by making available our hygiene products. We hope that our action encourages others to do their bit."

5.1.5 Oxfam Novib Trailwalker a big success

"Never again", said exasperated one of the participants of the Oxfam Novib Trailwalker 2009, the first one, when she limped across the finish line. The track was heavy-going. It ran right across De Veluwe, much of it on unpaved roads, through loose sand and across narrow forest paths.

The first Oxfam Novib Trailwalker, held on June 20 and 21, 2009, was a big success. No fewer than 148 of the 150 teams made the finish line. Together and a-walking

they raised 660,000 euro in sponsor monies. A record, never before had a first Trailwalker raised such a lot of money.

Own support team

The National Forest Service for once opened the national park De Veluwe at night too, for the hundreds of hikers. Between start and finish there were nine checkpoints with food, drinks and massages, Red Cross support and toilets. And the support teams were ready to give moral support to their own teams and provide them with their favourite food and beverages.

Trailwalker 2010

On June 5 and 6, 2010 the second Oxfam Novib Trailwalker will take place. The participants will be walking for education for children in Uganda. Information is available at www.oxfamnovib.nl/trailwalker.

Escaping poverty

Education is the best weapon against poverty. A good education lets you build a better life by yourself. That is why Oxfam Novib works with partner organisations that provide education in various countries.

Frederike Müskens

"The Trailwalker 2009 went well, so we're doing it again in 2010 for this mega great goal! Your team really drags you across the finish line. The last 10 kilometres were tough going. Once across the finish I was so happy. I couldn't believe that we'd really done it."

5.1.7 Contribution National Postcode Lottery

One of Oxfam Novib's financial support pillars is the National Postcode Lottery. Every year it supports us with a maximum of 15 million euro. So too in 2009.

We have been one of the National Postcode Lottery's beneficiaries since the start in 1989. Until and including 2009 we have received a total of more than 255 million euro from the National Postcode Lottery. In its communication expressions the National Postcode Lottery reserves a lot of space for Oxfam Novib. One example is the television program *Kanjers van Goud*, in which Willeke van Rijn, one of our fundraisers, was in the limelight.

5.1.7.1 Beau visits India for Oxfam Novib

People working hard for a good cause are really committed to making the world a little nicer. And that had to be rewarded, believed the National Postcode Lottery.

That is why Beau van Erven Dorens went to India for the television program *Kanjers van Goud* (Stars of Gold). There he visited Willeke van Rijn who had left for that country two years earlier to help set up the office of Oxfam India. In India Willeke focused mainly on project fundraising.

Huge enthusiasm

Willeke's dedication and huge enthusiasm were the reason for the National Postcode Lottery to nominate her *Kanjer van Goud* in India. She also received a cheque of 20,000 euro to be spent on projects.

Good work

Willeke's brother Gerrit accompanied Beau van Erven Dorens in India. Willeke's projects greatly impressed them. On Sunday November 15 Beau and Gerrit's visit to India was broadcast on RTL4. See the film.

5.1.7.2 Oxfam Novib hunting the millions

The programs *Miljoenenjacht* (hunting the millions) and *One against 100* showed three short films about Oxfam Novib in 2009. They told about our work in the developing countries where we work.

In one of the films a visit to the project *Learning about Living* in North Uganda took centre stage. It is a joint education project of Oxfam Novib and War Child, also financed by a one-off extra draw of over 1 million euro from the National Postcode Lottery.

A future again

Oxfam Novib and War Child are committed to education, together with local partner organisations like LABE. Because education is also in a country like Uganda, which is emerging from twenty years of violent conflict, a way of working on an independent livelihood. Thanks to LABE that opportunity is now also given to at least 42,000 children and youths, and 8,000 adults.

Adapted education

Children and youths who have had hardly any education due to the war, yet get their diploma thanks to LABE's

work. Others get help to process their traumas or short job-focused training for earning a living.

View the film in which our local partner LABE speaks, at www.oxfamnovib.nl/jaarverslag.

5.2 Volunteers

5.2.1 Volunteers' Network growing steadily

Joint action, own input and many contacts. That is the Doenersnet (Volunteers' Network) in a nutshell, the network of enthusiastic volunteers of Oxfam Novib. Our volunteers together move into action against poverty. During festivals, campaigns and other activities. And their number is growing.

Oxfam Novib's volunteers determine for themselves how, with whom and when they act. They can develop and implement an initiative alone, but also participate in the activities of other volunteers, or help Oxfam Novib at festivals or during a campaign. In everything a volunteer does it is about he or she doing something to make the world a better place, more fun or fairer. That can be something very simple, such as buying fair products in supermarkets.

Ever more volunteers

In 2009 the Volunteers' Network grew steadily. Compared to 2008 the number of volunteers doubled to 1,535. This development is mainly due to the enthusiastic stories of existing volunteers. In 2009 the volunteers themselves initiated 12 campaigns.

All sorts of activities

In addition to their own campaigns, Oxfam Novib's Green Santa campaign could also count on the support of many volunteers, for instance in Groningen and Zwolle. The Volunteers' Network also organised different training days and introduction meetings across the country. Much work also went into a revamped website, which has gone life by now.

Melek Dogon, age 30, volunteer

"The nice thing about being a volunteer is that you're always active, and together with others. The Volunteers' Network has something for everybody. You can thus use your own talent(s) on an action of your choice. If you want to know where, check the website. It gives a good overview of events. You no longer have to look before

finding something that suits you. Really, there's no excuse for not doing voluntary work."

5.2.2 Online campaigns more and more effective

This year too, Oxfam Novib organised many online campaigns. Our presence and our outreach online and via social media are much faster and bigger than anticipated. Especially online, communities take up our campaigns.

Banners are seen millions of times and films on YouTube are viewed tens of thousands of times. Ever more people are linking up with our campaigns via Hyves (Green Santa has 73,128 members) and follow us via Twitter (2,461).

Live from festivals

During the past festival season the public could follow live our actions at Lowlands. Photographs and films were uploaded on site, and on average 10 percent of the VPRO's films, videos and tweets about Lowlands consisted of information about Oxfam Novib.

Campaign newsletter

In 2009 we launched a campaign newsletter which included all the news on upcoming, ongoing and concluded campaigns. Over 25,000 people have now subscribed to this digital newsletter.

Social media as pressure tool

Oxfam Novib is using social media more often as a means of putting pressure on organisations, institutions and the government. Successfully, as witnessed by the Fair Banking Guide in 2009, but surely also by the Green Santa campaign. With these innovative ways of campaigning, Oxfam Novib is in the forefront in the non-profit sector.

5.2.3 Oxfam Novib at festivals

Last summer Oxfam Novib was actively looking for ambassadors of DIY at festivals. Many DIY fans could be found at Lowlands, Pinkpop, North Sea Jazz, Festival Mundial, Welcome to the Future and Mysteryland.

Festival goers could practice DIY in countless ways. They could grind their own fair coffee, press their own bio-juices, make their own campaign slogans for fair trade, or make a promise for the education campaign. And for the people who could not think of anything there were DIY tips. The Green Gang rewarded 'good behaviour' in a playful manner. The harvest of the festival

season: 7,700 promises, 35,000 fair consumptions sold, 3,000 DIY activities implemented, 500 new donors and 115 active DIY fans committed heart and soul to Oxfam Novib and with pleasure.

Trash bashers

New this year: the trash bashers. Their noise and positive actions encouraged Lowlands' campers to clean up their mess and thus contribute to a sustainable festival experience.

CD and DJ Isis

Together with ID&T and Isis Oxfam Novib released the CD Pulse during this festival season. The proceeds of this special CD mix are for our partner in Nigeria, Girl Power Initiative. DJ Isis' CD is also for sale at our web shop: www.oxfamnovib.nl/isis.

It was possible to track all our festival activities on our website, YouTube and Flickr.

5.3 Alliances

5.3.1 Oxfam Novib concludes IMPACT Alliance

For the coming years Oxfam Novib has concluded a new alliance with four other organisations. This was decided in the context of the government's new subsidy system for development organisations.

The alliance partners are Butterfly Works, 1%CLUB, Foundation Research into Multinational Corporations (SOMO) and HIRDA. A fifth organisation, FairFood International, is a candidate member of the new alliance.

The first two partners were selected because Oxfam Novib wants to start using more online resources (Web 2.0). Oxfam Novib is already very successful with online actions and campaigns. It is the intention to use online resources also to support the projects of partner organisations. Together with SOMO and Fairfood International Oxfam Novib wants to encourage more businesses and citizens to produce and consume sustainably.

Butterfly Works and 1%CLUB share with Oxfam Novib the ambition to empower people to develop themselves and use Web 2.0 resources for this. Using resources like internet, texting and twitter does not only increase the direct engagement of individuals. It also makes it fairly

simple to connect individuals and organisations worldwide.

Playful and personal

One example of the power of Web 2.0 resources is the education site *Learning about Living*. Butterfly Works built this website based on a curriculum for secondary school students in Nigeria. The site offers youths information in a playful and personal manner about subjects like culture, religion, media, family, and health, but also about HIV and AIDS, relations and sexually transmitted diseases. Students with questions about these subjects can use their mobile to phone or text for free and ask for information. In 2009 more than 53,000 questions of youths were answered.

Knowledge and contacts

The 1%CLUB's site is an online market place for development projects of Dutch citizens. People can commit one percent of their income directly to a project in a developing country. Anyone who wants to set up his or her own project on self-reliance can access the site for knowledge, (financial) resources and contacts.

SOMO investigates and established contacts with (big) businesses to move them to do business more sustainably. Oxfam Novib has been working with SOMO for some time now. It is an acknowledged expert in integrating knowledge, research and actions directed at multinational corporations. SOMO contributes to sustainable development by realising policy and practice changes with corporations.

FairFood International stimulates businesses and citizens to produce and consume more fair products. Oxfam Novib wants to organise campaigns to this end together with FairFood. In the coming years FairFood International will expand its relations with partners in developing countries.

HIRDA is an organisation of Somali migrants, active both in the Netherlands and in Somalia. It encourages women and local women's organisations working on, for instance, education for girls and opposing female circumcision. Through HIRDA Oxfam Novib wants to involve migrants and refugees from Somalia and other countries in its work. The choice for HIRDA fits in Oxfam Novib's policy to start doing more in fragile states.

Visit the websites of the alliance partners.

www.1percentclub.nl

www.butterflyworks.org

<http://somo.nl/>

www.hirda.org

www.fairfood.org

5.4 Co-operation in society

Oxfam Novib co-operates with a number of civil society organisations in the field of poverty reduction and sustainable development. We do this around the world, and therefore in the Netherlands too. By joining forces our work achieves more results and we can make a bigger fist against poverty.

5.4.1 Oxfam Novib chairs SHO

The Foundation SHO (Co-operating Aid Agencies) is made up of ten Dutch aid agencies. When big disasters happen they launch a national appeal to raise money, give information on the disaster and account for the monies received.

Chair until the end of 2011

On January 1, 2009 Farah Karimi, Oxfam Novib's executive director, was appointed chair of SHO for eighteen months. In 2009 Karimi, among others, directed the renewal of the foundation's statutes. That became necessary after two regular participants had left the foundation late 2008. The renewal process was concluded early 2009 and the two previous members have now rejoined.

During recent elections Oxfam Novib's presidency of the SHO was extended for another eighteen months until the end of 2011. In the new situation the presidency has been detached from the appeal lead. Since January 1, 2009 Oxfam Novib has also continuously been the SHO's back office. This back office was founded to account for the SHO's activities around the tsunami. By housing the back office permanently with Oxfam Novib, the knowledge and experience are retained.

No big disasters

In 2009 fortunately no big disasters happened for which the SHO had to mobilise. However the back office was responsible for the report on the Burma appeal. Because Oxfam Novib is responsible for fundraising in the case of a disaster an action team was set up that met several times to prepare for the eventuality.

Co-operating Aid Agencies

The SHO is made up of Oxfam Novib, Dutch Red Cross, ICCO & Church in Action, Cordaid Caritas, Tear, Terre des Hommes, UNICEF Netherlands, Save the Children, World Vision, and Foundation Refugees. Others can participate as guests in an appeal, under conditions.

5.4.2 Linkis/Oxfam Novib

In 2009 too Linkis/Oxfam Novib advised and subsidised organisations that fight poverty and injustice in the world. It concerned 156 projects to a total amount of 7 million euro. In this manner we involve the Netherlands in development co-operation.

Linkis/Oxfam Novib subsidises projects in developing countries, but also activities in the Netherlands that can build the support-base for Oxfam Novib's aims. Think of making or organising documentaries, festivals, publications, theatre productions and debates around development co-operations. Linkis/Oxfam Novib also supports organisations that are setting up and implementing (small-scale) projects in co-operation with local organisations in developing countries. We thus promote the engagement of the Netherlands in development co-operation in general and with Oxfam Novib in particular.

In and outside the Netherlands

Of the 156 projects supported in 2009 a little over half took place in the Netherlands. The projects abroad focused on the Horn of Africa and East and Central Africa. For an overview of Linkis/Oxfam Novib's projects see our project database or www.linkis.nl.

Local and national reach

Most activities had a local outreach. But several activities had a national outreach, whereby they reached relatively many Dutch women and men. Examples are the Africa Day, the International Documentary Film Festival Amsterdam, the Pugwash Conference, Globalicious, Cross Your Borders, the Fair Food Week and Eating Out Pure!

35 percent of the approved projects came from migrant organisations. That was well above the set goal of 30 percent. Migrant organisations affiliated to the Diaspora Forum for Development have used Linkis' support to contribute to the *Global Forum on Remittances* in Tunis and the *Global Forum on Migration and Development* in Athens.

Inside the Netherlands too

At the end of the year negative articles appeared on several weblogs about past and present projects in the Netherlands supported by Linkis/Oxfam Novib. We have responded to these articles with a list of questions and answers placed on Oxfam Novib's website, including a reference to development co-operation minister Koenders' replies to parliamentary questions. It has taught us that we will have to communicate more prominently that in order to fight poverty things must not only change in developing countries, but in the Netherlands too. We have also sharpened the criteria for support from Linkis/Oxfam Novib in 2010.

Table 5.1 Transfers per rights program in 2009, Linkis/Oxfam Novib in the Netherlands, in millions of euro

	2008	2009	2009 in %
Sustainable livelihoods	1.3	1.0	22%
Basic social services	0.4	0.5	12%
Life and security	0.9	0.5	11%
Social and political participation	1.6	1.8	39%
Identity	1.0	0.7	15%
Total	5.2	4.5	100%

Table 5.2 Transfers per rights program in 2009, Linkis/Oxfam Novib international, in millions of euro

	2008	2009	2009 in %
Sustainable livelihoods	1.0	0.8	34%
Basic social services	0.9	0.7	30%
Life and security	0.2	0.2	8%
Social and political participation	0.7	0.5	20%
Identity	0.1	0.2	9%
Total	2.9	2.5	100%

5.4.2.1 Fair trade (restaurant) week

Developing countries still pay the price of global trade agreements that primarily benefit the rich countries. This has been the case long enough. It is time for fair trade. And thus for a Fair Trade Restaurant Week.

Enjoy yourself too away from home

The Fair Trade Restaurant Week, part of the Fair Trade Week, took place in the first week of November. Over seven days restaurants and other caterers met the challenge to offer a fair trade menu. In this way consumers could also enjoy away from home sustainably produced ingredients paid for at a fair price. As a result of all the attention the offer of fair trade products in wholesale and retail catering is increasing. During the Fair Trade Restaurant Week Oxfam Novib launched its Fair Trade Cooking Book, containing a range of globalicious recipes for home cooking.

Fair price

The goal of the Fair Trade Week is to familiarise consumers with fair trade and the range of fair trade products. Farmers in developing countries receive a fair price for fair trade products. They thus get a better chance of providing in their own income in a sustainable manner. That is why Linkis/Oxfam Novib subsidised initiatives like the Fair Trade Week and the Fair Trade Restaurant Week.

5.4.3 MicroNed

In MicroNed Oxfam Novib, ICCO, Cordaid, Hivos and the Rabobank Foundations have merged their knowledge and experience in the field of microfinance. In 2009 this network researched the social impact of micro-credit. Because a small loan does not always do good on its own.

MicroNed's members co-ordinate their worldwide activities. They share experiences and organise training to improve the quality of microfinance. Microfinance institutions (MFIs) must not only mind that their loans really reach the poorest people, but also empower women, create employment and really improve the lives of borrowers. And also that people from marginalised or minority groups can take out micro-credit loans.

In 2009 Oxfam Novib signed the *Client Protection Principles*. With it we promise to ensure that MFIs really adhere to their social mission and, e.g., act ethically, respect the privacy of their clients and have a complaints procedure.

In 2008 Oxfam Novib was one of the initiators of the Microfinance Rating and Assessment Initiative. This international program gives small and starting MFIs an insight in their financial and social performance. In 2009 150 such assessments were requested: seventy of financial and eighty of social performance.

Oxfam Novib also finances a website that gives an insight in the costs that MFIs charge their clients. The website must help MFIs to reduce their costs.

In 2009 Oxfam Novib financed micro-credit loans for 8.9 million people through microfinance institutions. MFIs received 15.3 million euro in new loans. Starting microfinance institutions and networks received 4.5 million euro in grants.

After several years Oxfam Novib decided in 2010 to end its relationship with partner organisation INAFI International. It is a global network of continental coalitions of all together hundreds of MFIs from 48 countries. INAFI International succeeded insufficiently in developing a global strategy on issues like micro-insurance and remittances. Neither was INAFI able to raise sufficient funding for it. Furthermore, several weaknesses in the organisation were not dealt with.

5.5 Government and politics

Government and politics have the responsibility to create the conditions that enable people to build an independent livelihood, without poverty. Oxfam Novib sees to it that government and politics take this responsibility.

In the Netherlands we address the government regarding its policy for development co-operation and its policies in other areas (defence, climate, agriculture, trade, finance and sustainability) that stand in the way of poverty reduction.

In the context of Oxfam International we lobby internationally, for instance the World Trade Organisation and the United Nations, for fair trade rules and the respect of human rights in conflict regions.

In the developing countries themselves we support citizens and civil society organisations that are fighting for their rights and demand good governance.

5.5.1 Critical dialogue and co-operation with the Dutch government

Oxfam Novib addresses the Dutch government on its development co-operation policy and the policies that stand in the way of poverty reduction. At the same time we have been getting a subsidy from the Ministry of Foreign Affairs for years. In 2009 that amounted to 128 million euro.

Oxfam Novib believes that internationally the Dutch government is still a frontrunner in several fields, despite falling budgets for development co-operation and rising austerity. That is where we like to co-operate with the relevant ministries and government officials. That also applies to realising the objective of halving global poverty by 2015. One result of this aim is the agreement reached in 2009 on the so-called Access to Medicines Index. This index promotes efforts on the part of the pharmaceutical industry to make more and cheaper medicines available to the poorest people. Another result is the agreement on providing access to female condoms around the world.

Where the policies of the Dutch government stand in the way of poverty reduction, we lobby for improvements. In 2009 we lobbied against cutbacks in education of the Ministry of Development Co-operation, for a favourable Dutch position in the climate negotiations in the European Union, against delays in regulations on corporate social responsibility and sustainable investments, for a sustainable buying policy of the government and for placing centre stage civilian protection during peace building missions.

5.5.2 Maize for baking or burning?

The European Union wants a minimum of 10 percent of traffic to run on biofuels or green power instead of fossil fuels within ten years. However, Europe has too little eye for the impact on the poorest people in developing countries, comments Oxfam Novib.

Biofuels should reduce CO₂ emissions and thus climate change. But food prices are rising because maize, sugar cane or soya is bought up for biofuels.

Furthermore, large tracks of agricultural land are now used to grow biofuel crops. People are driven from their land. Forests that have sustained them for generations are making way for crop land or declared no-go areas. The mechanisation involved in large-scale cultivation is costing small producers and land labourers their jobs.

The European Commission does not deny the 'indirect impact' on food prices and the land rights of (small-scale) farmers or people living in the forests. However, Europe is in no hurry to monitor these effects. That will not begin to happen until 2012. The Netherlands and Great Britain are already beginning, after lobby from Oxfam International, to monitor these effects.

But Madelon Meijer of Oxfam Novib is not satisfied. “In 2009 the European Commission was only interested in reducing CO₂ emissions, not in the social impact. In the Netherlands too we continuously have to point out the social impact to government officials and Members of Parliament.”

Big corporate interests are involved in the production of biofuels, not only in Brazil but in Europe too.

Furthermore, it has been shown that (small) farmers leaving their land, forced or not, to make way for biofuel crops, move elsewhere and cut the forest or drain wetlands to cultivate new fields. That is accompanied by emissions of huge quantities of CO₂ and swamp gases, and thus a bigger greenhouse effect. And felled trees no longer absorb CO₂ from the atmosphere.

This ‘indirect land-use change’ (ILUC) results in biofuels that are not at all as beneficial to the climate as people think. The calculations exist. Development organisations like Oxfam Novib and environmental organisations want to enter these harmful effects into the calculations, But if Europe were to do that, other countries would complain about it raising unacceptable trade barriers. That is why Oxfam Novib is advocating changes in the WTO’s trade rules in this field.

5.6 Private sector

The private sector exists to make profit. But that should not be at the expense of people in developing countries. Because, alongside its own responsibility the private sector also has a social responsibility. And they do not have to bite each other. The private sector can stand in the way of poverty reduction, but also has the solution in its own hands. That is why Oxfam Novib co-operates with businesses and conducts a critical dialogue with those businesses that are not (sufficiently) practicing corporate social responsibility. And if needed, we campaign. We do that with individual businesses as well as entire sectors.

5.6.1 Green Santa going home satisfied

Hundreds of thousands of small-scale cocoa farmers do not get a fair price for their products. Oxfam Novib has been campaigning against this with the Green Santa since 2007. In Oxfam Novib’s report from 2009, *Fairly Speaking*, it became clear that the largest suppliers of chocolate letters sell few or no sustainable chocolate letters.

Of all chocolate letters sold in the Netherlands in 2009 only 15 percent was made from sustainably produce cocoa. That adds up to 3.5 million letters in a total of about 23 million. The 2009 campaign led to a breakthrough: the Green Santa campaign got the support of over 100,000 people who became action heroes via the popular site Hyves, which led to concrete promises from seven large retail chains.

More fair chocolate letters

The supply of fair chocolate letters will rise considerably in 2010. Seven retail chains support the Green Santa. Albert Heijn, HEMA, Lidl, PLUS Retail and V&D promised to produce (part of) their house brand chocolate letters in a sustainable and fair fashion. Kruidvat and Jamin will be doing this by 2012 at the latest. Albert Heijn has promised to make all house brand chocolate from fair cocoa by 2015. HEMA and PLUS Retail are also aiming for a fair house brand chocolate.

Green Santa in politics

Neither did the Green Santa remain unnoticed in politics in 2009. It led among others to the government’s recognition that it was high time to make the cocoa sector sustainable. On March 2010 caretaker agriculture minister Verburg, cocoa traders, chocolate makers, supermarkets and Oxfam Novib signed a widely supported declaration of intent for making cocoa consumption and production sustainable. Oxfam Novib is very happy with this intention. The signing is the direct result of Oxfam Novib’s successful 2009 Green Santa campaign. As a result, in 2012 only fair and sustainable chocolate letters will be available in the Netherlands.

More demand for fair cocoa

The demand for fair cocoa has increased considerably thanks to the Green Santa campaign. The declaration makes clear which steps need to be taken in the coming years. With the goal of really supporting small-scale farmers in Africa. Former secretary of Economic Affairs Heemskerk summarised it as follows: “How do we together build the trust, availability and affordability of sustainable cocoa such that thousands of cocoa farmers, men and women, can improve their income?”

5.6.2 Fair Banking Guide informs savers

A year ago the Fair Banking Guide took off, an initiative of Oxfam Novib, FNV, Amnesty International and Friends of the Earth Netherlands. And successfully. Many banks now think twice before investing in, e.g., the controversial arms trade. Thanks to the critical consumer.

Some banks invest in companies that supply weapons to dictators. Or they invest in polluting industries or companies that are felling tropical forests. It undoes the development that we and others work hard to achieve.

Critical consumer

At www.eerlijkebankwijzer.nl you can see where your bank is investing: nature or weapons, human rights or corruption. Unhappy about it! Then take action:

- Send your bank a message and ask it to invest more responsibly.
- Give your bank a 'yellow card', a final warning.
- Change bank, with the handy change-over service.

Positive result

No less than 110,000 people have visited the Fair Banking Guide; 9,000 people put pressure on their own bank to improve its social policies. In addition, 5,000 website visitors have viewed the information about the change-over service. The number of real account cancellations is not known at this moment. After one year of the Fair Banking Guide ING, SNS Bank, Rabobank and Robeco have changed their policies on investing in cluster munitions and other controversial weapons. The media paid massive attention to the Fair Banking Guide.

Nominated

The Fair Banking Guide was nominated for the finals of the eParticipation Award 2009. More than 300 initiatives qualified for the award. The jury wrote: "The Fair Banking Guide, with the help of citizens, tries to force banks to adopt corporate social responsibility. Citizens can compare their banks on the basis of several criteria."

"My action really helps"

Eline Ophorst, 38, changed over from the Postbank to the Triodos Bank: "I was happy with the Postbank. But then ING took it over and I wasn't happy. ING invested in landmines, which I didn't like. But when you've been a bank's customer for years, changing over is quite a fuss. The Fair Banking Guide helped me to take action. I'm now a client with Triodos Bank, a socially and environmentally aware bank. When I now pay with my bankcard I'm convinced that I did the right thing. My action was only small, but together with others it really helps!"

5.6.3 Ever more palm oil is sustainable

There already is enough 'pure' palm oil on the global market to provide in a third of the European Union's demand. Also thanks to the 'Round Table on Sustainable

Palm Oil' (RSPO). Unfortunately, there are still too few buyers.

The RSPO was founded in 2003. Late 2009 the initiative had more than 350 members. They include palm plantations, oil mills, traders, processing industries, brand producers, supermarkets, banks and civil society organisations, including the World Wildlife Fund and Oxfam International. Oxfam Novib's partner Sawit Watch also plays a prominent role at the table.

RSPO's members sing up to binding rules to cut forests for plantations no longer. They respect the labour rights and land rights of local communities and small producers. The last category profits from the rapid rise of sustainable palm oil.

Palm oil is present in many consumer products, such as biscuits, margarine, deep fry oil, soap, shampoo and chocolate. Tropical forests are cut down for planting more oil palm trees, especially in Malaysia and Indonesia. People who live there and depend on the forests are being driven out. Plantation workers and labour in processing plants are often exploited.

Worldwide 45 billion kilos of palm oil are produced annually. Late 2009 more than 4 percent was certified 'sustainable' (produced in line with RSPO rules). This oil is at the most a few cents more expensive. But of all the sustainably produced oil in 2009 only 27 percent had been sold by the end of that year. The growth is out of steam. "Producers in countries like Indonesia and Malaysia worked hard in 2009 to comply with the strict rules for sustainable palm oil", says Johan Verburg of Oxfam Novib. He is in the board of RSPO on behalf of Oxfam International. "The ball is now in the court of the market."

The Round Table worked on expanding the amount of sustainable palm oil, its market and on a continuous improvement of the rules. There are working groups that draw up regulations for new plantations, to prevent greenhouse gas emissions, and to protect small-scale farmers. Furthermore, Oxfam Novib's proposal was accepted and a rule was adopted that all members are compelled to make public their plans for certification or buying sustainable palm oil over the coming years.

Palm oil is not the only product in a chain from producer to consumer that Oxfam Novib is trying to make sustainable. Work is also being done on coffee, cocoa, tea, shrimp, soya and biofuels.

5.7 Name recognition and the media

Name recognition and appreciation

The name recognition of Oxfam Novib has increased. In 2007 55 percent of all Dutch men and women knew the name. By the end of 2008 that had risen to 62 percent. By the end of 2009 name recognition stood at 68 percent. Of note is the positive score with the higher educated, where Oxfam Novib has a name recognition of 77 percent. The appreciation of Dutch women and men for Oxfam Novib's work has dropped by 0.1 point to a grade of 6.1.

Oxfam Novib in the media

In 2009 Oxfam Novib was mentioned 4,593 times in the Dutch media. That is a considerable growth compared to 2008. It is due to more proactive media work, several successful campaigns and the growth in online media. Most attention was given to – not in any particular order – the kite flying action for Afghanistan, the Green Santa campaign, the Fair Banking Guide, Oxfam Novib's Trailwalker and our work in Gaza. The news on these items appeared in both the printed and online media. Alongside, we are seeing an increase in the number of online media.

6. Report of the Board of Supervision

2009 is the third year of the policy period 2007 to 2010 and Oxfam Novib is fully engaged in realising the goals set for that period. Yet 2009 also brought a large number of innovations. Innovations as the consequence of changes in the context or as the consequences of acquired experience. Adaptations to soften the impact of the food crisis or climate change on the work of Oxfam Novib and its partners are an example of the first. Closer co-operation with sister organisation Hivos is an example of the second. Innovation is also the consequence of developing a strategic plan for the years 2011 to 2015, and of changes inside the international partnership of the fourteen Oxfams. In particular the last two processes have demanded a lot of energy in 2009 and it was sometimes difficult to maintain the balance between completing agreed work and innovation and change.

It is precisely because of this that the Board of Supervision is exceptionally pleased with the outcomes of 2009. This Annual Report makes clear that the organisation has, first of all, succeeded well in staying on course for reaching the intended results. In addition, the contours of a new multi-annual plan were drawn up and an alliance was formed with four other Dutch organisations, with which we will be working together on implementing that strategy from 2011. And the long-existing plans for more efficient and more effective co-operation between the Oxfams have reached the level of concrete plans and agreements in 2009.

In August 2009 the Board of Supervision appointed Tom van der Lee as director Campaigns. The Board of Supervision wishes to thank Monica Maassen for acting in that position for ten months.

Meetings Board of Supervision

Next to the usual six meetings a year, the Board of Supervision met extra twice. The regular annual agenda was followed, whereby every quarter the Board of Supervision monitors and approves progress in realising the Annual Business Plan on the basis of the balanced

scorecards. To this end the Board of Supervision receives an extensive report on the results reached and/or measures the directors took to realise the set goal. The Board was able to observe that the organisation is ever better able to formulate and plan its results. As a result it is possible to change direction timely if needed.

In April the Board of Supervision approved the Annual Report and Annual Accounts over 2008. In addition to this formal approval, it also specifically looked if the new digital version of the public Annual Report provided adequate information and was presented in an attractive and transparent manner. The Board of Supervision was pleased with it, but considering the assessment of the jury of the Transparency Award it could still improve.

In October the Board of Supervision approved the 2010 Annual Business Plan and early November the 2010 budget. That budget had to deviate from the multi-annual plan, because mid 2009 it had become clear that the contribution from the Ministry of Foreign Affairs will be reduced considerably after 2010. The new subsidy framework MFS II for 2011 to 2015 sets a maximum subsidy amount per organisation that is lower than the subsidy amount Oxfam Novib could spend in the period 2007 to 2010. Furthermore, in October it was revealed that the Ministry and the organisations receiving an MFS I subsidy differed in opinion about the application of a regulation concerning the financing of ongoing commitments. This regulation is of great importance in case no subsidy or a substantially reduced one is allocated for the coming policy period. With the approval of the Board of Supervision it was decided not to revise the budget, already adopted at the time, and formally appeal against the Ministry's explanation. A ruling on the appeal is expected early April. The Board of Supervision had extensive conversations with the directors on the income strategy for the coming years.

The Board of Supervision also fills the role of advisor and sounding board for the directors. In that role the Board

talked in 2009 among others about the impact of the credit crisis on microfinance institutions and about the outcomes of the evaluations held over the past year. The directors presented the plans for private fundraising. They also paused with the questions and learning points that the members of the Board of Supervision had raised as a result of their travel and visits to partner organisations.

In 2009 Oxfam Novib and Hivos reached agreement on closer co-operation. The final goal of this co-operation is to increase mutual complementarity, the scale of working and rising effectiveness. The chair of the Board of Supervision and directors reached concrete agreements regarding the fields in which that co-operation is to be fleshed out.

Subsidy proposal MSF II and IMPACT Alliance

The Board and directors met in various sessions to discuss the strategic choices for the period 2011 to 2015. They looked at international and national developments, gave more focus to the mission and set clear priorities within the traditionally broad field of work of Oxfam Novib. Flexibility, focus and co-ordination take centre stage. The number of countries where the organisation will be working was reduced considerably; the choice was for more focus on the poorest and most difficult countries. The Board of Supervision could agree with these developments, which will give the organisation a sharper profile. This line also fits well in the developments inside the partnership of the Oxfams and the basic principles of Dutch development policy, which both prompt for a stronger co-ordination and definition of priorities. Greater flexibility is also a necessity considering the financial developments: a new subsidy framework and a financial crisis that also has an impact on fundraising.

These choices were laid down in a strategic plan and elaborated in programs on main lines. For implementing these programs Oxfam Novib has formed an alliance with four other organisations. The formation of this IMPACT Alliance and the agreement of co-operation the five organisations have concluded were closely monitored by the Board of Supervision. As lead of the alliance, Oxfam Novib presented a subsidy proposal MSF II to the Ministry of Foreign Affairs. The Board of Supervision urged the directors to root well the responsibilities that this lead brings.

Commissions

The Board of Supervision has instituted three commissions: a financial commission, a remunerations commission and a commission Round Table. The financial commission prepared advice to the Board of Supervision on the Annual Accounts 2008, Budget 2010, financial quarterly reports and all other financial subjects. The commission discussed the Annual Accounts and Audit Report with the accountant. The accountant was also present at the meeting during which the Board of Supervision approved the Annual Accounts.

As usual the commission discussed with the directors the risk register and the progress in following up on the recommendations in the accountant's management letter. The Board of Supervision observed that the risks are increasing, but that the organisation is taking adequate measures for managing these risks. The annual report from the directors on matters that did not go well despite these measures, confirms this picture. For instance, there was a case (or suspicion) of fraud in less than 2 percent of the total partner portfolio, and in the majority of cases this was managed without incurring big losses. The organisation also has a sharp eye for risks related to wrong media images, a risk that is also increasing as a result of growing co-operation with other Oxfams: everybody operates under the same name Oxfam.

In 2009 the multi-annual plan 2011-2015 was discussed as a component of the subsidy proposal MFS II. The commission also advised on the demands included in a tender for a new house bank.

In March the remunerations commission held the annual performance interviews with three directors and made a proposal to the Board of Supervision about paying out the variable component for 2008 in the directors' reward system. The commission discussed if a system with a (limited) variable reward should be maintained, or if other options should be investigated. The Board of Supervision decided to maintain the agreed reward system and again review it in 2011.

The Board assessed the directors' functioning as positive. In order to allocate the variable reward the Board of Supervision and directors annually discuss several performance indicators that apply in part to all members of the Board of Directors, and in part apply to specific portfolios. Over 2008 37 percent of the maximum variable reward was allocated.

The commission also proposed to the Board of Supervision that Theo Bouma be reappointed as director Projects. The Board reappointed Theo again for a period of four years, after a positive advice was given by the Works Council. Based on a recruitment procedure started late 2008, the commission selected a candidate to fill the vacancy of director Campaigns. The Board of Supervision appointed Tom van der Lee per August 15, 2009, and in this case too the Works Council advised positively.

The Round Table met twice in its third year. This is the last year of sessions for the members of the Round Table. The commission Round Table of the Board of Supervision contributed to the evaluation and discussed proposals for a follow-up with the directors. Early 2010 the directors will put a proposal for a follow-up of the Round Table to the Board of Supervision.

Oxfam International

The chair of the Board of Supervision and the executive director are members of the Board of Oxfam International, together with governors from the other thirteen Oxfams. The complete Board of Oxfam International meets annually and holds telephone meetings over the rest of the year. In 2009 all agendas of Oxfam International were filled with decision-making on the preparations for a single management structure: one Oxfam program per country. The Board of Supervision took a critical look at the impact that such an operation would have on Oxfam Novib and the costs involved.

Composition and functioning of the Board of Supervision

The Board of Supervision has seven members, two of whom are appointed nominees of the Works Council. In 2009 one of the members of the Board of Supervision reached the end of the maximum membership term of nine years. The departure of Cees ten Broek created a vacancy. In filling the vacancy the Works Council had the right of nomination. The recruitment and selection of the candidate was handled jointly by the Board of Supervision and the Works Council. Based on a profile the two looked which specific expertise was needed inside the Board. For this vacancy the search was specifically for a candidate with experience in the private sector and financial expertise, supplemented with expertise in the field of human resources or communication. Late 2009 a nominee was proposed to the Board of Supervision. From January 1, 2010 Hanzo van Beusekom is part of the Board of Supervision. Fré le Poole, Tonny Filedt Kok and Marianne Douma were

appointed for a new period of three years. The other three members are in their last term.

In 2009 the Board's own functioning was not evaluated. Such an evaluation will happen in 2010. The last evaluation took place in September 2008. In 2009 the Board paid a lot of attention to the subsidy proposal MSF II and the formation of the IMPACT Alliance.

Compensation

The members of the Board of Supervision do not receive remuneration for their activities. The costs of travel and accommodation are compensated on the basis of the regulation that applies to all staff and volunteers of Oxfam Novib. In 2009 1,922 euro was paid out in compensation of expenses.

The Hague, April 1, 2010

Joris Voorhoeve, chair

Wout Blokhuis

Hanzo van Beusekom

Sandra Lutchman

Marianne Douma

Tonny Filedt Kok-Weimar

Fré le Poole

7. Round Table

The Round Table is a commission of external stakeholders. The directors consult it as part of the policy cycle. That means that the Round Table is asked to share its thinking at the beginning of a new development, and give its opinion. The commission's contributions are included in the further elaboration. The two meetings in 2009 were completely dedicated to the strategic choices that form the basis of the multi-annual plan 2011 to 2015 and the subsidy proposal for co-financing (MFS).

In June the thematic and geographic choices were discussed and the dilemmas they raised. The commission also discussed the choice between implementing activities on one's own and implementing them in co-operation with others: what elements determine the choice? A third subject was accountability: how far does it reach? The directors discussed the reactions of the Round Table in the decision-making on the main lines of strategic policy 2011 to 2015.

In November the directors presented the outcomes of the strategic process to the Round Table. The participants expressed their appreciation for the choice of the poorest countries and priority themes. They also talked in depth about the possible consequences of one of the strategic choices: the development of global strategies for different actors. Considering the emergence of new powerful countries, the impact of globalisation and the international crises on people living in poverty, and the role of international corporations and value chains, different members argued for a stronger role of Oxfam Novib at the global level.

2009 was the third year of the Round Table and the last year in its current composition. The set-up, form and value added of the Round Table were evaluated in the fall. This evaluation revealed that the discussions were always experienced as captivating, in part due to the varied composition of the commission, and the different angles on the issue at hand. A Round Table with one representative of each stakeholder, however, also shows its limitations. Oxfam Novib could draw more knowledge from its network if a bigger group of specialists, preferably with wide ranging opinions, would discuss a subject more extensively. It then matters more that the specialists are represented at each meeting than each stakeholder. Based on this evaluation Oxfam Novib will adapt the Round Table's set-up in 2010.

8. Finances

8.1 Introduction to the Annual Account 2009

This chapter is an accounting of Oxfam Novib's costs, proceeds and financial position in 2009.

The Annual Account is drawn up according to Oxfam International's guidelines and the Guideline 650 for Annual Reporting by fundraising institutions, used by the CBF. This means, among others, that all spending has been charged to Oxfam Novib's objective 'structural poverty reduction', to income raising and to management and administration.

In accordance with Oxfam International's Financial Standards, this objective is divided into five categories:

- Support of projects and partner organisations. In the Annual Account under 'Projects and Programs'.
- Support and building of partner organisations. In the Annual Account under 'support partner organisations'.
- Campaigning in the Netherlands to engage people in the movement for a just world without poverty. In the Annual Account under 'popular campaigning'.
- Advocacy and lobby alone or with others of governments, private sector and other institutions in favour of poverty reduction and development. In the Annual Account under 'advocacy Oxfam Novib' and 'advocacy partner organisations'.
- Transferring Oxfam Novib's ideal – a just world without poverty – to a broad public and maintaining all the relationships with people supporting Oxfam Novib. In the Annual Account under 'marketing and fundraising'.

8.1.1 Income

In 2009 193.56 million euro was available for spending on the objective (see Statement of income and expenditure). In 2008 this had been 193.13 million euro. The rise in income of 0.43 million euro is the result of 3.6 million euro lower income from co-financing, 4.1 million euro higher income from institutional fundraising (other government contributions from among others the European Union, and income from appeals), 0.7 million lower contribution from the National Postcode Lottery because we received a contribution from the extra draw in 2008 and not in 2009, 0.5 million higher other income and 0.1 million higher income from own fundraising.

Co-financing monies

Oxfam Novib receives a government subsidy from the Co-financing Program of the Ministry of Foreign Affairs

(Development Co-operation). This subsidy is fixed for the years 2007 to 2010 and was allocated on the basis of a request Oxfam Novib submitted in 2006. The subsidy from the Co-financing Program of 125.2 million euro in 2009 and the 0.6 million euro interest received on this make up 65 percent of the total income. The comparable figure over 2008 is 67 percent (129.4 million euro). Oxfam Novib accounts for the income from the Co-financing Program on the basis of its approvals of projects and programs of partner organisations and approvals of loans to partner organisations. The drop compared to 2008 and the underspending of the budget for co-financing is in part caused by Oxfam Novib's choice to withdraw from Latin America from 2011. Less was approved for Latin American countries because the duration of the financed projects is shorter. This is in part compensated by approving more for countries where Oxfam Novib will stay, with on balance an effect of 2 million euro vis-à-vis the budget. In 2009 the transfers to these countries remained below the budgeted level. In addition 1.5 million euro less than budgeted was approved from the Linkis program, because there were fewer and on average smaller requests.

Own fundraising

Own fundraising rose by 0.1 million euro from 28.2 million euro in 2008 to 28.3 million euro in 2009. This was in line with the budget. The donations and gifts from private individuals remained globally the same. The income from the private sector lagged behind the budget by 0.5 million euro, a drop of 0.2 million euro compared to 2008. The income from legacies dropped by 0.2 million compared to 2008, but was 0.3 million higher than budgeted. This includes the one-off effect of 0.9 million euro included for reason of a better estimate of expected legacies by the year's end.

Below 'third party appeals' Oxfam Novib accounts for the contribution from the National Postcode Lottery (NPL). In 2009 Oxfam Novib received the regular contribution of 15.0 euro. The NPL has decided to reduce the maximum contribution to all beneficiaries to 13.5 million euro starting in 2010. The NPL now also has the Dream Fund to which the beneficiaries can submit proposals. That is a new fund of the Postcode Lottery for new, big initiatives: realising a dream for people and nature. It is about sizeable projects of at least 5 million euro.

Institutional fundraising

The income from joint appeals and other government subsidies together make the income from institutional fundraising. The budgeted income was 15.7 million; the realised income was 17.7 million euro. This is a rise of 4.1 million compared to 2008.

Below 'joint appeals' Oxfam Novib accounts for the contributions from other external private organisations and partnerships, like Oxfam International. This involved 7.8 million euro in 2009.

1.4 million euro worth of projects was approved via the Oxfam International Tsunami Fund. Other Oxfams and other external organisations approved for more than 5.8 million in project proposals from Oxfam Novib. The contribution from Stop Aids Now! amounted to 0.6 million euro.

Oxfam Novib also submits proposals for project funding to the European Union and Ministries. They are accounted below 'other government subsidies'. In 2009 10.0 million euro worth of proposals from Oxfam Novib was approved, whilst 10.5 million had been budgeted. In 2008 7.3 million euro was realised.

In 2009 Oxfam Novib worked intensively to raise funds with institutional donors. For the theme food security two contracts were concluded with the European Commission worth 4.3 million euro for Pakistan and Eritrea. In 2009 3.0 million euro of that is included as income in the Annual Account. For the theme women's rights Oxfam Novib's works with a regional partner in 15 countries in Latin America. The European Commission contributed 1.5 million euro and 1.0 million of this is included as income in 2009. One of the bigger contracts with other external donors is a contract with DfID (United Kingdom) in South Sudan on the theme education. The contract is worth 1.4 million euro and 1.0 million of this included as income in 2009.

Project Female Condoms

Various donors and the Dutch government have allocated 11.2 million euro to the 'Universal Access to Female Condom' (UAFC) project. 5.5 million euro of this is included as income in this Annual Account 2008 and 3.2 million euro in this Annual Account. The remaining share will be included as income in the coming years, when contracts are concluded with partners. Of this 3.2 million euro, 1.9 million euro is included below additional program income from other government subsidies. The remaining income is contributions from the Hewlett Foundation, SIDA (Swedish government organisation for development co-operation) and Danida (Danish Ministry of Foreign Affairs).

Effects of the credit crisis

The credit crisis has hardly had any impact on the preparedness of private individuals to donate, but has had an impact on donations from the private sector. In addition the donation of 0.7 million to the provision for loans is higher than usual because several microfinance organisations to which money was lent have problems due to the impact of the credit crisis and have problems complying with their payment obligations. In the coming years Oxfam Novib will therefore pay extra attention to the solvency and currency issues of credit institutions in developing countries, to be able to respond to problems in time. Where necessary Oxfam Novib acts timely to strengthen the capacities of credit institutions and make provisions.

8.1.2 Spending

In 2009 Oxfam Novib spent 176.7 million euro on the objective of structural poverty reduction (was 175.8 million in 2008). Increased with 8.4 million euro costs on income-raising and 2.5 million euro costs of management and administration, total expenditures were 187.6 million euro (was 186.1 million euro in 2007). In addition 15.3 million euro was extended in loans and guarantees to partner organisations, and 7.8 million euro was received in repayments of loans extended at an earlier date. The spending on the objective, including loans extended minus repayments, adds up to 95.1 percent of total income.

Spending on the objective

Spending on the objective is divided into the five categories mentioned at the start of this chapter. Inside these categories costs are divided by three kinds of activities: allocated subsidies, own activities and operational costs (see specification 'spent on structural poverty reduction' in paragraph 9.2.1).

'Allocated subsidies' are the subsidies given to partner organisations, predominantly in developing countries (141.1 million euro).

Own activities ('operational program') are the projects and programs that are not implemented by partner organisations, but by Oxfam Novib itself. They are projects in the Netherlands and Europe in the context of campaigning, advocacy, supporting partner organisations in the fields of knowledge management, contingency planning and such, including these kinds of activities of staff at the field offices. In 2009, 14.8 million euro was spent on this (was 14.8 million euro in 2008).

In addition, in 2009 Oxfam Novib also implemented 4.0 million euro worth of its own activities in the context of education and marketing.

Operational costs, the costs of program management, under 'spent on the objective', concern the costs incurred in selecting the right projects and partner organisations (strategic planning), in monitoring, assessing and evaluating the projects and programs, and the costs of the good management of Oxfam Novib's internal processes. In 2009 these operational costs amounted to 8.6 percent of the costs of program work, plus the operational costs of loans from 'new money' (see 'relevant core figures' on page 70). Over three years these operational costs have averaged 8.5 percent. The percentage stays below the internal maximum standard of 9 percent. Operational costs stayed below budget due to shift in focus from program management to institutional fundraising.

Costs own fundraising and other income raising

The costs of own fundraising amounted to 6.4 million euro in 2008. This is 0.3 million euro more than in 2008 and 0.5 million euro more than budgeted. Late 2009 the Board of Directors identified new opportunities for raising funds from private individuals and a start was made with warming small and medium-sized business to an 'ambassadorship' of Oxfam Novib. This involved the extra deployment of recruitment agencies.

The costs of own fundraising amounted to 22.6 percent of the proceeds from own fundraising. According to the CBF's standard for organisations with the CBF certificate, the three-year average costs-level has a ceiling of a quarter of the proceeds. Oxfam Novib's three-year average is 21.9 percent.

The costs of other income-raising amounted to 2.0 million euro. That is 0.2 million euro more than budgeted and 0.6 million euro more than in 2008. This is for the raising of income through joint appeals, third party appeals and the acquisition of government subsidies. It is in line with the Board of Directors' policy to invest more in institutional fundraising.

Costs of management and administration

The costs of management and administration were 2.5 million euro, 0.1 million euro more than budgeted. This cost overrun had several smaller causes.

Program work standard

The subsidies allocated to partner organisation and Oxfam Novib's own activities for popular campaigning, advocacy and support of partner organisations are considered part of program work. For years Oxfam Novib has been applying the internal standard that the three-year average of its total spending on program work is at least 85 percent. In 2008 this stood at 86.2 percent (was

86.0 percent in 2007). The three-year average was 86.3 percent. See the core figures on page 70. The remaining spending concern the costs of program management, of own fundraising, other costs of income raising, costs of management and administration, the costs of the objective education and marketing.

8.1.3 The result

The balance of the current fiscal year was 5.9 million euro in 2009. Of this amount 3.5 million euro is earmarked for loans, SHO appeal funds and National Postcode Lottery, senior staff policy and the Fund on Name. This amount is added to the relevant designated reserves. That leaves an amount of 2.4 million euro. The Board of Directors has allocated 1.4 million of this to the designated reserve 'Oxfam Novib development co-operation projects' and 1.0 million to the continuity reserve because this is mainly related to costs of our own organisation. The continuity reserve thus rose from 11.1 million euro on December 31 2008 to 12.1 million euro on December 31 2009.

In 2010 the desirable size of the continuity reserve was recalculated on the basis of the existing model, an updated risk analysis and this Annual Account. This revealed that the desirable size is between 11.4 and 16.7 million euro. As such this continuity reserves remains well below the size allowed by the CBF, as mentioned in the code 'Reserves of Charities' of the Association of Fundraising Institutions. This size is one and a half times the annual costs of the work organisation. At Oxfam Novib this would amount to over 46 million euro.

8.1.4 General explanation of the account

The total size of income and expenditure remained almost the same vis-à-vis 2008. However, big shifts did occur.

The reduction of liquid assets of 56 million is primarily caused by the Ministry of Foreign Affairs transferring on December 29, 2008 the advance for the subsidy of the first six months of 2009 (57.8 million euro). As a result the closing balance of 2008 was exceptionally high. The big growth in receivables from the government by 50 million vis-à-vis 2008 is related to this. The growth in financial fixed assets of 8 million euro is caused, for 6 million, by the reinforcing of loans to microfinance organisations. This growth is also expressed in the growth of the 'designated fund loans to partner organisations'.

8.2 Relevant Core Figures (in euro 1000)

	Account	Account	Account	Budget	Account
8.2.1 CBF core figures <small>(index 2006 = 100)</small>	2006	2007	2008	2009	2009
Income own fundraising	26,076	28,299	28,224	28,320	28,346
Index	100	109	108	109	109
Costs own fundraising	5,985	5,993	6,142	5,951	6,420
Index	100	100	103	99	107
in % income from own fundraising in year concerned	23.0%	21.2%	21.8%	21.0%	22.6%
in % income from own fundraising average over 3 years (CBF standard max 25%)	22.2%	21.8%	21.9%	21.3%	21.9%
Costs management and administration	2,541	2,765	2,748	2,414	2,500
Index	100	109	108	95	98
in % of total costs + loans extended (in the year) (standard max 2%)	1.3%	1.4%	1.4%	1.2%	1.2%
Costs spent on the objective	174,459	170,846	175,820	177,691	176,712
Index	100	98	101	102	101
in % of total income	94.4%	88.1%	91.0%	92.3%	91.3%
Costs spent on the objectives + loans extended -/- repayments	178,101	176,696	177,616	182,191	184,156
Index	100	99	100	102	103
in % of total income	96.3%	91.1%	92.0%	94.6%	95.1%

The costs of own fundraising amounted to 22.6 percent of the income from own fundraising. The three-year average is 21.9 percent. According to the standard the CBF applies to organisations with the CBF certificate the average costs over three years are allowed to be one quarter of the income.

In the course of 2009 Oxfam Novib decided to invest extra in own fundraising, in order to ensure that the income from own fundraising also remains at desired level in the future. As a result the costs are 0.5 million higher than budgeted.

The core figure 'spent on the objective' is included including and excluding the mutations in loans extended and repayments. The core figure without loans is 93.1 percent and as a result 1 percent lower than budgeted. This is to a great part due to Oxfam Novib allocating slightly less (0.6 million euro) subsidy to partner organisations. The core figure include the loans extended is 95.1 percent, and thus 0.5 percent higher than budgeted because the balance of loans extended minus repayments was 2.9 million higher than budgeted.

The core figure 'costs spent on management and administration' is 1.2 percent, and thus below the standard of 2% set by the Board of Directors. Charing costs to management and administration is in line with the model of the Association of Fundraising Institutions, see paragraph on basis for valuation.

8.2.2 Oxfam Novib key figures

Alongside the CBF key figures Oxfam Novib has been using its own key figures for internal management for several years now. Oxfam distinguishes between program costs and non-program costs. The aim is for a minimum of 85% of spending to be on program work. For linking up with the Business Plan this key figure was corrected to accommodate the division of other expenditure and income derived from the demands put by the guideline for annual reporting.

	Account 2006	Account 2007	Account 2008	Budget 2009	Account 2009
Program spending as % of total expenditure and income					
Costs program work and loans as % of total expenditure and loans	86.2%	86.6%	86.0%	86.0%	86.2%
Costs program work and loans as % of total expenditure and loans average over 3 years	Standard >85% 3 yr		86.3%	86.2%	86.3%
Program management as % costs program work and loans					
Program management as % of costs program work and loans	7.6%	8.1%	8.9%	9.1%	8.6%
Program management costs as % of costs program work and loans average over 3 years	Standard< 9%		8.5%	8.6%	8.5%
	Account 2006	Account 2007	Account 2008	Budget 2009	Account 2009
Personnel costs					
Index	100	108	121	133	127
Own contribution					
Total income	184,898	193,896	193,130	192,509	193,561
Minus all interest income (component of other income)	2,137	2,129	3,817	1,650	4,389
Total income in line with definition	182,761	191,767	189,313	190,859	189,172
MFS-subsidy	114,131	126,873	129,401	129,464	125,838
Other FA subsidies (additional subsidies: component of other govt subsidies)	541	-53	2,471	0	2,305
Total FA-subsidy	114,672	126,820	131,872	129,464	128,143
Own contribution in line with definition financial regulations	68,089	64,947	57,441	61,395	61,028
Own contribution as % of total expenditure	37%	36%	31%	32.7%	32.5%

Costs of program work

Including the loans extended to partners from co-financing monies, the percentage of program costs is 86.2 percent and the three-year average is 86.3 percent. This is slightly above the budgeted core figure, due to the higher than budgeted amount of extended loans. The CBF core figure 'spending on the objective' differs from the percentage 'costs of program work', because the first core figure is a percentage of the income and the second one is a percentage of the expenditure. In addition, the percentage 'costs of program work' is excluding the 'costs of program management' and excluding the costs for the objective education and marketing.

Costs of program management

In the Co-financing system the organisations themselves manage by efficiency through a system of continuous quality improvement. As part of this Oxfam Novib uses an internal standard of a maximum of 9.0 percent for

'costs of program management'. For linking up with the Business Plan this key figure was corrected to accommodate the division of other expenditure and income, derived from the demands that the guideline for annual reporting places. The above overview shows that this figure reached 8.6 percent in 2009. The average over the last three years is 8.5 percent. The percentage remained below the internal maximum standard of 9 percent.

For an explanation to personnel costs, see page 98.

Own contribution

In line with the Policy Framework Co-financing System the organisation must have at least 25 percent own income from January 1, 2009, on top of co-financing. Oxfam Novib acquires them through its own fundraising, contributions from other donors (such as the European Union) and income from commissions. In 2009 Oxfam

Novib achieved an own income of 32.5 percent. In 2006 and 2007 this percentage was higher due to extra income from the tsunami appeal.

An own contribution of 32.7 percent was budgeted; realised is an own contribution of 32.5 percent. The difference between budget and realisation is 0.2 percent. The total income is 1.1 million lower than budgeted. The income from co-financing is 3.6 lower than budgeted. Set against this is an unbudgeted additional subsidy from the Ministry of Foreign Affairs of 2.6 million euro. This income adds to the income from institutional fundraising. The income from own fundraising are in line with the budget.

Furthermore, 2.3 million more financial income was received than budgeted, but it is not included in the calculation of own contribution. On balance an own contribution of 0.4 lower than budgeted was realised. That difference is divided by the total of expenditure that is in line with the budget, which results in a drop of 0.2 percent.

9. Annual Account

9.1 Balance Sheet per December 31, after results designation, in euro 1000

	2009		2008	paragraph
ASSETS				
Material fixed assets		8,560	8,226	9.6.1
Financial fixed assets		34,091	26,176	9.6.2
Stock		45	151	9.6.3
Receivables governments				
• long-term	46,008		56,651	
• short-term	60,826		0	
		106,834	56,651	9.6.5
Receivables		8,174	8,150	9.6.6
Liquid resources		52,903	51,078	9.6.7
Liquid resources concerning advance from Ministry of Foreign Affairs subsidy 2009		0	57,875	
Total		210,607	208,307	
LIABILITIES				
Reserves and funds				
• Reserves				
of which continuity reserve	12,073		11,100	9.6.8.1
of which designated reserves	24,397		21,667	9.6.8.1
	36,470		32,767	
• Funds	30,304		28,076	9.6.8.2
		66,774	60,843	
Provisions		230	324	9.6.9
Debts				
• in the long term	731		378	
• in the short term	11,152		10,883	
		11,883	11,261	9.6.10
Project obligations				
• long term	50,282		70,177	
• short term	81,438		65,702	
		131,720	135,879	9.6.5
Total		210,607	208,307	

9.2 Statement of income and expenditure in 1000 euro

	Account 2009	Budget 2009	Account 2008	para- graph
INCOME				
Income from own fundraising	28,346	28,320	28,224	9.7.1
Income from joint appeals (other external donors and other Oxfams)	7,761	5,280	6,339	9.7.2
Income from third party appeals	15,040	15,000	15,785	9.7.3
Government subsidies co-financing	125,838	129,464	129,401	9.7.4
Government subsidies other	9,955	10,456	7,276	9.7.4
Other income	6,621	3,989	6,105	9.7.5
Total income	193,561	192,509	193,130	
EXPENDITURE				
Spent on the objective structural poverty reduction				
Projects and programs	120,865	120,189	117,117	9.7.6
Advocacy partner organisations	31,325	29,761	33,467	9.7.6
Advocacy Oxfam Novib	6,052	6,841	5,631	9.7.6
Support of partner organisations	6,072	6,341	5,351	9.7.6
Popular Campaigning	8,391	10,437	10,161	9.7.6
Education and marketing	4,007	4,122	4,093	9.7.6
	176,712	177,691	175,820	
Income raising				
Costs own fundraising	6,420	5,951	6,142	9.7.6.1
Costs joint appeals	411	337	249	
Costs third party appeals	354	408	370	
Costs acquisition government subsidies	1,234	1,012	746	
	8,419	7,708	7,507	
Management and administration				
Costs management and administration	2,500	2,414	2,748	
Total expenditure	187,631	187,813	186,074	
RESULT	5,930	4,696	7,056	
Spent on the objective outside the statement of income and expenditure				
Extended loans and guarantees	15,267	10,630	8,645	
Received repayments	7,823	6,130	6,849	
Result designation				
Addition / deduction				
Designated reserves	2,730	-54	5,578	
Designated funds	2,227	4,750	-60	
Continuity reserves	973	0	1,538	
	5,930	4,696	7,056	

9.2.1 Specification spending on structural poverty reduction in 1000 euro

	Account 2009	Budget 2009	Account 2008
Spent on the objective structural poverty reduction			
Projects and programs			
Allocated subsidies	108,510	109,054	105,124
• Operational program costs	1,559	0	1,567
• Program management costs	10,796	11,135	10,426
Own activities	12,355	11,135	11,993
	120,865	120,189	117,117
Advocacy partner organisations			
Allocated subsidies	28,723	27,212	30,695
• Program management costs	2,602	2,549	2,772
Own activities	2,602	2,549	2,772
	31,325	29,761	33,467
Advocacy Oxfam Novib			
• Operational program costs	5,197	5,943	4,901
• Program management costs	855	898	730
Own activities	6,052	6,841	5,631
	6,052	6,841	5,631
Support of partner organisations			
• Operational program costs	4,976	5,106	4,206
• Program management costs	1,096	1,235	1,145
Own activities	6,072	6,341	5,351
	6,072	6,341	5,351
Popular Campaigning			
Allocated subsidies	3,848	5,400	5,713
• Operational program costs	4,192	4,654	4,092
• Program management costs	351	383	356
Own activities	4,543	5,037	4,448
	8,391	10,437	10,161
Education en Marketing			
• Education activities publishing house	1,850	1,745	2,010
• Action costs corporate, magazine	1,629	1,887	1,494
• Bureau costs	528	490	589
Own activities	4,007	4,122	4,093
	4,007	4,122	4,093
Expenditure spent on the objective	176,712	177,691	175,820

Of the item Education and Marketing 225,000 euro is related to education through the National Postcode Lottery's channels.

Spent on the objective structural poverty reduction by cost category

	Account 2009	Budget 2009	Account 2008
Allocated subsidies	141,081	141,666	141,532
Own activities popular campaigning, advocacy, support partner organisations	15,925	15,703	14,766
Own activities education and marketing	4,007	4,122	4,093
Own activities: program management costs	15,700	16,200	15,429
	176,713	177,691	175,820

In addition to subsidies for partner organisations Oxfam Novib approved 15.3 million euro in loans to partner organisations in 2009. Of this 3.7 million euro is from co-financing monies, 0.6 million is from inflation correction received, 7.8 million is from repayments of loans extended in previous years, and 3.2 million was withdrawn from the designated reserve loans.

9.3 Overview of cash flow in 1000 euro

The cash flow overview is drawn up following the indirect method. In 2009 the financial resources increased from 109 million euro per January 1 to 53 million euro per December 31, 2008. The decrease in the liquid resources is primarily because the Ministry of Foreign Affairs had transferred the advance on the subsidy for the first six months of 2009 (57.8 million euro) on December 29, 2008. As result the closing balance of 2008 was exceptionally high. The reduction in project commitments is related to the fact that more money was transferred than approved. Furthermore the financial fixed assets increased by extending loans to micro-credit institutions. The large mutation in receivables is related to the receipt of the advance on the subsidy. The reduction of 56 million in 2009 happened as follows.

Cash flow overview

	2009	2008
A. Cash flow from operational activities		
Operational balance	5,931	7,056
Revise for:		
• depreciation material fixed assets	908	751
• mutation provisions	-94	-87
Gross cash flow from operational activities	6,745	7,720
Mutation in stocks	106	-12
Mutation receivables	-50,207	53,763
Mutation debts	622	2,567
Mutation project commitments	-4,159	335
Net cash flow from operational activities	-46,893	64,373
B. Cash flow from investment activities		
Investments in material fixed assets	-1,242	-978
Investments in financial fixed assets	-7,915	-594
Cash flow from investment activities	-9,157	-1,572
C. Cash flow from funding activities		
Receipts from long-term payables	0	0
Repayments from long0term payables	0	0
Cash flow from funding activities	0	0
Mutation liquid resources A - B + C	-56,050	62,801
Liquid resources end fiscal year	52,903	108,953
Liquide resources start fiscal year	108,953	46,152
Mutation liquid resources	-56,050	62,801

9.4 Appreciation principles

9.4.1 General

The Annual Account is drawn up on the basis of the Guideline for Annual Reporting 650. This is the guideline for fundraising institutions. In the guideline the costs must no longer be charged only to the costs of own fundraising and the objectives (projects and program, support partner organisations, advocacy, popular campaigning and education and marketing – and within that operational program and program management), but also to:

- Management and administration costs
- Costs of raising income, divided by own fundraising, income from joint appeals, income from third party appeals and government subsidies.

In addition, the item other income (see page 95) is divided up and the other expenditure is charged to spending on the objective structural poverty reduction, costs of raising income and costs of management and administration.

9.4.2 Material fixed assets

The material fixed assets are appreciated at their purchasing value, reduced by depreciation based on the valuated life expectancy. The depreciation is determined proportionally by time at the moment of purchase in any year.

9.4.3 Financial fixed assets

The asset items included below are appreciated as follows:

- Participation: at acquisition price
- Participation Triple Jump: at net capital value
- ASN-Novib Fund: at participation value
- Loans: at nominal value. If expressed in foreign currency: converted by the exchange rate on the balance date
- Deposits for guarantees: at nominal value. If expressed in foreign currency: converted by the exchange rate on the balance date
- Participation TCX: at nominal value. If expressed in foreign currency: converted by the exchange rate on the balance date.

Exchange rate risks on extended loans (micro-credit to developing countries) are covered by currency term contracts; unless there is no market for currency term contracts for local currencies. In line with Guideline 290

the currency term contracts are appreciated at their current value from 2008.

9.4.4 Stocks

Stocks are appreciated at their historic procurement price, reduced by provisions for unmarketable stock. The provision for unmarketable stock is determined on the basis of expected sales. The historic procurement price is made up of costs incurred directly by the different articles, such as printing costs, royalties, translation costs, authors' fees and copyrights.

9.4.5 Receivables

Appreciation is at nominal value, after deduction of a provision for non-collectable receivables. Receivables expressed in foreign currency are converted by the exchange rate on the balance date. The receivables arising from approved projects of governments and other external organisations are appreciated at nominal value, i.e. the project obligations to partner organisations less the monies they have already received. On the basis of approvals within the Co-financing program (multi-annual) project obligations arise that exceed the resources available until and including the year concerned. On the basis of the valid agreements for these programs a receivable on the Ministry is included.

9.4.6 Liquid resources

The appreciation of liquid resources takes place at nominal value. Liquid resources expressed in foreign currencies are converted at the exchange rate of the balance date. Any exchange rate results are charged to the Statement of income and expenditure.

9.4.7 Provision regulation senior staff

For employees turning 55 or older in 2001 there is the possibility of a gradual reduction in contract obligations whilst maintaining their salary. This group is complemented by employees aged 53 or 54 in 2001 opting for this regulation. The height of this provision is determined annually on the basis of future obligations to the participations. The calculation rate of interest is 4 percent.

9.4.8 Other income and expenditure

They are appreciated at nominal value. Other income and expenditure expressed in foreign currencies are converted at the exchange rate on the balance date.

9.5 Determining the result

Taking into account the above mentioned appreciation principles, the balance of the current fiscal year is determined as the difference between income from own fundraising, the share in joint appeals and third party appeals, government subsidies, other income, and the expenditure in the context of the objective structural poverty reduction including charged costs, the costs of raising income and the costs of management and administration. For as far as it is not mentioned as different, the income and expenditure are charged to the year concerned and the expenditure is accounted on the basis of historical costs.

9.5.1 Income from own fundraising

The income from own fundraising is accounted in the year to which the income is related. Proceeds of an incidental character are accounted in the year of receipt. Proceeds from legacies (testaments and such) are accounted in the year in which their size can be reliably determined. From 2009 this is being done by an external specialised agency. The difference with 2008 is an estimate of legacies is included in 2009. This has a one-off effect of 0.9 million euro.

9.5.2 Costs of own fundraising

Under costs of own fundraising are accounted the direct and indirect costs of recruiting and building relations, on the basis of historic costs. The indirect costs relate to the charged implementation costs.

9.5.3 Share in joint appeals

Contributions from SHO's emergency appeals are accounted in the year of receipt. Contributions from Stop Aids Now! are accounted in the year to which the contribution is related. Contributions from other Oxfams and other external organisations and from Oxfam International's Tsunami Fund are charged to the related year on the basis of project monies approved in co-operation with these organisations.

9.5.4 Share in third party appeals

The proceeds from the National Postcode Lottery are accounted in the year to which the income is related.

9.5.5 Government subsidies and own project funds

Government subsidies are accounted as income on the basis of approved project monies. The administration

costs covered by these government subsidies are charged to the related year on the basis of real costs. The project funds allocated from the income of own fundraising and the National Postcode Lottery are added to the designated reserve 'Oxfam Novib projects Development Co-operation' and accounted as expenditure in the Statement of income and expenditure on the basis of approved project monies withdrawn from the designated reserve in that year.

9.5.6 Spending on structural poverty reduction

The spending on the objective structural poverty reduction is distinguished in five categories:

- Projects and programs
- Advocacy Oxfam Novib and partner organisations
- Support partner organisations
- Popular campaigning
- Education and marketing.

The implementation costs are charged to these categories, as are the costs of fundraising. This charging relies on a consistent code of conduct based on fixed, internally set distribution keys. These distribution keys are based on time spent by staff and the use of resources and services.

Projects and programs

The spending is related to the project monies for external projects approved in that year.

Advocacy Oxfam Novib and partner organisations

The spending is related to the project monies for external projects and costs of Oxfam Novib-implemented advocacy approved in that year.

Support partner organisations

The spending is related to the project monies for external projects and costs of Oxfam Novib-implemented program activities for supporting and strengthening partner organisations approved in that year.

Popular campaigning

The spending is related to the project monies for external projects and costs of Oxfam Novib-implemented program activities for popular campaigning approved in that year.

Education and marketing

The spending on education and marketing is related to the costs of information and communication, including

the charged implementation costs and the expenditure of publishing.

9.5.7 Costs of management and administration

The costs of management and administration are calculated according to the model of the Association of Fundraising Institutions (VFI). It includes the costs of the

Board of Directors, the Board of Supervision, the finance administration, the general secretariats, the controllers and all indirect related costs for as far as they are not directly charged to the objectives and income raising. Below a complete explanation of Oxfam Novib's operationalisation of the VFI guideline.

Cost category	Management & Administration (VFI)	Explanation VFI	Oxfam Novib interpretation management & administration (M&A)
1. Governance / Board of Supervision	100%		100%: Board of Supervision, Annual Report, Round Table, audit costs
2. Board of Directors	100%	Unless direct efforts for objective and/or fundraising are made; then proportionally	Cost location directors: 37.5% (executive director half, director operations 100%, directors campaigns and projects 0%)
3. General Secretariat	100%	Unless direct efforts for objective and/or fundraising are made; then proportionally	100% cost location directors and secretariat staff bureaux
4. Finances, planning and control	100%	Unless direct efforts for objective and/or fundraising (e.g. project administration) are made; then proportionally	Cost location quality and control 51%: head, controllers, 1 advisor; rest to objective / cost location financial administration 88%; rest is project administration / costs of transactions (100%)
5. Legal costs	In part	Charged as much as possible to subject it is for; general Legal costs to management and administration proportionally	Staff member Legal affairs is part of staff Central Services, 100% m&a
6. ICT	Proportionally	Number of staff members or work stations; excepted specific applications	Costs ICT and central ICT costs to 1 to 5 charged costs
7. Accommodation/support	Proportionally	Of number of staff or square metres	Costs of support service, housing, buying, Information & Services to 1 to 5 charged costs
8. Personnel affairs	Proportionally	Of number of staff	Costs HR and central staff budgets to 1 to 5 charged costs
9. Personnel costs and costs of hiring	In part	Charged as much as possible to subject for which staff/hired staff is deployed	100% charged to subject for which staff/hired staff is used
10. communication	In part	Charged as much as possible to subject it is for	Not charged to m&a
11. Donors and members administration	No	Charged as much as possible to subject it is for	Not charged to m&a
12. Project administration	No	Fully charged to projects concerned	Not charged to m&a

9.5.8 Foreign currencies

Foreign currencies in the balance are converted at the rate of exchange on the balance date. Foreign currencies in transactions are appreciated at the transaction rate of exchange. Exchange losses are accounted as a expenditure in the Statement of income and expenditure.

9.5.9 Pension expenditure

The pension expenditure are made up of the pension premiums charged to the reporting year and any anticipated costs of indexation if agreed in that year.

Starting with the indexation 2009, taking place in 2010, Oxfam Novib applies a conditional indexation to the pension rights of active participants.

Oxfam Novib's pension regulations are in outline.

Regulation A

For Oxfam Novib's employees aged 55 or older on January 1, 2002 or aged 53 or 54 on January 1, 2002 who have opted for participation in pension regulation A. It concerns a last-salary scheme with a retirement age of 65 years and a pension rights accumulation of 1.5 percent of the last-valid pension base multiplied by the number of years of participation.

Regulation B

For Oxfam Novib's employees employed on or after January 1, 2002 and before January 1, 2006 and born before January 1, 1950, and for employees aged 53 or 54 on January 1, 2002 who have opted for pension regulation B and were on contract with Oxfam Novib on both December 31, 2001 and January 1, 2002. This concerns a mean-salary scheme with a retirement age of 63 and a pension rights accumulation of 1.84 percent of the pension base per year of service and a temporary pension rights accumulation of 7 percent from the age of 53 of the participant until the pension commencement date.

Regulation C

For Oxfam Novib's employees born on or after January 1, 1950 and employees who entered into contract on or after January 1, 2006. This concerns a mean-salary scheme with a retirement age of 63 and a pension rights accumulation of 1.93 percent of the pension base per year of service.

For all regulations a participant's contribution applies in the form of a percentage of the pension base.

9.6 Explanation to the Balance

9.6.1 Material fixed assets in euro 1000	Buildings	Inventory and installations	Information systems	Total
Acquisition value per December 31, 2008	8,888	2,836	5,735	17,459
Depreciation until 2008	2,368	2,079	4,786	9,233
Book value December 31, 2008	6,520	757	949	8,226
Plus: investments in 2009	622	53	567	1,242
Less: depreciation in 2009	307	139	462	908
Book value per December 31, 2009	6,835	671	1,054	8,560
Disinvestments 2009	0	734	1,042	1,776
Acquisition value per December 31, 2009	9,510	2,155	5,260	16,925
Depreciation until 2009	2,675	1,484	4,206	8,365

All material fixed assets relate to assets needed for management operations.

The depreciation terms were applied as follows:

Buildings	depends on type*
Inventory	8-10 equal annual terms
Installations	depends on type*
ICT infrastructure	3-5 equal annual terms
ICT work station	3-5 equal annual terms
ICT other	3-5 equal annual terms
ERP system	7 equal annual terms

* Based on the NL-SfB code. There has been a Dutch SfB Commission, which has developed a table of categories for the Dutch construction sector called NL-SfB. This list indicates among others the cycle of replacement. This period is used as depreciation term.

In 2008 a start was made with renovating the building inside and outside. To this end important investments were made in buildings, inventory and installations. These activities will in any case continue into 2010. Important investments in information systems were made in developing an online web-shop, software for field offices, corporate website and redesign of the information system (SAP).

An inventory was completed in 2009, which led to considerable disinvestment of assets with a book value of almost zero. According to an estimate in October 2009, the sales value by private contract of the buildings free of rent stands at 11.180.000 euro.

Starting on April 1, 2006 a financial lease-contract was concluded with HP Financial Services for network equipment, with an acquisition value of 217,240 euro and a duration of 60 months. The book value on the balance date amounted to 61,551 euro. The outstanding commitment amounts to 54,310 euro.

9.6.2 Financial fixed assets in euro 1000

	Loan Oxfam		Loan Oxfam Participation		TCX	Oiko- credit	ASN-Novib Fund	Loans	Guar- antees	VTC	Total
	Germany	France - Agir ici	Triple Jump								
Nominal value per 1-1-2009											
Provision January 1, 2009	0	59	4		1,591	268	797	23,746	474	0	26,939
Book value 1-1-2009	0	59	4		1,591	268	797	22,983	474	0	26,176
Plus mutations											
Deposited stocks capital	0	0	0		0	0	0	0	0	0	0
Stock dividend/revaluation participations	0	0	432		467	5	32	0	0	0	936
Current value currency term contracts	0	0	0		0	0	0	0	0	581	581
Exchange rate differences	0	0	0		-35	0	0	-670	6		-711
Allocated loans	100	236	0		0	0	0	19,233	0		19,569
	100	236	432		432	5	32	18,563	-6	581	20,375
Less mutations											
Repayment loans	0	23	0		0	0	0	7,718	106	0	7,847
Depreciation loans and guarantees	0	0	0		0	0	0	0	0	0	0
Allocated but not yet paid loans	0	0	0		0	0	0	3,966	0	0	3,966
	0	23	0		0	0	0	11,684	106	0	11,813
Nominal value 31-12-2009	100	272	436		2,023	273	829	30,625	362	581	35,501
Balance provisions 31.12.2009						0	0	1,410	0		1,410
Book value 31-12-2009	100	272	436		2,023	273	829	29,215	362	581	34,091
Oxfam Novib's share in stocks capital			20%		0.8%	0.075%	0.9%				

Specification Provision	Loans	Guarantees	Total
State January 1, 2009	763	0	763
Less: write-off loans/guarantees charged to provisions	0	0	0
Plus: donation provision charged to income and expenditure	647	0	647
State per December 31, 2009	1410	0	1410

Expiration loans and guarantees	Less than 1 year	1-5 years	More than 5 years	Total
Loan Oxfam France-Agir ici	60	212	0	272
Loan Oxfam Germany	20	80	0	100
Loans	8083	21730	812	30625
Guarantees	53	309	0	362
Total	8216	22331	812	31359

Alongside the traditional development program Oxfam Novib also finances projects by means of extending loans and guarantees.

In 1996 Oxfam Novib took out a participation in the capital of Oikocredit (Ecumenical Development Co-operative Society UA, EDCS) located in Amersfoort. The participation had a value of 273,000 euro at the end of 2009.

In co-operation with the ASN bank, located in The Hague, the ASN-Novib Fund was set up. This fund was opened to the public on January 1, 2000. Until May 31, 2006 Oxfam Novib was the delegated fund manager of the ASN-Novib Fund. Oxfam Novib had a participation in this fund to the value of 829,000 euro at the end of 2009. Per June 1, 2006 the fund management of the ASN-Novib Fund is placed with Triple Jump.

Triple Jump BV is located in Amsterdam and is the initiative of ASN Bank, NOTS Foundation, Stichting Doen and Oxfam Novib to get more new microfinance institutions off the ground and have them grow quickly into professional financial institutions. In 2006 Oxfam Novib took out a participation of 20 percent in the capital of Triple Jump. Per March 1, 2007 the management of Oxfam Novib's loans portfolio was placed with Triple Jump. Triple Jump's own capital has increased; as a result the value of Oxfam Novib participation has risen to 0.4 million euro.

In December 2007 Oxfam Novib took out a participation in the TCX Currency Fund to minimise exchange rate risks with local currencies. The TCX Currency Fund is the initiative of FMO (Financing Society for Development Countries) and arose from the observation that many

parties stayed away from developing countries, Africa in particular, because they considered the exchange rate risks too big. The fund, located in Amsterdam, is a guarantee fund. For loans registered with the fund the rule applies that the fund guarantees the deposit. The big subordinate interest of the Ministry of Foreign Affairs and FMO contributes to the fund's solidity.

The value of the participation stood at 2.0 million euro at the end of 2009. The exchange rate difference between the opening and closing balance stood at 0.4 million euro. In 2009 loans to the value of USD 3.8 million euro were registered. The participation is not charged to the co-financing subsidy, but financed from own funds.

Loans concern monies outstanding with partner organisations (credit organisations, production co-operatives and such) with a duration ranging from 2 to 10 years and variable interest rates. The allocated but not yet paid loans concern contracts concluded in 2009, for which the first payment takes place in 2010 or a second and third instalment is paid after 2009.

Guarantees concern isolated monies on deposits that serve as basis of guarantees for third parties (Oikocredit, banks). The duration varies from several months to 7 years. Per December 31, 2009 the loans and guarantees portfolio of Oxfam Novib amounted to 29.6 million euro (29.2 million euro in outstanding loans and 362,000 euro in guarantees). Based on an estimate of non-collectables in the current loans portfolio a provision of 1,410,000 euro is included.

Exchange rate risks on extended loans (micro-credit to developing countries) are covered with currency term contracts; unless there is no market for currency term

contracts in local currencies. Late 2009 the exchange rate risks of 142 loans were covered by 152 term contracts. In line with Guideline 290 the currency term contracts are appreciated at current value from 2008 onwards. The current value of currency term contracts amounted on balance to -/-139,000 euro late 2009 and is made up of contracts with a positive value of 581,000 included under financial fixed assets, and contracts with a negative value of 720,000 euro included under debts. Of the contracts with a positive value 152,000 euro worth had a duration of 1 year or less and 429,000 euro worth had a duration of more than 1 year.

As result of covering exchange rate losses, late December 2009 the outstanding balance of loans and currency term contracts was 30,486,398 euro instead of 30,625,552 euro without term contracts. The duration of these term contracts ranges from 0 to 5 years and is in line with the repayment schedules of the loans concerned.

Based on an estimate of non-collectables in the current loans portfolio an additional provision of 647,000 euro for non-collectables is included charged to the result. The total provision amounted to 1,410,000 euro late 2009 and is meant for thirteen incurent loans.

9.6.3 Stocks in euro 1000, per December 31

	2009	2008
Stocks Publishing		
Calendar range	8	7
Country files	40	34
Novels	36	140
	84	181
Less: provision for unmarketable stock	39	30
	45	151
Provision for unmarketable stock		
State January	30	100
Donation charged to income and expenditure	72	42
	102	142
Charged to provisions	63	112
State December 31	39	30

9.6.4 Receivables from governments

See overview project funds.

9.6.5 Overview Project Funds in euro 1000

	Balance January 1, 2009				Mutations in 2009				Stand per 31 december 2009			
	Project commit- ments	Receiv- ables FoAf/EU /Ext	Commit- ment Space	Result design- nation	Total	Approved	Funs Received	Project transfers	Project commit- ments	Receiv- ables FoAf/EU /Ext	Commit- ment space	Total
Co-financing	107,598	43,797			63,801	113,221	63,668	118,240	102,578	93,349		9,229
Additional programs	1,289	939			351	2,230	2,515	1,927	1,593	654		939
European Union	12,133	11,916			217	7,118	6,203	3,599	15,652	12,831		2,822
	121,020	56,651	0		64,369	122,569	72,387	123,766	119,824	106,834	0	12,990
Oxfams	1,382	28			1,354	861	884	1,899	344	5		339
Other external funds	2,378	1,698			679	4,742	5,344	4,005	3,115	1,097		2,018
OI Tsunami Fund	1,273	-356			1,630	1,249	786	2,523	0		-108	-108
	5,033	1,370	0		3,663	6,852	7,013	8,426	3,459	1,101	-108	2,250
Total government & External funds	126,053	58,021	0		68,032	129,422	79,399	132,192	123,283	107,935	-108	15,240
Oxfam Novib funds	8,978		8,443	1,308	18,729	21,196	22,612	23,111	7,064		11,166	18,230
NPL special projects	207	0	751		958	697	0	453	451		54	505
Stop Aids Now!	591	127	741		1,204	1,337	583	1,024	903	83	-12	808
Appeals SHO	51		55		106	69	15	100	20		1	21
Total own funds	9,827	127	9,990	1,308	20,997	23,299	23,210	24,689	8,437	83	11,209	19,564
TOTAL	135,879	58,148	9,990	1,308	89,029	152,721	102,609	156,880	131,720	108,018	11,101	34,803
Less: loans included above						3,700						
Less: approved for own program activities						7,940						
Project approvals in line with Statement of income and expenditure						141,081						

Note: In the context of the Co-financing Program 57,825,000 was received in December 2008 as advance for the first six months of 2009. In 2009 no such advance was received for 2010. As a result the receivables from government are considerable higher on December 31 compared to January 1.

9.6.6 Receivables in euro 1000, per December 31

	2009	2008
Debtors	416	445
To receive from National Postcode Lottery	1,202	1,588
Project monies Oxfam and other external organisations	1,184	1,853
Project monies National Postcode Lottery extra draw	0	751
Administration fees	1,386	984
Yet to receive interest	505	409
Advanced payment Oxfam International contribution 2010	529	0
Advanced costs of staff commutes	213	187
Current account other organisations	303	240
Proceeds to receive from fundraising	2,137	1,144
To settle with project funds	0	329
Other advance amounts to receive	299	220
	8,174	8,150
Specification Debtors		
Debtors general	537	574
Less: provision unreliable debtors	121	129
	416	445

The item 'to receive from National Postcode Lottery' is the final settlement of 2009. The receivables derived from amounts committed by participants in a Partner Plan and regular private donors are included in the item 'debtors' and appreciated after deducting a provision for non-collectables.

9.6.7 Liquid resources in euro 1000, per December 31	2009	2008
Deposits	17,802	21,062
Cash, bank and giro balances	33,883	83,372
R/C Triple Jump	1,218	4,519
	52,903	108,953

Specifications deposits	Amount	Interest Rate
Enterprise deposit ABN AMRO	883	3.38%
Enterprise deposit ABN AMRO	2,500	3.75%
Enterprise deposit ABN AMRO	2,057	3.50%
Enterprise deposit ING	2,345	2.50%
Enterprise deposit ING	2,500	3.44%
Enterprise deposit ING	2,500	4.80%
Enterprise deposit Rabobank	2,517	5.13%
Enterprise deposit Rabobank	2,500	2.90%
	17,802	

As precaution as a result of the bank crisis in 2008, Oxfam Novib has spread its liquidity over different banks. ANB AMRO is the house bank.

Of the liquid resources 17,377,000 euro is freely available. An amount of 17,802,000 euro is not freely available because they are deposits. The remainder (17,724,000) concerns designated project funds. Per late 2009 an interest is pay of 1 month Euribor with a deduction of 0.15 percent per year on the balance of the current account with the house bank.

Oxfam Novib has a current account credit facility of 1 million euro with ABN AMRO Bank NV, for which Oxfam Novib's office buildings serve as collateral. When using this facility an annual interest is owed calculate don the basis of the euro base rate plus a surcharge of 1 percent, with a minimum of 2.75 percent. During the reporting year no use was made of this.

9.6.8 Explanation Reserves and Funds

Oxfam Novib's capital is divided into reserves and funds, in line with the guidelines:

- Reserves are distinguished between continuity reserves and designated reserves
- The funds are the resources to which third parties have given a specific destination.

Continuity reserve

The continuity reserve exists to ensure that the organisation can also meet its obligations in the future. Its height is determined by the risks of any drop in income the organisation runs. This reserve is meant to guarantee the organisation's continuity.

In line with the model developed, the desirable size of the continuity reserve was recalculated on the basis of an estimate of the insecurity in income flows and the flexibility of costs. In doing this the advice 'Capital Management Charities' of the Commission Herkströter and the Co-financing System 2007-2010 were considered.

This calculation indicates a desirable minimum size of 11.4 million euro and a maximum size of 16.7 million euro. The size of the continuity reserve was 11.1 million euro at the start of the year. It was decided to add 1.0 million from the 2009 results to the continuity reserve. This includes the redesignation of the fund loans Oxfams, see also the explanation in paragraph 9.6.7.2. With this the continuity reserve stays well inside the permitted size, mentioned in the

code 'Reserves of Charities' of the Association of Fundraising Institutions, of 1.5 times the annual costs of the work organisation. In the case of Oxfam Novib that would amount to 46 million euro, or 1.5 times 31.0 million euro.

Designated reserves general

The designated reserves have a designation approved by the directors and Board of Supervisors. The largest are the designated reserve for Oxfam Novib's projects for development co-operation and the designated reserve for loans and guarantees. These monies will lead to project approvals or loans to partner organisations. The money for the designated reserve loans is from the co-financing program. This reserve also contains received repayments of loans extended earlier. The positive balance of interest received on loans and the pertaining costs is also added to this reserve. Once a loan is transferred to partner, it is added to the designated fund loans and withdrawn from the designated reserve. This guarantees that the monies used for loans also keep that designation.

Funds general

The biggest designated fund is that for loans. The loans transferred to partners are added to it, and the repayments are withdrawn from it.

9.6.8.1 Reserves in euro 1000

	Continuity reserve	Oxfam Novib projects	Seniors policy	Designated reserves Loans and guarantees	Admin fees	Sub- total	Total
Balance per January 1, 2009	11,100	9,751	765	10,525	626	21,667	32,767
Added	973	22,612	190	16,421	13,535	52,758	53,731
Withdrawn		21,197	207	15,267	13,357	50,028	50,028
Total mutations	973	1,415	-17	1,154	178	2,730	3,703
Balance per December 31, 2009	12,073	11,166	748	11,679	804	24,397	36,470

Designated reserve Oxfam Novib's development co-operation projects

	Oxfam Novib projects DC
Balance per January 1, 2009	9,751
Plus: received funds	20,925
Result designation	1,687
	22,612
Withdrawn: approved projects	21,197
	21,197
Balance per December 31, 2009	11,166

The designated reserve 'Oxfam Novib's projects' for development co-operation is related to the share of spendable capital to which are added in any year the earmarked monies for subsidies to partner organisations from the proceeds from own fundraising, the National Postcode Lottery and the net result of publishing. The subsidies for partner organisations approved from these sources are accounted in the Statement of income and expenditure and withdrawn from this designated reserve. The earmarked share of the proceeds from the extra draw of the National Postcode Lottery is set aside in the designated fund 'NPL special projects' because an external party decides on its destination.

Designated reserve senior staff policy

Starting 2002 a designated reserve was created for the costs of the new senior staff policy. In 2009 17,000 euro was withdrawn. The real costs are accounted in the Statement of income and expenditure and then, considering the budgeted gross addition, added or withdrawn from this designated reserve.

Designated reserve loans and guarantees

	Loans and guarantees	Participations	Total
Balance per January 1, 2009	10,525	0	10,525
Added			
Approvals new money	3,700	0	3,700
Repayments loans and guarantees	7,824	0	7,824
Result Designation	777	2,660	3,437
Received inflation corrections	559	0	559
(stock)dividend en currency rates result participations	0	901	901
	12,860	3,561	16,421
Withdrawn:			
Extended loans and guarantees	15,267	0	15,267
	15,267	0	15,267
State per December 31, 2009	8,118	3,561	11,679

The designated reserve 'loans and guarantees' has two components. One component of the reserve contains all monies allocated for transfers as loan whose transfer has not yet taken place. When the loan is transferred an amount is added to the 'designated fund loans partner organisations'. The Ministry of Foreign Affairs (DGIS) has given permission to make loans available from co-financing monies.

The second component of this reserve forms the value of the participations in TCX, ASN-Novib Fund, Oikocredit and Triple Jump, and is financed with our own money. These participations are maintained to implement the lending activities as adequately as possible. The TCX currency fund has the goal to minimise currency risks on loans extended in local currencies and arose from the observation that many parties stay away from developing countries, in particular Africa, because they consider the currency risks too big. For loans registered with the fund the rule implies that the fund guarantees the amount. The big subordinate interest of the Ministry of Foreign Affairs and FMO contributes to the fund's solidity. For a further explanation of the participations, see the overview Financial Fixed Assets. Also see the explanation to funds in paragraph 9.6.7.2.

Designated Reserve Administration Fees in euro 1000

	Stop Aids Now!	SHO appeals	Government	Oother external	Total
State January 1, 2009	118	20	346	142	626
Addition: approved admin fees	58	90	13,223	164	13,535
Withdrawal: real admin costs	71	108	13,017	161	13,357
State per December 31, 2009	105	2	552	145	804

The designated reserve 'administration fees' (AKV) serves to finance activities in the context of project management in developing countries. The level of this designated reserve is determined considering internally set guidelines that ensure the continuity of the project cycle.

9.6.8.2 Funds

	Stop Aids Now!	SHO appeals	NPL special projects	Fund on Name	Particip- ations TCX, ASN Oiko credit	Guaran- tees	Loans Oxfams	Loans partner organ.	Total
State per January 1, 2009	741	55	751	682	2,660	474	59	22,654	28,076
Added	583	3	0	141	0	-6	0	14,597	15,318
Added mutation VTC								190	190
Withdrawn	1,336	57	697	0	2,660	106	59	8,365	13,280
Total mutations	-753	-54	-697	141	-2,660	-112	-59	6,422	2,228
State per December 31, 2009	-12	1	54	823	0	362	0	29,076	30,304

The item 'NPL special projects' include the project funds committed by the extra draw of the National Postcode Lottery in 2008. The Postcode Lottery approved the project proposal 'A Matter of Common Sense'. It is a joint project of Oxfam Novib and Médecins Sans Frontières for education and healthcare in the province South Kivu in the Democratic Republic Congo.

The item 'Fund on Name' includes the funds that Oxfam Novib manages separately on name. The proceeds from this capital become available annually and are accounted on a cash basis as proceeds from own fundraising. In 2008 39,712 euro was paid out. Oxfam Novib manages the capital. For the moment it is deposited with the ABN AMRO Bank. Late 2009 it was made up of the Hans Geveling Third World Fund (722,730 euro), the Herman Schuurman Fund (80,000 euro) and the Douma-Hamers Education Fund (20,000 euro).

For an explanation of the items participation, guarantees and loans see the overview Financial Fixed Assets earlier on in this Annual Account. The fund participations TCX, ASN-Novib Fund, Oikocredit, Triple Jump and the fund 'loans Oxfams' are, in the results designation, reclassified as reserves because third parties to no determine the designation. Adding them to the 'designated reserve loans' is in line with the background of these participations.

9.6.9 Provisions in euro 1000, per December 31

	2009	2008
Provision senior staff regulation		
State per January 1	324	411
Charged to the provision	102	113
	222	298
Mutation charged to the Statement of income and expenditure	8	26
	8	26
	230	324

Of this provision 82,000 euro is short-term, i.e. to be paid inside 1 year. In 2009 9 people used the regulation senior staff. The salary costs of these people are charged to this provision. The costs of replacements are accounted under salary costs.

9.6.10 Debts in euro 1000, per December 31

	2009	2008
Short term debts		
Creditors	5,109	4,209
Inland Revenue	785	741
Contributions fundraising paid in advance	2,951	2,991
Other advance receipts and amounts to pay	2,307	2,942
	11,152	10,883
Long term debts		
Currency term contracts	720	329
Financial lease	11	49
	731	378
	11,883	11,261

For an explanation of the currency term contracts see Financial Fixed Assets. The value in 2008 is the balance of positive and negative values. They are presented separately in 2009. The negative values are recorded under 'debts'; the positive values are included under 'financial fixed assets'. Of the contracts with a negative value 154,000 euro had a running time of 1 year or less, and 566,000 had a running time shorter than 1 year.

9.6.11 Project commitments

See overview project funds in paragraph 9.6.4.

9.6.12 Commitments not included in the balance

On August 19, 2003 a bank guarantee of 1,086,038 was extended for the European Union. For maintaining the building the following commitments were entered into per December 31, 2009:

- Inside painting work for 90,000 euro
- Furnishing for 12,000 euro

Both amounts are excluding VAT.

Oxfam Novib has a guarantee facility of 7 million euro made up of a guarantee facility of 6 million euro with the ABN AMRO Bank NV to finance projects abroad and current account credit facility of 1 million euro. The guarantee facility concerns guarantees for donors (European Union) and guarantees for partner organisations outside the Netherlands borrowing from third parties. To cover these extended loans Oxfam Novib mortgages the same amount of deposits to ABN AMRO.

9.6.13 Events after the balance date

After the balance date no material events occurred that required an adjustment of the Annual Account per December 31, 2009.

9.7 Explanation of the Statement of income and expenditure

9.7.1 Proceeds from own fundraising in 1000 euro

Proceeds from own fundraising	Account 2009	Budget 2009	Account 2008
Donations through notary act	3,542	3,689	3,562
Legacies	1,603	1,300	1,801
Private donors	18,563	18,177	18,099
Gifts	3,843	3,902	3,574
Private sector	795	1,252	989
Other organisations	0	0	199
	28,346	28,320	28,224

In 2009 the proceeds from own fundraising rose by 0.1 million euro compared to 2008, in line with the budget. Donations and gifts from private individuals grew in comparison to 2008. The income from the private sector remained 0.5 million euro below the budget, a drop of 0.2 million compared to last year. Bequests and legacies fell by 0.2 million euro compared, but were 0.3 million higher than budgeted. This includes a one-off effect of 0.9 million euro due to a better estimate of the number of legacies by the end of the year. The expectation for 2010 is an amount that remains the same. The developments will be closely monitored in 2010.

9.7.2 Share in joint appeals in 1000 euro

Share in joint appeals	Account 2009	Budget 2009	Account 2008
Oxfam International Tsunami Fund	1,351	0	-923
Oxfams other	897	4,481	1,196
Other back donors	4,869	0	4,627
SHO appeals	3	13	556
Stop Aids Now!	641	786	883
	7,761	5,280	6,339

In 2005 Oxfam International set up a special Tsunami Fund for aid to the tsunami's victims. In 2009 there was 1.4 million euro worth of approvals charged to this fund. The designation to the year 2009 of administration fees (AKV) of the SHO appeals and the Tsunami Fund of Oxfam International, is based on real costs. It is Oxfam Novib's policy not to budget for emergency activities, unless the activities run for several years, such as the Tsunami program.

The income from joint appeals and other government subsidies together make up the income from institutional fundraising. The budgeted income for this total was 15.7 million euro, realised was 17.7 million. That is a rise by 4.1 million compared to 2008. It includes the proceeds from the project Female Condoms (3.2 million euro), and the proceeds from the EU for 2 food security projects (3.0 million euro), and for the women's rights project (1.0 million euro), and the income from DfID (1.0 million euro) for an education project in South Sudan. For an elaborate explanation see paragraph 8.1.1.

9.7.3 Share in third party appeals

Share in third party appeals	Account 2009	Budget 2009	Account 2008
National Postcode Lottery			
Regular contribution	15,000	15,000	15,000
Extra draw	0	0	785
Phone-in income	40	0	0
	15,040	15,000	15,785

The contribution from the National Postcode Lottery's extra draw in 2008 is for the joint project with Médecins Sans Frontières, 'A Matter of Common Sense' in the province of South Kivu of the Democratic Republic Congo. In 2009 the income from the Postcode Lottery consisted of the regular contribution and a contribution from a phone-in game, but no contribution from the extra draw.

9.2.7 Government subsidies in 1000 euro

Government subsidies	Account 2009	Budget 2009	Account 2008
Co-financing total	125,838	129,464	129,401
Additional programs	2,305	0	2,471
European Union	7,650	10,456	4,805
	135,793	139,920	136,677

Specification government subsidies

Approved project monies

Subsidies from Co-financing	101,581	105,572	105,243
Loans from Co-financing	3,700	4,300	4,494
Co-financing own program work	7,940	7,940	7,919
Additional programs	2,230	0	2,458
European Union	7,118	9,829	4,374
	122,569	127,641	124,488

Administration fees

Co-financing	12,617	11,652	11,745
Additional programs	75	0	13
European Union	532	627	431
	13,224	12,279	12,189
	135,793	139,920	136,677

The income from Co-financing (MFS) amounted to 125,838,000 euro in 2009. This was made up 125,228,000 in subsidies and 610,000 euro in interest realised on this. The government subsidies from European Union were almost 3 million euro higher than in 2008, but below what was budgeted. For an explanation of additional programs and the European Union see the item 'income from share in joint appeals'.

9.7.5 Other income in 1000 euro

	Account 2009	Budget 2009	Account 2008
Interest current account	307	50	555
Interest own funds	328	200	500
Interest on loans, deposits and participations	2,181	1,200	2,192
Inflation correction loans	559	200	488
Stock dividend/value change share capital	937	0	45
Dividend payment	77	0	20
Exchange rate result foreign currencies	0	0	17
Income (gross profit) education activities publishing house	2,232	2,189	2,286
General proceeds	0	150	2
	6,621	3,989	6,105

The interest income from the current account and own funds was higher than budgeted, because more money was lodged in deposits bearing a higher interest, but lower than the one in 2008 because of lower interests in general. The income from interest on loans, deposits and participation is higher than budgeted because of a very careful budget. The income from stock dividend and value change of share capital concern the participation sin TCX, ASN-Novib Fund, Oikocredit (see explanation with 'Financial fixed assets').

The gross profits of the publishing house are included under other income, because the publishing house has an educational role and is not focused on fund raising. The education is about development co-operation in general and Oxfam Novib's mission in particular. The publishing house releases books and calendars, among others. The expenditure of the publishing house is recorded under the objective education and marketing. Any net result goes to partner organisations via project contributions.

The unrealised general income of 150,000 euro concerns a contribution from Oxfam International, which was not realised. It is set against lower spending on advocacy.

9.7.6 Explanation division of expense

Model explanation division of expense in euro 1000

	Objective structural poverty reduction						Income raising				Management and admin.		Account 2009	Budget 2009	Account 2008
	Projects and programs	Advocacy partner organi.	Advocacy partner organi.	Support partner organ.	Popular campaigning	Education and marketing	Own fund raising	Joint appeals	Govt. subsidies	Appeals third parties					
Subsidies and contributions	106,838	28,280	0	0	3,789	0							138,907	139,492	139,865
Payments	0	0	2,114	0	0	0							2,114	2,148	1,681
Outsourced work	2,638	443	0	0	59	0							3,140	3,094	2,598
Publicity, communication, other action costs	1,559	0	1,505	0	2,789	2,828	5,378	0	0	324			14,383	13,364	13,764
Personnel costs	7,291	1,930	1,927	4,247	1,463	945	832	296	889	24	1,652		21,498	22,518	20,491
Accommodation costs	342	91	84	137	63	46	40	12	36	1	69		919	764	1,037
Office and general costs	1,858	491	339	1,554	167	142	131	91	274	4	712		5,762	5,431	5,884
Write-offs	339	90	83	135	61	45	39	12	35	2	67		908	1,002	753
Total	120,865	31,325	6,052	6,072	8,391	4,007	6,420	411	1,234	354	2,500		187,631	187,813	186,073

Explanation model distribution of expenditure

Oxfam Novib applies different kinds of distribution keys for charging costs:

- a Distribution key based on full-time equivalents (FTEs) for charging to all of Oxfam Novib's bureaux the costs of shared services such as ICT, accommodation and various staff costs. For charging the bureau costs of central services, staff bureaux and the Board of Directors to the other bureaux FTE distribution keys are also used (directly).
- b Distribution key inside the Campaigns department for charging the costs of the objective Education and marketing, the costs of own fundraising, the costs of Popular Campaigning, the costs of third party appeals (National Postcode Lottery) and the costs of management and administration.
- c Program distribution key for charging the costs of the primary process to the costs for 'operational program', the costs of program management (within the objective) and the costs of income raising from external funding.
- d Distribution key for charging the costs of central services, staff and directors to the costs of operations and management, for this see the appreciation bases.
- e Distribution key external funding for dividing the costs of raising external funds between costs of government subsidies and costs of joint appeals.
- f Distribution key, based on the three intervention strategies, to divide allocated subsidies (project approvals) over the objective advocacy and the objective projects and programs. The percentages of approvals classified as sustainable poverty reduction (SPR) and civil society building (CSB) are accounted under projects and programs. The percentage of approvals classified as advocacy is accounted under advocacy.

Explanation of the figures

Subsidies and contributions

Subsidies and contributions are 0.6 million euro less than budgeted. This is caused by lower approval amounts charged to co-financing monies, higher additional approvals of the Ministry of Foreign Affairs, and higher approval amounts from institutional fundraising (European subsidies and other external donors), emergency and other projects of Oxfam International. The fact that the total amount of approvals from co-financing monies was lower is in part the result of shorter-term subsidies to partners in Latin America and in part to lower approvals from the Linkis program.

Payments

The contribution to Oxfam International is budgeted at 1.0 percent of the income (flat tax) and is in line with the budget. Oxfam International supports the development of candidate affiliates with the Membership Growth Grants Fund. Every Oxfam affiliate annually contributes 0.2% of its income to this fund.

Outsourced work

Outsourced work includes the fee paid to Triple Jump and the consultancy costs for projects. This last category of expenditure was not specifically set by the budget. The fee paid to Triple Jump was higher because the loans portfolio grew more than budgeted.

Publicity, communication and other action costs

This category comprises the operation action costs for the objectives advocacy and popular campaigning. It also included the costs for loans, fundraising, education and marketing, corporate promotion and third party appeals.

The most important causes of the budget overrun of 1.0 million euro are:

- The costs of exchange rate losses on loans and the donation to the loans provisions amounted to 1.6 million euro. They are not budgeted, because exchange rate results can be both positive and negative. In addition, the donation to the loans provision was relatively higher due to the credit crisis.
- The budget for the operational costs of advocacy was underspent by a total of 0.4 million euro, because several activities did not proceed, were delayed or moved forward in time.
- The budget for the action costs of recruiting private donors was underspent by 0.3 million euro. This is because first other Oxfams financed a part of the climate activities, and second the accommodation costs of E-motive (for reverse development co-operation) were lower, and third because training courses were put forward to 2010.
- There was an underspending of 0.3 million on the budget for actions costs for corporate communication. The costs incurred for the development of campaigns were lower than planned. For instance, the education campaign was

extended instead of developing a new one, and new resources were not developed for corporate campaigns, but the existing ones were used over a longer period.

- The budget for recruiting donors was overspent by 0.4 million. In the course of 2009 it was decided to invest extra in own fundraising, to ensure that the income from this remain at the same level in the future.

Personnel costs

Specification personnel costs	Account 2009	Budget 2009	Account 2008
Salaries incl. vacancies/absenteeism/peak	17,012	16,501	15,648
Social premiums	2,179	2,063	1,984
Pension premiums	1,852	2,063	1,960
Total salary costs	21,043	20,626	19,592
Less: external charging of costs	135	0	108
Less internal charging of costs	1,567	397	1,273
	19,341	20,229	18,211
Training costs	582	536	507
Other personnel costs	1,575	1,752	1,773
	21,498	22,517	20,491

On December 31, 2009 Oxfam Novib had 456 staff; on December 31, 2008 their number was 386. On December 31, 2009 Oxfam Novib had stationed 27 people in the field. 67 staff members at field offices were under local contracts. On December 31, 2009 333 FTEs worked in The Hague. The field offices grew by 94 people. This growth is particularly due to Oxfam Novib implementing its own project in Congo, as such in part operationalising its co-ordinating tasks in Oxfam for humanitarian work in several countries.

The item gross salaries was 0.5 million euro higher than budgeted. This was compensated by 1.3 million euro worth of charging to other budget lines. The social and pension premiums were in line with the budget. Staff costs charged externally had not been budgeted.

After external charging personnel costs amount to 19.3 million euro. This is 0.9 million lower than budgeted. This underspending is distributed across the whole organisation. It is in part because vacancies were filled later and the other personnel costs were 0.2 million euro below budget. Other personnel costs include, among others, the costs of secondary and tertiary labour conditions, such as childcare, parental leave, regulation senior staff, reimbursement of commuting expenses and special personnel costs.

The growth in personnel costs from 2008 to 2008 is primarily due to the autonomous rise of salary costs (inflation compensation and periodicals). Another cause is the expansion of the field offices.

Accommodation costs

The accommodation costs are related to the costs of the office in The Hague and those of the offices in the field, including depreciation costs. The overrun of 0.1 million euro is mostly due to higher energy and cleaning costs.

Office and general costs

The office and general costs are related to the costs of travel, ICT, accountant and knowledge management. The overrun of 0.3 million euro is primarily due activities of third parties that had not been budgeted.

Audit fees

In the financial year the following amounts of audit fees are charged to the result.

Accountants' fees 2009, in euro 1000

Accountants organisation	Audit Annual Account	Other audit jobs	Fiscal advise	Other non-audit services	Total
Kimani Kerrets & Co	0	3	0	0	3
BDO Kudenga & Co	0	17	0	0	17
Cabinet Augeco S.A.R.L.	0	21	0	0	21
NB Accounting Ltd.	0	1	0	0	1
KPMG Holding N.V.	0	10	0	0	10
PWC Accountants NV.	93	58	0	3	154
PWC Belastingadviseurs N.V.	0	0	0	1	1
PWC Advisory N.V.	0	0	0	50	50
Total	93	110	0	54	257

The above fees are related to activities for Oxfam Novib by audit organisations and external accountants as meant in article 1, paragraph 1 WTA (Law on the Supervision of Audit Organisations), as well as to audit offices from the Netherlands and abroad, including their fiscal departments and advice departments, which were charged directly to Oxfam Novib.

Depreciation

Depreciation was done for accommodation and ICT. The budget for both was underspent by 0.05 million euro.

9.7.6.1 Costs of own fundraising

	Account 2009	Budget 2009	Account 2008
Costs own fundraising			
Mailing and street fundraising	3,792	3,234	3,293
Market research	40	125	127
Mail costs	439	534	544
Notary costs acts of donation	168	133	135
Telemarketing	820	797	812
Various	119	110	112
	5,378	4,933	5,023
Department costs own fundraising	1,042	1,018	1,119
	6,420	5,951	6,142
as % of income	22.6%	21.0%	21.8%

The costs of own fundraising amounted to 22.5% of its income. According for the CBF standard for organisations with the CBF certificate, the three-year average costs are allowed to a maximum of one quarter of the income. The three-year average was 21.9 percent.

In 2009 the costs of own fundraising amounted to 6.4 million euro. That is 0.3 million euro more than in 2008, and 0.5 million more than budgeted. There were extra investments in recruiting new private donors. This meant the extra hiring of recruitment agencies. We have started with making small and medium businesses enthusiastic for an 'ambassadorship' of Oxfam Novib.

9.7.7 Remuneration board members

In 2009 the remuneration of the four directors was 461,166 euro, including social premiums, pension premiums and other allowances and reimbursements paid (2008: 499,809 euro). The gross salary (including vacation benefits and variable part) of the current executive director was 106.297 euro, the social and pension premiums were 19,048 euro, and payments and travel costs reimbursements for public transfer were 2,690 euro.

Late 2009 the gross monthly salary of the executive director was 7,294 euro, excluding holiday benefits and excluding the employer's share in social and pension premiums. The Wijffels Code mentions as norm for the maximum salary the salary of an executive director at a ministry. This was 9,098 euro gross a month in 2009, excluding holiday benefits and excluding the employer's share in social and pension premiums. Oxfam Novib has set the directors' salaries and the entire reward mechanism deliberately below the standard and thus acts in line with the Wijffels Code. In 2009 the executive director also received a variable income based on agreements about performance. This was 4,950 euro. Even then the salary remains below the Wijffels Code. In 2009 the Board of Supervision evaluated the reward policy and where needed update it. In addition, the criteria for the variable part of the reward were evaluated and it was decided not to change them.

Oxfam Novib falls under the Law Publication of Top Salaries financed from Public Resources. That means that the fiscal annual salary of functionaries must be published if they rose above 188,000 euro in 2009. One of the governors or other functionaries of Oxfam Novib has a taxable annual salary above this amount. The Board of Supervision receives no remuneration.

The Hague, April 7, 2010

Directors

Farah Karimi, executive director

Adrie Papma, director management operations and private sector

Theo Bouma, director projects

Tom van der Lee, director campaigns

The Hague, April 7, 2010

Board of Supervision

Joris Voorhoeve, chair

Wout Blokhuis

Marianne Douma

Tonny Filedt Kok-Weimar

Sandra Lutchman

Fre le Poule

Hanzo van Beusekom

9.8 Accountant's Statement



To: the Board of Oxfam Novib Foundation
The Hague

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Auditor's report

Report on the financial statements

We have audited the accompanying financial statements 2009 of Oxfam Novib Foundation, The Hague as set out on pages 67 to 100 which comprise the balance sheet as at 31 December 2009, the statement of income and expenditures for the year then ended and the notes.

Management board's responsibility

the financial statements and for the preparation of the director's report, both in accordance with the Dutch accounting standards for fundraising organisations. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management board, as well as evaluating the overall presentation of the financial statements.

HAW-30320704a/ae

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Oxfam Novib Foundation as at 31 December 2009, and of its result for the year then ended in accordance with the Dutch accounting standards for fundraising organisations.

Report on other legal and regulatory requirements

Pursuant to the legal requirement under 2:393 sub 5 part f of the Netherlands Civil Code, we report, to the extent of our competence, that the management board report is consistent with the financial statements as required by 2:391 sub 4 of the Netherlands Civil Code.

The Hague, 7 September 2010
PricewaterhouseCoopers Accountants N.V.



H.A. Wink RA MBA

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9.9 Tariff Calculation

Oxfam Novib's tariff structure is based on the 2009 budget. The following basic principles were used.

1. Available hours

The tariff assumes 1,542 available hours per FTE (unit of calculation for full-time positions). This based on a working week of 36 hours, 33 vacation days and public holidays and the 2009 rate of absenteeism of 3.4%.

			Budget 2009	Account 2009
Gross hours	52 Weeks x	36 hour =	1,872	1,872
Less: public holidays	7 Days x	8 hour =	-56	-56
Less: ADV correction*	1 Days x	8 hour =	-8	-8
Less: vacation days	25 Days x	8 hour =	-200	-200
Less: absenteeism (2008)	3.4% Of gross hours		-66	-64
Average no. of available hours per FTE			1,542	1,544

* The difference between the standard 40-hour working week and the real 36-hour working week.

2. Surcharge indirect time

The text with time-writing indicated in 2004 that 12.7% of available hours is spent on internal consultation, training and professionalisation. That adds up to 196 hours per FTE. That means that 1,348 hours per direct FTE are chargeable to program work and that a surcharge of 14.5% is applied for indirect time.

3. Direct staff numbers

The number of direct FTEs is based on the budgeted steady personnel numbers for 2009. This is the number necessary for implementing the regular work. Project-related staff and temporary staff related to temporary extra money flows resulting from disaster appeals have not been considered. Of these direct FTEs 12.7% of available hours is considered indirect time in the hourly tariff (see points 1 and 2).

4. Indirect costs: amount per head

The number of indirect FTEs is also based on the budgeted steady personnel numbers for 2009. The indirect staff is related to staff numbers in central services (Human Resources, Financial Administration, Internal Services, ICT, Central Buying and 'front office'). The costs of these positions are included in the tariff as an amount per chargeable hour.

The costs of ICT, housing, quality and other office costs are also included in the tariff as an amount per chargeable hour.

5. Outside tariff

Outside the tariff are included the travel and accommodation costs of direct staff numbers, the costs of co-operation with international networks and the costs of foreign representation. These costs are budget separately in the resources.

Below find the overview of budgeted costs in 2009 inside the tariff, the calculation of average per hour tariff based on these budgeted costs, and the table tariff structure 2009, which includes the hourly tariff categorised by function category.

Tariff Calculation

Costs Oxfam Novib In FTEs respectively euro 1000

	Account 2009		Budget 2009	
	FTEs	amount	FTEs	amount
1 Direct costs				
Salary costs direct staff numbers	253.0	15,011	254.9	15,580
2 Indirect costs				
Indirect support staff	54.8	2,891	51.2	3,084
Other personnel costs		1,972		2,211
Travel and accommodation costs		19		23
Other office costs		1,777		1,216
Board of Supervision & audit costs		235		222
Housing costs		1,365		1,272
ICT costs		1,578		1,584
Costs of quality improvement		113		184
	54.8	9,949	51.2	9,796
Total	307.8	24,960	306.1	25,376

Composition average tariff per chargeable hour, in euro

Account 2009

Budget 2009

a. Average salary costs per direct FTE	€ 15,011,100	x	253.0	FTE	=	€ 59,342	€ 61,122
Available hours per FTE			1,544	Hour			
Direct salary costs per available hour	€ 59,342	/	1,544	Hour	=	€ 38.4	€ 39.6
b. Surcharge for indirect time	€ 38.4	x	14.5%		=	€ 5.6	€ 5.8
c. Chargeable hours per FTE			1,348	hour			
			(253,0 fte x				
Indirect costs per chargeable hour	€ 9,949,006	/	1.348 uur)		=	€ 29.2	€ 28.5
Average tariff per chargeable hour						€ 73.2	€ 74.0

The drop in the tariff is caused by lower direct personnel costs and higher indirect costs. These effects compensate each other in part.

The average tariff per chargeable hours is then divided into hour tariffs per function category. Oxfam Novib applies four function categories.

Tariff Structure 2009

Direct personnel costs in euro

Function category	Average monthly salary	Gross annual salary	Holiday benefits	End-of-year benefits	Employer's premiums	Salary costs per FTE	Direct FTEs	Total direct salary costs
Directors	7,012	84,140	6,731	1,363	23,436	115,670	3.00	347,010
Co-ordination	4,732	56,786	4,543	920	15,817	78,066	21.62	1,687,548
Program implementation	3,666	43,995	3,520	713	12,254	60,482	184.17	11,139,137
Program support	2,522	30,260	2,421	490	8,429	41,600	44.17	1,837,404
							253.0	15,011,100

Tariff per chargeable hour in euro

Function category	direct salary	Surcharge indirect time	Other indirect costs	Total	Total Chargeable hours	Total Costs inside tariff
Directors	€ 75	€ 11	€ 29	€ 115	4,044	465,221
Co-ordination	€ 51	€ 7	€ 29	€ 87	29,138	2,538,280
Program implementation	€ 39	€ 6	€ 29	€ 74	248,250	18,383,054
Program support	€ 27	€ 4	€ 29	€ 60	59,535	3,573,551
					340,967	24,960,106

9.9 Budget income and expenditure 2010 and multi-annual estimate 2011-2015 in euro 1000

	Budget 2010	MAP 2011	MAP 2012	MAP 2013	MAP 2014	MAP 2015
INCOME						
Income from own fundraising	28,320	28,791	29,537	30,580	31,798	33,061
Income from joint appeal (other back donors and other Oxfams)	5,848	6,471	7,956	9,441	11,222	13,004
Income from third party appeals	15,000	15,000	15,000	15,000	15,000	15,000
Government subsidies co-financing	131,466	106,750	106,750	106,750	106,750	106,750
Government subsidies other	12,077	13,529	17,044	20,559	24,778	28,997
Other income	5,596	6,045	6,339	6,634	6,930	7,227
Total income	198,307	176,586	182,626	188,964	196,478	204,039
EXPENDITURE						
Spent on objective structural poverty reduction						
Projects and programs	119,964	119,576	116,045	120,720	126,339	132,061
Advocacy partner organisations	29,375	28,101	27,106	28,158	29,446	30,760
Advocacy Oxfam Novib	6,961	7,027	7,241	7,278	7,388	7,474
Support partner organisations	6,272	5,706	6,104	6,295	6,491	6,701
Popular Campaigning	9,730	7,827	7,955	8,097	8,241	8,397
Education and marketing	4,390	4,519	4,645	4,805	4,943	5,064
	176,692	172,756	169,096	175,353	182,848	190,457
Income raising	9,792	10,210	10,048	10,285	10,392	10,477
Costs management and administration	2,579	2,464	2,530	2,604	2,680	2,763
Total expenditure	189,063	185,430	181,675	188,243	195,921	203,696
RESULT	9,243	-8,844	951	721	557	343
Result designation						
Added or withdrawn from						
Designated reserves	5,073	-9,944	51	21	57	43
Designated funds	4,170	1,100	900	700	500	300
Continuity reserve	0	0	0	0	0	0
Total	9,243	-8,844	951	721	557	343

The multi-annual estimate is based on the maximum level of co-financing subsidies to be obtained, including the interest income on it and the included subsidies for alliance partners.

Explanation of 2010 budget

For 2010 Oxfam Novib aims for income from own fundraising that is equal to the one realised in 2009. Marketing and fundraising contribute to the big support-base Oxfam Novib has in the Netherlands and provide a substantial part of the own income. Almost 468,000 people and other relations support Oxfam Novib's work, of whom almost 248,000 make a fixed monthly contribution. Alongside them there are almost 182,000 relations who make a donation incidentally. In addition over 38,000 people are subscribed to one of the products of Oxfam Novib's publishing house.

In 2010 the emphasis remains on recruiting and holding on to regular donors and subscribers. The recruitment policy is continued: recruitment of regular donors via direct mail, street fundraising, house-to-house fundraising and telemarketing. People are approached for making an incidental donation, to then move them in a second phase to become regular donors. In recruiting subscribers the emphasis is on telemarketing.

In 2010 Oxfam Novib aims to obtain an allocation of 17.1 million euro from large institutional donors like the European Union, UN institutions, big foundations. The emphasis is on raising funds for a limited number of big multi-annual programs involving different parties and different countries. It is, among others, about programs in the fields of HIV and AIDS, reproductive rights, education and sustainable agriculture. The goal is to interest more donors in financing Oxfam Novib's work, in particular UN institutions, governments of other countries and foundations. Based in the field offices in countries with virtually permanent humanitarian crises, Oxfam Novib is intensifying its fundraising for relief aid and reconstruction linked to structural assistance. This concerns in particular ECHO (EU agency for relief aid), UN institutions and bilateral organisations.

Especially in fragile states, Oxfam Novib works with programs to strengthen organisations. It is then about themes like relief aid, HIV and AIDS, food, budget tracking. Oxfam Novib is seeking financing from big donors for these programs. The characteristic of these programs is co-operation with (local) government institutions, and where possible with the private sector. In these programs Oxfam Novib will cash in on its value added by having its partner organisations co-operate in regional programs. Donors are showing more and more interest in this. The efforts to establishing contacts with new donors in, for instance, the Gulf States are continued.

Oxfam Novib receives money from institutional donors, private individuals, the private sector and the National Postcode Lottery. Oxfam Novib is one of the National Postcode Lottery's 64 beneficiaries. In 2010 the Postcode Lottery will again support Oxfam Novib's work. From its regular proceeds Oxfam Novib receives a maximum of 13.5 million euro in 2010. In addition, from 2010 beneficiaries can submit projects to the Postcode Lottery for financing from the 'Dream Fund' for innovative projects with a big outreach.

The subsidy from co-financing from the Ministry of Foreign Affairs is the most important income item of Oxfam Novib. For the period 2007-2010 this amounted to 509 million euro, of which 131 million for 2010. Late 2010 the co-financing subsidy from 2011 will be announced.

Annexes

Annexe 1: Composition governance bodies

1 Composition Oxfam Novib's Board of Directors on December 31, 2009

The first statutory Board of Directors was appointed by the Board of Supervision on May 18, 2006. On this date a new governance model came into force with a statutory Board of Directors and a Board of Supervision as a result of changes in the statutes. The members of the Board of Directors are appointed for a period of four years. In 2008 the Board of Directors drew up a resignation roster, introducing a greater spread in the timing of resignations and reappointments. Members of the Board of Directors can be reappointment without limitations.

The then Foundation Board adopted a profile for members of the Board of Directors on April 4, 2006. A new member of the Board of Directors was appointed in 2009.

The responsibilities and powers of the Board of Directors are elaborated in the Directors' Statutes. They also lay down how the Directors inform the Board of Supervision, which powers are limited by the prior approval of the Board of Supervision and which powers the Directors have delegated to middle management.

The Directors' Regulation arranges how the Directors co-operate, decision-making takes place and how it is prepared. The Board of Directors meet weekly.

Farah Karimi (1960)

The executive director's task is to determine Oxfam Novib's broad strategic lines based on decision-making in the Board of Directors. She has final responsibility for Oxfam Novib as organisation and accounts via quarterly monitoring, Annual Reports and Annual Accounts. Alongside, she is Oxfam Novib's face to the world outside.

Karimi's serves outside Oxfam Novib as part of her membership of the Board of Directors: as member of Oxfam International's Board and a member of Oxfam International's Executive Committee. She participates in United Civilians for Peace. At the end of 2008 Karimi assumed the presidency of the Co-operating Aid Agencies (SHO) for the coming 18 months.

Adrie Papma (1958)

As director Management Operations Papma directs Central Services and the staff bureau Quality & Control, the bureau for Special Projects and institutional fundraising, and the actor strategy Private Sector. She meets with the Works Council on behalf of the Board of Directors.

Papma's serves outside Oxfam Novib as part of her membership of the Board of Directors: as member of Oxfam International's Global Team. She is also vice-chair of Agri-Profocus, member of the Council Sustainable Trade Initiative and member of the jury commission Association of Investors for Sustainable Development.

Side functions: member of the Commission Development Co-operation of the Advisory Council International Issues.

Theo Bouma (1958)

As director Projects Bouma directs the Projects Department, plus the operational side of the humanitarian activities and external funding.

Bouma's serves outside Oxfam Novib as part of his membership of the Board of Directors: as member of Oxfam International's Global Team and chair of the Regional Strategic Teams Support Group. He is a member of the Board of Directors of Stop Aids Now! and member of the Executive Committee of Triple Jump.

Side functions: member of the Advisory Council Foundation Roos (Rose).

Tom van der Lee (1964)

Tom van der Lee was appointed director Campaigns per August 17, 2009. In that function he manages the Campaigns department, the Advocacy department and the staff bureau Communication.

Van der Lee's serves outside Oxfam Novib as part of his membership of the Board of Directors: as member of Oxfam International's Campaigns Group, and member of

Oxfam International's Brand, Marketing and Communications Group.

Side functions: member of the International Press Centre Nieuwspoor.

2 Composition Board of Supervision on December 31, 2009

The Board of Supervision was set up through statute amendments on May 18, 2006. All members of the Board of Supervision were appointed on that date by the General Assembly, then still in function. A roster of resignations was drawn up. In 2009 one member resigned and three members were reappointed in line with the roster. The emerging vacancy was filled through public recruitment. Late 2009 a new member was appointed, to commence work on January 1, 2010.

The Board of Supervision's regulations record how the Board of Supervision works and elaborate on its relationship with the Board of Directors. The Board of Supervision has set up three commissions: a financial commission, a remunerations commission and the Round Table commission. The Board of Supervision meets six times per year, including two meetings (in part) without the participation of the Board of Directors. The others meetings are attended by the full Board of Directors.

Joris Voorhoeve (1945), chair

First appointed as chair of the Board of Supervision in June 2007; in line with the resignation roster of the Board of Supervision appointed until June 2010. Resignation year is 2016.

Member of the Council of State in special service, part-time lecturer international security studies at the Dutch Defence Academy and part-time lecturer of the political-governance aspects of international relations, University of Leiden

Side functions: member of the Trilateral Commission, chair of the European Centre for Conflict Prevention.

As chair of Oxfam Novib Voorhoeve is also a member of Oxfam International's Board.

In the Board of Supervision he is a member of the remunerations commission the Round Table commission.

Wout Blokhuis (1946)

First appointed as treasurer of the Foundation Board in April 2000; in line with the resignation roster appointed until November 2009. Due to his special expertise

(finances) Wout was reappointed in 2008, until the end of 2012.

He was partner of PriceWaterhouseCoopers until July 1, 2006 and afterwards active as an independent advisor.

Side functions: chair of the foundation ABC (management of sports accommodation and cultural centres), board member of the Stichting Randstad Optiefonds, commissioner of Callenbach Beheer BV.

In the Board of Supervision Wout is a member of the financial commission; he chairs this commission.

Sandra Lutchman (1958)

First appointed as member of the Foundation Board in December 2002. In line with the resignation roster appointed until November 2011. Reappointment is no longer possible.

She is director of Common Purpose Netherlands (part of an international organisation in the field of leadership programs).

Side functions: chair of Amnesty International Netherlands, member of the Think Tank Public Space, chair of the foundation Friends of the Bascule.

In the Board of Supervision Sandra is a member of the financial commission.

Marianna Douma (1947)

First appointed as member of the Foundation Board in October 2003. In line with the resignation roster appointed until November 2012. Reappointment is no longer possible.

She is a consultant in organisation and strategic project management. Portfolio holder of 'eye for dialogue', an innovation project of DutchVersity (official partner of the ML King Centre) and ABN Amro Dialogues House, chair of the round tables diversity and sustainable enterprise.

Side functions: member of the Board of Supervision ICS, chair of Platform International Security and Defence D66, member of Working Group The Hague (IUCN), secretary of the board of Stichting Formaat (participatory theatre in Rotterdam, international projects 'community art').

In the Board of Supervision Marianna is a member of the Round Table commission.

Tonny Filedt Kok-Weimar (1943)

First appointed as member of the Foundation Board in October 2003. In line with the resignation roster appointed until November 2012. Reappointment is no longer possible.

Side functions: member of the Extension Committee of the European Federation of Soroptimist International, member of the Advisory Commission International of the Dutch Women's Council.

Filedt Kok was appointed at the proposition of the Works Council.

In the Board of Supervision she is a member of the Round Table commission.

Fré le Poole (1940)

First appointed as member of the Foundation Board in October 2003. In line with the resignation roster appointed until November 2012. Reappointment is no longer possible.

Side functions: deputy member of the Commission Equal Treatment, deputy chair and jurist of the court of Amsterdam, deputy chair and jurist of the Regional College for Healthcare in Groningen.

In the Board of Supervision Le Poole is a member of the remunerations commission.

Hanzo van Beusekom (1972)

First appointed as member of the Foundation Board per January 1, 2010 for a period of three years. Final resignation year is 2019.

Head Monitoring Group Financial Enterprises, Authority Financial Markets.

Side functions: chair of the Foundation De Vrolijkheid, guest lecturer at different universities.

Van Beusekom was appointed at the proposition of the Works Council.

Early 2010 the decision will be taken on which commission Van Beusekom will join.

Annex 2: Statement of Accountability

Separation of governance, operations and supervision

Organisations like Foundation Oxfam Novib have separate bodies for governance, operations and supervision. This is determined by the statutes, regulations of the Board of Directors and Board of Supervision and in the Board of Directors' statutes. In the statutes governance and the Board of Supervision are held to the 'good governance for charities' code of the so-called Wijffels code.

There are three sections. The Board of Directors governs the foundation. The Board of Supervision participates in thinking about the strategic development of the policy and advises the Board of Directors. The Board of Supervision monitors the implemented policy, and the results of the organisation in terms of substance and finances. That Board is responsible for the good functioning of the Board of Directors.

The directors delegate several powers to the middle management. They advise the Board of Directors and ensure that the adopted policy is implemented. This delegation is laid down in the Directors' statutes.

Oxfam Novib has four departments and three staff bureaux. The departments are: Projects, Campaigns, Global Strategies and Co-operation, and Central Services. The staff bureaux are: Communication, Quality & Control, and Research & Development. The work on several important themes is in a matrix structure, to wit:

- the right to sustainable livelihood resources (program 1)
- the right to basic social services (program 2)
- the right to life and security (program 3)
- the right to social and political participation (program 4)
- the right to an identity (program 5)

Departments are made up of several bureaux. Each department has a management team made up of the bureau heads and director responsible for the Department. The management teams take decisions, whereby the bureau heads formally advise and the director decides. The director is responsible for the implementation of the department's policy.

The Board of Directors usually meets once a week, but at least once a month. The Board of Supervision meets at least six times a year. The regulations of the Board of Directors and Board of Supervision arrange for their composition and the appointments of members of the Board of Directors and Board of Supervision. Functions on the side may not lead to a conflict of interests.

Every year the Board of Supervision assesses the performance of the directors. The Board's remunerations commission prepares the assessment. In this it uses the 'feedback' method current at Oxfam Novib.

Every year the Board of Supervision assesses its own performance. The chairperson prepares this, whereby he/she also consults the Board of Directors. That chairperson ensures that the agreements from evaluations are implemented.

Effectiveness and efficiency

'Plan-Do-Check-Act' is the central thought in quality management. The Business Plan sets goals that must be reached inside four years. They are elaborated in the Annual Business Plan every year. Verifiable indicators are set for the goals from the Annual Business Plans and the Business Plan, for measuring the progress in implementation. This is converted into a monitoring protocol. Every year every bureau has a contract laying down what the indicators from the Annual Business Plan mean for the sub-goals of the bureau involved. These measurable sub-goals have the form of a 'balanced scorecard'. The Board of Directors also has a balance scorecard.

The progress on all indicators and sub-goals is monitored in a 'performance registration system'. Every month a progress report appears with regard to the financial indicators; and once every three months also on the indicators of substance. This allows for speedy, if needed, corrections.

After the year's end the monitoring protocol is the basis for drawing up a monitoring report. For each indicator it says what the intended goal from the Business Plan is, what must be realised in that year according to the Business Plan, and what the actual results are at the end of the year. Experiences and new insights can lead to

interim revisions of the indicators and/or formulated targets.

Oxfam Novib regularly has its work evaluated by outside experts. That happens per core country, per rights program, per cross-border cluster or by theme. These evaluations appear on the website. Partner organisations hire external experts for the evaluation of big projects (a contribution from Oxfam Novib of more than 500,000 in total or more than 250,000 a year).

ISO 9001

A system of procedures and work instructions based on the quality standards of ISO 9001:2000 applies to the entire organisation (including the field offices). Oxfam Novib implements a self-audit to check compliance and periodically hires the external agency SGS to do an external audit. This bureau has awarded the ISO certificate. In the periodical audits SGS tests if there is compliance with the conditions of certification. The internal and external audits ensure that Oxfam Novib continuously improves itself.

Strategic Portfolio Management (SPM)

For every core country Oxfam Novib has written a strategy paper: the SPM or Strategic Portfolio Management. The papers are based on an analysis of poverty, the power dynamics of the state and business sector and civil society, the opportunities for Oxfam Novib and partners to play a role in these dynamics, and the opportunities and risks in achieving results. SPM are also written for cross-border clusters, Oxfam Novib's global work and its work now also for the work in the Netherlands itself.

The SPMs contain the goals the Business Plan and Annual Business Plan set, elaborated for the country or region concerned. The SPMs are updated annually, in part on the basis of experiences and evaluations.

KIC

Oxfam Novib is very active in the exchange of experiences and knowledge between partner organisations and its own staff members. For this end Oxfam Novib has set up a digital 'Knowledge Infrastructure with and between Counterparts' (KIC). The KIC portal is accessible to partners and staff. Others can also access the knowledge bank.

Toolbox

At Oxfam Novib Toolbox is the name for the method whereby partner organisations are selected and their

financing proposals appraised, on the basis of opportunity and risk analyses for achieving the intended goals. Using the toolbox manual the program officer, the financial officer and the partner organisations have a critical dialogue between them. On the basis of the partner organisation's project proposal and profile they estimate the opportunities for realising the intended results. They also determine the risks that could obstruct the road to realising the goals. They weigh the opportunities and risks. The partner's organisation is also assessed on its governance structure and financial capacities.

The program officer then writes a report of the toolbox consultation and submits his or her team's funding proposal to the bureau head. For big projects Oxfam Novib asks the advice of the Program Advice Commission (PAC) in advance. It contains external experts.

If the decision is positive, Oxfam Novib and the partner organisation reach agreement on reporting, both progress and financial. For big projects the statement of an external registered accountant is necessary. That statement must relate to the entire organisation. The partner's progress reports are assessed by the program officer; the financial reports are assessed by the financial officer.

The partners organise the evaluation of big projects by an external independent expert at their conclusion. These evaluations are in turn assessed by the project and financial officers of Oxfam Novib.

Should partners fail to comply with their obligations, such as the timely submission of reports, Oxfam Novib then automatically blocks the next payment to this partner.

Dealing with stakeholders

In its work Oxfam Novib has to deal with stakeholders:

- Partner organisations: local organisations implementing projects and supported by Oxfam Novib with money, knowledge, networks, etc.
- Lobby target groups: politicians, government officials in the Netherlands and with the European Union, and such.
- Companies with which Oxfam Novib maintains relationships on corporate social responsibility.
- Suppliers of Oxfam Novib.
- The active support-base: private donors, incidental donors, volunteers at campaigns and festivals, and such.

- The public: the Dutch public, in particular certain target groups.
- The media, which report on Oxfam Novib's work and themes.
- Its staff in The Hague and at the six field offices.
- Back donors: the Ministry of Foreign Affairs and other big (institutional) donors, the National Postcode Lottery.

In order to maintain good relationships with stakeholders the organisation must know their interests well. Every two years the satisfaction of Oxfam Novib is surveyed with partner organisations, lobby target groups, private donors, volunteers and staff members.

Oxfam Novib has a Round Table of people, each representing one of the groups of external stakeholders. The Round Table has an independent chair, recruited externally. It meets twice a year. The Board of Directors consults it on policy matters.

Through its Annual Report, in Dutch and English, Oxfam Novib accounts to all stakeholders and interested people. To supplement it there is the Monitoring Report (see above), especially for the Ministry of Foreign Affairs. It too is published on the website, as are the evaluation reports of the work. Results per country or region are also on the site.

Of all the contacts with stakeholders, those with partner organisations are especially intensive. Every two years there is a survey of their satisfaction with Oxfam Novib. At Oxfam Novib's head office in The Hague each partner has a regular program officer. Program officers and financial officers regularly visit partner organisations in the field. 'Network' is the name of Oxfam Novib's bimonthly digital newsletter for its partner organisations. It is published in English, French and Spanish.

The partner organisation's autonomy is very important to Oxfam Novib. There is a mutual dependence. Openness in communication, transparency and accountability for result take pride of place. Oxfam Novib expects of its partner organisations that they too account to their support-base.

The staff members 'Private Sector' maintain contacts with several companies in the context of corporate social responsibility. Sometimes this is done together with other civil society organisations. Sometimes Oxfam and the business implement a joint research or project. The goal is to make the management operations of companies and

production chains more sustainable, both from a social and an environmental perspective.

Oxfam Novib, of course, is also mindful of its own management operations. The goal is to make them climate-neutral. That is about matters like reducing paper consumption, using green energy, fewer air-miles, compensating CO₂ emissions when air flights are unavoidable. Suppliers too are tested on their 'CSR content'.

Private donors receive mailings, which can be tailored in part to correspond with needs. Alongside, there are regular satisfaction surveys. Oxfam Novib manages its own database of donors. An information and services department replies to the telephone or email questions of donors.

In a semi-continuous fashion charities like Oxfam Novib survey the Dutch public and the press about their image, recognition and appreciation of the name. Every two years a survey is implemented among journalists about their image of Oxfam Novib and satisfaction with the organisation. The satisfaction of Oxfam Novib's staff is also surveyed every two years.

Back donors are large donors that finance Oxfam Novib, such as the Ministry of Foreign Affairs (co-financing from the development co-operation budget), the European Union, organisations from the United Nations and other international organisations. Oxfam Novib has agreements with them on accountability over the programs they finance. Oxfam Novib mostly lets partner organisations implement the programs financed in this manner. They provide the information Oxfam Novib uses in its reporting to the back donor. Oxfam Novib has a special team for fundraising with back donors and for reporting to them on programs and results.

Oxfam Novib has a complaints regulation for private donors, partner organisations and other external stakeholders. The official complaints of partner organisations arrive with the general director. The complaints of private donors are treated by its own group of staff members. The complaints of staff members are usually dealt with by their line manager, but can also be submitted to specially appointed confidential counsellors. Oxfam Novib also has a whistleblower regulation.

Colophon

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Adopted by the Board of Directors on March 31, 2010
Approved by the Board of Supervision on April 7, 2010

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