



INFLUENCING THE FUTURE

ABOUT US IN 2013–2014



OXFAM
Novib



CONTENTS

OUR STAKEHOLDERS	4
OXFAM	11
OXFAM NOVIB	14
REPORT BOARD OF SUPERVISION 2013-2014	20
ANNEX I COMPOSITION BOARD OF DIRECTORS	24
ANNEX II COMPOSITION BOARD OF SUPERVISORS	26
ANNEX III HOW OXFAM NOVIB REPORTED ON THE GRI IN 2013-2014	28



Photo: Oxfam Novib

OUR STAKEHOLDERS

The first part of this annual report shared our main achievements over the last year and a quarter in pursuit of our mission to end poverty and create a just world. This second part makes transparent how we engage with our stakeholders to achieve these results. Cooperate with stakeholders is an essential part of Oxfam Novib's identity, at the core of our ways of working. We co-operate with a large number of partners and allies: we are part of the Oxfam Confederation and the IMPACT alliance, we collaborate with other international organisations, and we co-operate with businesses, NGOs, institutional donors and knowledge centres in the Netherlands and in developing countries.

The Oxfam Strategic Plan 2013-19 states "We will continue to strengthen accountability to all stakeholders; the communities we work with, the donating public and institutional funders." Both the Oxfam Confederation and Oxfam Novib are members of the INGO Accountability Charter, which commits international NGOs to a high standard of transparency, accountability and effectiveness. The Charter defines standards in areas such as governance, program effectiveness and fundraising, and members commit to report annually using the GRI NGO Sector Supplement, a reporting tool developed to meet the needs of NGOs.

Oxfam Novib is proud to report according to the standards of the International Aid Transparency Initiative (IATI)¹, an initiative to increase the effectiveness of international development through greater transparency of data, and of its compliance with the Charter's reporting requirements, for the first time in this annual report. By strengthening our accountability in this way, we are practising what we preach. Only by setting an example ourselves can we have credibility when we hold other organizations and businesses to account about sustainability and transparency.

We have listed below all of our external stakeholder groups, including the most important ones – program participants and the local partners we work with – and those stakeholders we lobby to change their policies and practices: governments, the private sector and other agencies. Institutional donors, private donors, the general public, politicians, suppliers and the press complete the list of external stakeholders, while our employees are our main internal stakeholder. For each, we share the inventory we made of the different ways and best practices in which we engage, and how the different stakeholders contributed to the results of our program.

To maintain good relationships with our stakeholders, we have to know their interests and wishes. In principle, once every two years we aim to survey our partner organizations, lobby target groups, private donors, volunteers, staff and other Oxfams on their levels of satisfaction with our performance. We engage with our stakeholders in many other ways, as well: we have a communication strategy and plan, and we publish online this Annual Report, as well as evaluation reports and results from each country and region.

We are always open to critical feedback from our stakeholders, for which we have mechanisms to handle it. Oxfam Novib has a grievances procedure for private donors, partner organizations and other external stakeholders. Any complaints from donors are addressed by a group of our staff, while official complaints from partner organizations go directly to the Executive Director. The complaints of staff are usually addressed by the complainant's line manager, but can also be put to confidential counselors appointed for this purpose. There is a formal procedure for handling disputes, and a commission for disputes and appeals. Oxfam Novib also has a policy on whistleblowers.

PROGRAM PARTICIPANTS

How we engage: Through our World Citizens Panel initiative (further details on part 1, page 37), we interviewed 6,000 people in Somalia and 4,000 in Pakistan in 2013 to compare the experiences of project beneficiaries on aspects of their lives related to our five program areas with those of a control group. This is intended to help us to understand the impact of our interventions, and to design more effective and efficient program.

Future developments: The impact measurement activities will be scaled up in 2014 by implementing similar surveys in Mali, Cambodia, Uganda and Nigeria and most probably in Niger, Rwanda, Sudan and Egypt. The intention is to have impact reports available by the end of 2015 for at least half of the countries where Oxfam Novib is active. The impact surveys will be tailored to the specific thematic programs carried out by Oxfam in these countries. Based on the quantitative results, program staff and partners will select domains for a qualitative research component in the form of the collection and analysis of stories of change through the "most significant change" methodology. In some of the countries, the World Citizens Panel survey will include a specific set of questions to measure the impact of the influencing role of civil society

NOTE

¹ <http://www.oxfamnovib.nl/Open-data-Oxfam-Novib.html>

on changes in people's lives.

PARTNERS AND ALLIES

How we engage: As illustrated by the case studies throughout Part 1 of this report, local partner organizations are central to our way of working. We respect our partners' and allies' diversity and autonomy. We have explicit mechanisms for encouraging and working with their feedback, to ensure that their voices effectively influence our thinking and practices. We set an example through transparency and accountability in our own policies and processes, including in how we select our partners and allies, on the basis of common country and regional analyses and strategic plans.

Each partner is assigned a Program Officer at the relevant Oxfam Novib country office, and both program officers and financial officers regularly visit partner organizations in the field.

In late 2012 we conducted a survey into our partners' satisfaction with us, in a joint exercise – coordinated by Partos, and implemented by Keystone – along with 45 other NGOs from the Netherlands, US, UK and Canada. The results, received in 2013, ranked Oxfam Novib 10th of the 46 participants overall. Partners surveyed were satisfied with the financial aspects of our support and with the Toolbox process, but expressed rather low levels of appreciation for the capacity building support we offer them, emphasizing the need to improve and extend our materials and approach. The survey response rate from partners was remarkably low, perhaps reflecting that many of those asked to participate were relatively new to working with Oxfam Novib.

At Oxfam Novib Toolbox is the name for the method with which we select partner organizations and appraise funding proposals on the basis of opportunity and risk analyses for achieving the intended goals. Based on the project proposal and the partner organization's profile, both the partner organization and staff of Oxfam Novib appraise the chances of achieving the intended results. They also identify the risks that could hinder the achievement of these goals. They thus weigh the opportunities and risks. The organization of each partner is also tested on its governance structure and financial capacities following a set method of risk assessment. The Program Officer then writes a report on the Toolbox consultation and makes a funding proposal in consultation with his or her team to the country or regional director.

When the decision is positive, Oxfam Novib and the partner organisation reach agreement on reporting, both narrative and financial. Almost all projects are required to

submit a statement of an external registered accountant. This statement must cover the entire organization. The partner's narrative report is assessed by the Program Officer; its financial report by the Financial Officer.

Should partners not fulfil their obligations, e.g. not send the reports on time, Oxfam Novib automatically blocks the next payment to this partner.

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

Future developments: As a result of our learning from evaluations of our country programs, and in line with the closer collaboration of Oxfam affiliates, Oxfam Novib has adopted a programmatic approach. The Oxfam Program Framework describes how Oxfam designs, develops, implements and reviews programs, projects, advocacy initiatives and campaigns at the country, regional and global levels.

Oxfam Novib has designed a program quality review that looks at how program staff implement policies in often difficult local contexts and how to strengthen program quality in a decentralized organization. The review team visited Vietnam, Burundi, DRC, Egypt, Cambodia and Zimbabwe and also assessed the Global Link program.

This new way of working will be a major priority in the near future. We will set up country and regional governing bodies with partners, to give them an equal role in the co-creation of programs and new Joint Country Analysis and Strategy (JCAS) documents. We are also creating a platform to connect partners directly with people from the North.

INSTITUTIONAL DONORS

How we engage: A total of 34 institutional donors supported Oxfam Novib with a new grant or contract in 2013-2014. Engagement with these donors is in the first instance the responsibility of our Institutional Funding and Donor Relations unit (IFDR) in The Hague and of dedicated Institutional Fundraising Officers at country offices., though line managers and senior managers also engage with donors. IFDR focuses on identifying funding opportunities and the development of long-term strategic partnerships with institutional donors. It is the responsibility of all dedicated fundraising staff to see that good quality proposals are submitted and funds received are being spent in compliance with the requirements of each individual donor.

With our back donors – such as governments (the Dutch Ministry of Foreign Affairs, Sida, DANIDA etc.), the Euro-

pean Union, United Nations agencies, and international foundations – we reach agreements about reporting on the projects they fund, relating information from the partner organizations which implement these projects.

We regularly conduct interviews with our major donors to gauge their levels of satisfaction with us. In 2012 and 2013 we conducted semi-structured interviews with ten institutional donors, about a quarter of the current total: ECHO (representatives of the ECHO's headquarter in Brussels as well as its delegation in Niger); EU delegations in the Occupied Palestinian Territories and Israel as well as in Mozambique; bilateral (government) donors of Sweden (Sida), Norway (Norad), Germany (GIZ), Finland and the Dutch Ministry of Foreign Affairs; and finally the IKEA Foundation.

Among the findings are that donors appreciate our context-sensitive approach of strengthening civil society through local partner organizations, and consider our program design to be realistic and high quality. Nonetheless, some interviewees requested greater accountability about our choice of partners and the added value of Oxfam Novib itself, and from some lack of knowledge about the Single Management Structure it is clear that we need to do more in working with other Oxfam affiliates to ensure that we communicate with one voice.

Future developments: We will continue to develop our relationship with our major donors and integrate their feedback in our work. More and more we will present ourselves as Oxfam to strengthen our identity as a confederation.

PRIVATE (INDIVIDUAL) DONORS

How we engage: Since 2012 Oxfam Novib has had a research panel consisting of approximately 3,000 donors and supporters, of whom we ask questions several times a year. Last year, for instance, we asked our supporters their opinion of our Facebook infographics, our slogan *Ambassadeurs van het zelfdoen* (“ambassadors for self-help”) and whether they prefer to donate to campaigns or to projects. A total of 335,658 people supported us financially in 2013-2014.

Oxfam Novib manages its own database of private donors, and a department for information and services responds to donors' questions, by telephone or email. Private donors regularly receive targeted mailings, though our customer relations management system ensures respect for our private donors' wishes about receiving mail, email and so on. Naturally, we observe privacy protection laws. Information about private donors is used only for communication between Oxfam Novib and the individuals

concerned. Oxfam Novib does not supply third parties with this information, unless compelled by law.

Oxfam Novib follows telemarketing rules such as the Do Not Call Registry. We have special procedures for carefully handling the complaints of donors, of which we received 1,240 in 2013 and the first quarter of 2014. Of these, 37% were complaints about fundraising activities, such as the amount and content of mailings; 26% about the delivery of products ordered; 14% about administrative errors; and others on issues including management salaries and policy issues. Complaints are answered within ten days.

Future developments: We will continue to engage donors and supporters through the research panel, and through the “see for yourself” approach of inviting people to visit projects and publishing their evaluation, uncensored, on our website (see section 1.7 below).

VOLUNTEERS

How we engage: Following an evaluation in 2013 we changed the workings of Doenersnet, which had been an online and offline community for volunteers: there had been a reduction in offline activities, while we realized that it was easier to keep our online community engaged through Facebook and Twitter. We are continuing to use Doenersnet for purposes such as selecting volunteers for events, mainly music festivals. Our community of volunteers increased to 2,574 from 1,938 at the end of 2012.

Given that many of our volunteers are struggling to find work, we have also begun to offer temporary voluntary work within the organization, which helps them build up their résumés. In 2013 we recruited the first four volunteers to work in this way.

Future developments: Doenersnet will no longer be a communal platform, so we have decided to integrate it into our corporate website in 2014 and continue instead to make better use of social media to expand and enthuse our base of volunteers.

GENERAL PUBLIC

How we engage: We are very aware that the general public wants to see results, of the kind we describe in Part 1 of this report. Along with other NGOs, we commission surveys of the Dutch public on whether they recognize our name (82% did in 2013, up from 81% in 2012) and appreciate our work (the score here was slightly down in 2013 on 2012, reflecting a more generally negative feeling about international development aid).

We engage the general public through the media, with a respectable total of 4,321 mentions in national and local media during 2013 and the first quarter of 2014. In the same period we reached 503,898 website visitors and 45,961 users of social media.

As described on part 1, page 41, our Have Your Say online platform has been integrated into our corporate website, and four people were recruited through Have Your Say to visit four projects in four countries as part of our See For Yourself programme. We published their impressions, uncensored, online.

Future developments: We have decided to launch a reporting tool for the Dutch public which will be updated throughout the year, instead of once a year. We will also have reporters visiting our programs every quarter. And we are developing an app that includes the Have Your Say platform, making it easier for the general public to voice their opinions on our work.

We will also work to improve our “local to global” way of working, by developing better ways to connect people in the global South with people in the global North who can campaign on their behalf.

POLITICIANS

How we engage: Oxfam Novib contacts politicians in the Netherlands by mail, phone and personal meetings with representatives of at least nine political parties. We inform them about our campaigns and Oxfam publications, on issues such as land grabbing, tax evasion and violence against women. We give input to MPs on parliamentary debates and on issues such as the national budgets for international aid and security, the strategies of Dutch embassies, and the Dutch Good Growth Fund, often in cooperation with other organizations such as Partos, the Tax Justice Network, the MVO Platform, and Wo=Men. We have successfully motivated MPs of several political parties to ask questions to ministers or to organize parliamentary hearings. We have also contact with ministers, to inform them about our reports and findings and try to influence their policies.

We have a good relationship with the Ministry of Foreign Affairs and with the Minister of Foreign Trade and Development Cooperation, Liliane Ploumen, who visited Oxfam Novib in September 2013 to meet staff involved in the World Citizens Program, Business for Development and the Behind the Brands campaign. In March 2014, Minister Ploumen remarked:

“The independence of civil society organizations, including those in strategic partnerships with the

Dutch government, is guaranteed. No doubt this will cause me to lose sleep and grind my teeth now and then, but I can’t conceive of it being any other way.”

Future developments: We will continue to engage with politicians in the ways described above.

PRIVATE SECTOR

How we engage: Oxfam Novib collaborates with businesses in various ways, and many support our projects with money or advice: we have 713 “Entrepreneurs for Entrepreneurs”, ambassadors for our work to help entrepreneurs in developing countries. Four ambassadors visited projects in Uganda in 2013, and we conducted more formal impact assessments of our microfinance work through business partner Triple Jump.

Oxfam Novib encourages businesses to behave in a socially responsible and sustainable manner, and to focus their strategies and business operations on adding more social value. We engage in constructive dialogue with businesses. And when we deem it necessary, we also publicly remind them of their responsibilities through campaigns, such as the Fair Bank Guide and Behind The Brands (see part 1, page 40). The methods we use in these campaigns to publicly score companies on their performance, are developed in consultation with the companies themselves: the aim is to persuade the companies to change their policies and practices, so we need them to accept our analytical methods.

In 2013, our new department Business for Development (B4D) completed a study called ‘From fork to village’, to assess how the Dutch private sector views our engagement. While there was some criticism – one participant opined that Oxfam displays “a large extent of naivety related to how prices are constructed” – in general, companies appreciated Oxfam for making an effort to understand the complexity of value chains and for taking a holistic view, rather than being a single-issue pressure group. Companies appreciated the value of our role as a credible watchdog, rather than participating in corporate “greenwash”. As one study participant said, “Oxfam should be prepared to take more controversial decisions”.

We work together with corporate partners to create “win-win” initiatives aligned to their core business. For example, last November we concluded our successful four-year collaboration on hygiene projects in Niger and South Sudan with SCA; we have worked for three years with Philips on solar lighting in rural northern Uganda; and we continue to work with the ASN Bank to support FADU’s sustainable cocoa project in Nigeria (see part 1, page 16).

Future developments: We will continue to evaluate our private sector work and to consult companies on our policies for corporate engagement, in the belief that we should assess companies and they should equally assess us.

SUPPLIERS / SOCIALLY RESPONSIBLE PROCUREMENT

How we engage: Oxfam Novib has the responsibility to spend its funds in a lawful, efficient and ethical manner. In addition to looking at issues of cost and quality, Oxfam has a policy on corporate social responsibility and seeks long-term strategic relationships with suppliers, involving them in discussion in sustainability issues. For all our purchases and acquisitions we apply the Dutch government agency SenterNovem’s sustainability criteria, and go further if possible – for example, asking suppliers to show what happens in their supply chains, asking about their policies on human rights, the environment and the treatment of their staff. We take into account the potential unintended consequences of activities and products, to minimize negative effects elsewhere in the supply chain.

As much of our work takes place abroad, our staff has to travel. We minimize flying, and the associated CO2 emissions, as much as possible by organizing meetings via Skype, webinars, telecons and video conferencing technology, and by conducting training for field office staff online. When flying is considered unavoidable, along with our sister organization Oxfam Great Britain we limit our costs by using travel agents which offer special tariffs for charities, and we use the climate fund of Dutch NGO Hivos to compensate damage to the environment.

	2011	2012	2013-2014
NUMBER OF FLIGHTS	786	1,058	1,069
KILOMETRES	9,817,324	12,235,560	12,155,171
CO ₂ EMISSION (IN TONNES)	1,208	1,506	1,497

After an increase in flights in 2012, when the process of decentralizing our work to field offices necessitated more travel, in 2013-2014 the conclusion of the decentralization process saw flights and emissions return to approximately their previous levels: as the table shows, the figures for the five quarters of 2013 and January-March 2014 were comparable to four quarters of 2012, which means a proportionate decrease of about 20% in CO2 emissions.

Future developments: We will more and more combine our procurement with Oxfam to gain economies of scales and keep adhering to sustainability criteria.

PRESS

How we engage: Oxfam Novib’s media team engaged the media in various ways. In a bi-weekly media alert we present brief previews of upcoming issues such as reports, events, partner visits and other Oxfam Novib activities. These regularly result in queries from journalists and media coverage. Key stories are followed up by our team through one-to-one email or phone contact with journalists to offer detailed explanations and suggest angles and spokespeople. Press releases are issued to mark key events, underline the launch of reports with a specific news angle, respond to political developments, or highlight crises.

The media team works in close collaboration with media colleagues in the Oxfam confederation worldwide, to identify stories and develop materials for media packages. The media team also provides Oxfam Novib spokespeople with media training to speak clearly and convincingly, and follows up with respective media to identify issues for improvement.

Previously commissioned surveys (last survey 2010), as well as anecdotal feedback from journalist show consistently high appreciation of the level of support provided to the media by Oxfam Novib’s media team. Journalists generally described the media team as accessible, knowledgeable, service-oriented and with good news-judgement, and they appreciated the team’s ability to connect them with experts.

Future developments: Oxfam Novib’s media team is developing a more strategic approach to social media, in particular Twitter. The aim is for each media officer to develop an audience interested in their issues (humanitarian, food security, inequality etc). The media team is seeking to engage journalists, bloggers and other people who are interested in our issues. While most media coverage is now realized in typical news media, Oxfam Novib’s media team is seeking to broaden coverage of its issues to a wider range of media. More long-lead media initiatives, human-interest stories and a more personal approach to story telling.

EMPLOYEES

How we engage: We have a Works Council, the operations of which are further detailed in the report of the Board of Supervision below. In 2013, 94% of head office and inter-

national staff received a performance appraisal, which involved a 360 degree feedback through team meetings, the workers' council at head office and staff representation structures that exist in some country offices. Written procedures exist for workforce feedback and complaints, including whistle blowing.

An online survey of employees in October 2013 found that, overall, Oxfam Novib is comparable with the European organizations that form the benchmark; it received a response rate of 64% (377 employees), which was above the benchmark. Nonetheless, the survey also identified some improvements in how we can work together to achieve organizational goals: for example, while most employees gave positive ratings for collaboration within their own team, they felt that collaboration between teams could be improved.

We organize staff representation through the workers council, which meets monthly with the Board of Directors. We also conduct exit interviews with departing employees.

Future developments: In line with the Oxfam 2020 vision, the sharing of HR services among Oxfam affiliates will become more important in future years, and HR functions will increasingly be managed by line managers. Staff representation will be organized at all our country offices, and the consultation process will be improved; a new IT system will improve HR's internal communications.

Furthermore we recognize the increased importance of internal communication now the decentralization of our program work to country offices is completed. Last year we formulated an Internal Communication strategy aimed at both making key information better available for all staff and involving staff from all over the world in our organization and brand. Also, more alignment in internal communication is sought with other affiliates, but this is still in a preliminary phase.



Photo: Kimlong Meng/Oxfam Novib

OXFAM

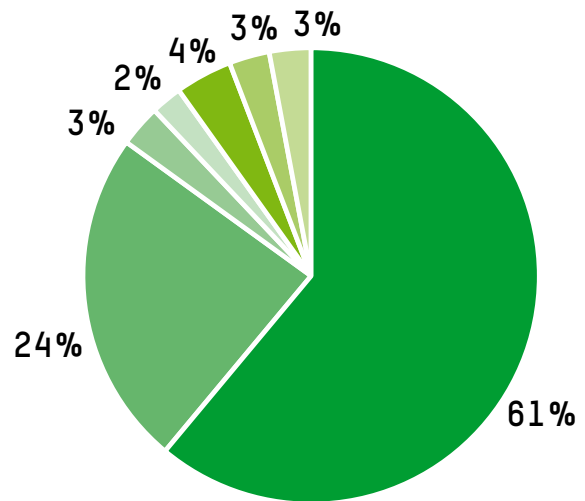
Oxfam is an international confederation of seventeen independent organizations which work together in 94 countries to fight poverty and injustice. As of the end of 2012, the members of the Oxfam confederation were: Oxfam America, Oxfam Australia, Oxfam Canada, Oxfam Germany, Oxfam France, Oxfam Great Britain, Oxfam Hong Kong, Oxfam India, Oxfam Italy, Oxfam Japan, Oxfam Ireland, Oxfam Mexico, Oxfam Novib (Netherlands), Oxfam Quebec, Oxfam-in-Belgium, Oxfam New Zealand, and Oxfam Intermón (Spain). As noted in the Directors' Report in Part 1 of this Annual Report (pages 4-9), Oxfam's affiliates are pursuing closer integration through Oxfam's 2020 agenda and have published a joint strategic plan for 2013-2019.

In all, more than 10,000 paid staff members and 48,000 volunteers work for the members of the Oxfam confederation. The Oxfams do not have a central headquarters, but have a small secretariat based in Oxford, United Kingdom, and Oxfam International – for the purpose of lobbying – also maintains offices in Washington, New York, Brussels, Geneva and Addis Ababa. The secretariat and these offices employed 33 and 23 permanent staff respectively in 2013-2014.

Each affiliate of Oxfam pays a maximum of 1% of its annual income as contribution to the Oxfam International Secretariat. In 2012 this came to a total Oxfam Novib contribution of 2.3 million euros. In the Oxfam International year 1 April 2012 - 31 March 2013 Oxfam Novib contributed representing 22% of the total income of the Oxfam International Secretariat. This funding is used to strengthen and expand the confederation, to plan and develop programs, coordinate aid activities, and for communication, lobby and campaigns.

In 2013-2014 the Oxfams were engaged more in joint fundraising and the joint implementation of projects and programs. This had led to more income from the other Oxfams. In 2013-2014 Oxfam Novib received 11.94 million euros in income from other Oxfams.

INCOME 2013-14 FROM OTHER OXFAMS

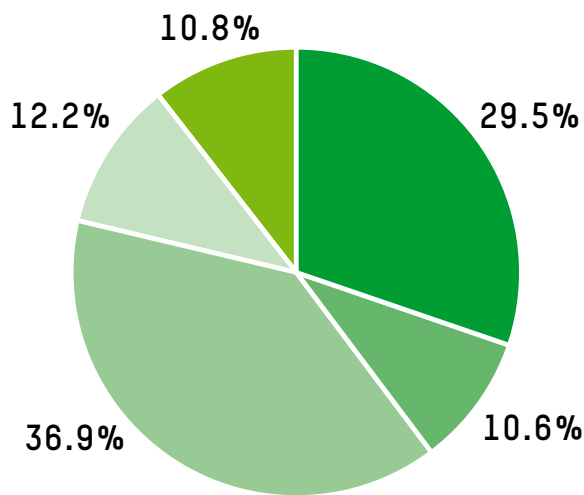


- Oxfam Great Britain
- Oxfam Belgium
- Oxfam America
- Oxfam Australia
- Oxfam Germany
- Oxfam Italy
- Other Oxfams

The total joint income of the members of the Oxfam confederation for the period 1 April 2012 to 31 March 2013 was 956 million euros. Total expenditure for that period amounted to 993 million euros.

The income raised from institutional donors, mainly governments, was 412 million euros, while 339 million euros came from direct fundraising, joint campaigns (similar to those run by the Dutch umbrella group Samenwerkende Hulporganisaties) and other sources, such as lottery revenues (for example, Oxfam Novib's income from the National Postcode Lottery). The main expenditure categories are development aid projects and humanitarian projects (539 million euros) and campaigns (60 million euros). The distribution over the aims is as follows:

INCOME 2013-2014 FROM OTHER OXFAMS



- Aim 1 - The right to a sustainable livelihood
- Aim 2 - The right to basic social services
- Aim 3 - The right to life and security
- Aim 4 - The right to be heard – social and political participation
- Aim 5 - the right to an identity – gender and diversity

Within Oxfam, Oxfam Novib has a share of 21% in the program expenditure.

All Oxfam members are independent organizations, although they are increasingly working together to implement a joint and integrated program. More information about Oxfam is provided in Oxfam's Annual Report 2012-2013, which can be downloaded from <http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-international-annual-report-2012-2013.pdf>

Contact with the other Oxfams is maintained at different levels. The Oxfams all together make up the governance of Oxfam International, and take the decisions on the strategic plans for the fields where we collaborate. Staff of all Oxfams participates in their implementation.

For each country the activities of the different Oxfams are aligned in detail, and all that work is implemented with the coordination of one of the Oxfams. In most countries the work is done from a shared country office.

IMPACT ALLIANCE

Oxfam Novib is in the IMPACT Alliance with SOMO, Butterfly Works, 1%CLUB and HIRDA. Fairfood International is a candidate member of the Alliance. It is as part of the alliance, which submitted a joint program to the Ministry of Foreign Affairs, that Oxfam Novib was awarded a subsidy for the period 2011 to 2015; Oxfam Novib is the Alliance's lead agency, meaning that it accounts to the Ministry on spending the subsidy. The Alliance meets several times a year, to monitor the progress of activities as well as to discuss new activities. Case studies about the work of IMPACT Alliance partners in 2013-2014 can be found in Part I of this report.



OXFAM NOVIB

OUR INTERNAL ORGANIZATION

We are an equal opportunities employer, committed to hiring high quality individuals regardless of gender, cultural background, religion, race, age, disability, sexual orientation, political affiliation, or marital status. Recruitment and selection is about getting the right people to pursue our strategy and our overall organizational purpose of combating poverty and social injustice in all its forms. There is one policy and procedure for all staff.

A vision and strategy document for Human Resources covering 2013-2016 was approved in 2013, in line with the Oxfam Strategic Plan. All requests for training and development – based mainly on employees’ personal development plans – were granted in the last year, resulting in the spending of 73% of the €927,000 budget for training.

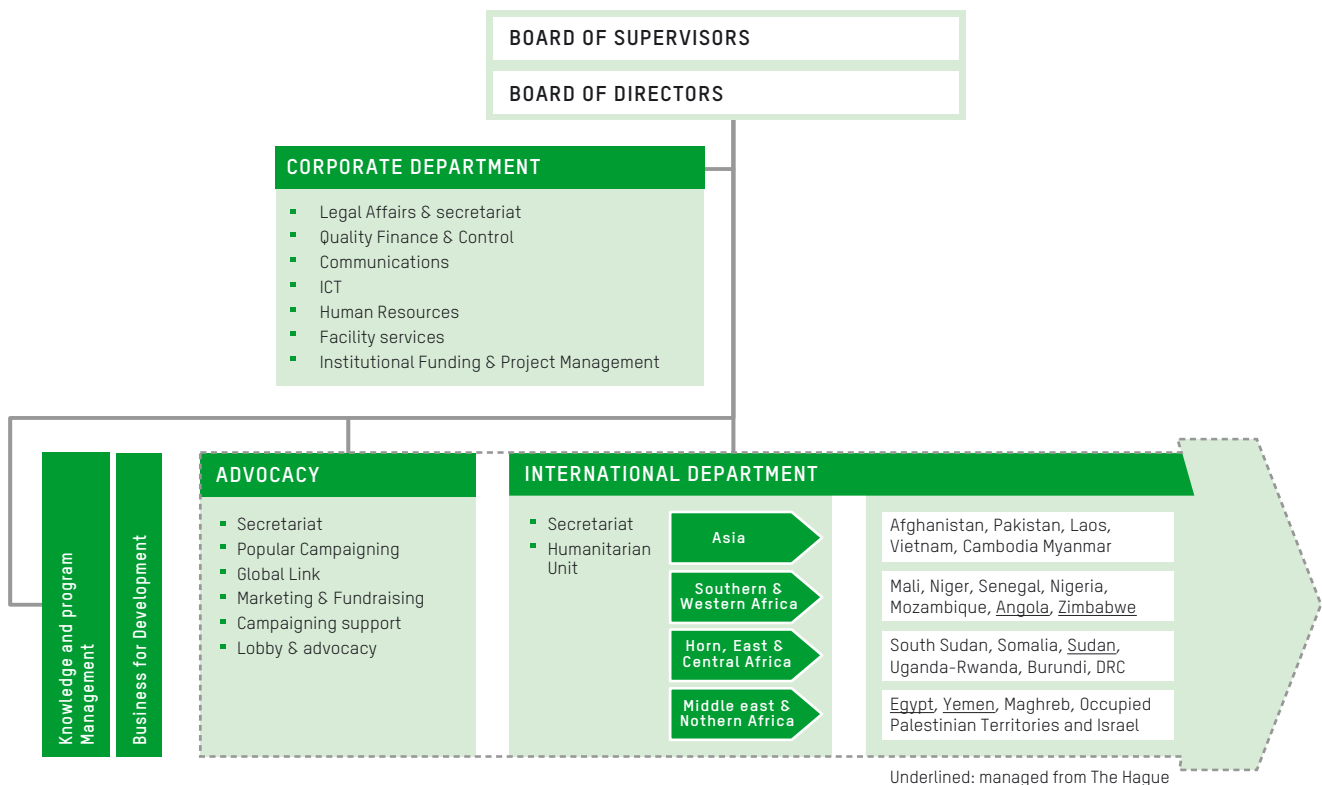
315 people (the equivalent of 297 full-time employees or FTEs) work at Oxfam Novib’s headquarters in The Hague, down only slightly year-on-year despite decentralization and its impact on staff numbers. Institutional donors funded several large projects, thereby creating opportunities for staff that would otherwise have been made

redundant. 53 are non-Western, and they come from 19 nationalities; 65% are women. 346 people (342 full-time employees) now work in our field offices. They have 48 nationalities, 266 are non-western and 42% are women.

In total 53 staff members – equivalent to 52.8 FTEs or 8% of the total – are classified as management: three members of the board of directors and 15 line managers at headquarters (14.9 FTEs), five regional directors, 8.89 FTE equivalents among country directors, 20 associated country directors, and one manager of the pan-Africa regional programme.

A stricter approach to absenteeism led to a decrease from 5.63% in 2012 to 3.71% in the five quarters covered by this report. We have a shared Oxfam Code of Conduct that applies to all Oxfam Novib staff, giving guidance on ethical dilemmas they may encounter. To align with a new Oxfam security policy, Oxfam Novib’s security policy will be evaluated in 2014 and changed where necessary: in 2013-2014, there was an increase in both the number and seriousness of security incidents in the countries where we work.

Organogram Oxfam Novib March 2014



MEASURING IMPACT, RESULTS, EFFECTIVENESS AND EFFICIENCY

Oxfam Novib is strongly committed to capturing and communicating the effectiveness of our work, as demonstrated through the Oxfam Evaluations Policy and Program Standards. Monitoring and evaluation are part of everyday program management and are critical to the success of Oxfam's program, helping us to learn what does and does not work and to maximize the effectiveness of our interventions by adapting our programs accordingly.

World Citizens Panel

As described in Part 1, page 37, Oxfam Novib has created an affordable yet reliable impact measurement system, the World Citizens Panel, in collaboration with partners from different countries. The system uses a smart phone app to conduct surveys among a sample of project participants and a control group, along with video recordings of "most significant change" stories. The impact indicators measure the extent to which our rights-based approach to development has initiated sustainable improvements in the lives of women and men living in poverty, including their economic and social wellbeing, gender justice, social and political participation, security and resilience.

Evaluations

In 2013, we commissioned external evaluators to conduct two thematic evaluations – on the struggle for land, water and food, and on access to information (A2I) – to learn lessons for our future work on these themes. We have formulated responses to the evaluations, highlighting the key issues and the follow-up actions we propose to take.³

The evaluation of our thematic program addressing the struggle for land, water and food showed that partners have achieved impressive lobby results, but also identified a number of lessons, including a need for more coherence and coordination with other actors and for country-specific analyses and theories of change. The evaluation of A2I – which looked in depth at Myanmar, Egypt and Nigeria – concluded that it is a succinct, coherent and substantial theme which has the potential to significantly boost both the participation of disadvantaged groups and demands for the accountability of duty bearers, and also to sharpen Oxfam Novib's profile. As a result of the evaluation, we have developed a new policy paper on A2I, and the country team in Nigeria has decided to mainstream it into all of their programs.

In addition to these thematic evaluations, evaluations are being conducted specifically to examine the effectiveness, efficiency and relevance of development interventions funded by the last round of Dutch govern-

ment funding. The Netherlands Organization for Scientific Research (NWO)⁴ has selected ten research teams, eight to carry out studies at the country level, one to synthesize the country studies and one to study international lobby and advocacy. Each study comprises a baseline assessment in 2012 and a final assessment in 2014. In March 2013, NWO's Steering Committee approved the baseline reports, which highlight the methodological issues that research teams will need to address to answer the evaluation questions in the end reports. A review of the evaluation process during the baseline, to suggest improvements on the process for the end study, will be finalized in the coming months; the end reports themselves are expected to be finalized in the first half of 2015.

MEL Dialogues

Monitoring, Evaluation and Learning (MEL) dialogues have been designed in response to country teams' requests for support in ensuring the quality of MEL in all phases of the program and project management cycles. The methodology is based on collaborative coaching, and consists of such questions as: to what extent do staff have the proper knowledge and skills? How do they use their knowledge and skills? What are the underlying needs, and how can these be addressed? What MEL support is most relevant and what are the logical next steps? MEL dialogues were conducted with the country teams in Bangladesh, Cambodia, Pakistan, Maghreb, Mali, Mozambique, Niger, Uganda/Rwanda, Somalia, South Sudan and Zimbabwe.

QUALITY MANAGEMENT SYSTEM

Compliance with external quality standards

Oxfam Novib's Quality Management System complies with the requirements of various external quality standards:

1. The entire organization, including the country offices, is measured against a system of processes, procedures and work instructions defined by the International Organization for Standardization ISO 9001:2008. Oxfam Novib itself monitors compliance and continuous improvement through internal audits while external audits are conducted periodically, the most recent one being in 2012. In a three-year cycle all countries will be

NOTE

³ These can be downloaded from <http://www.oxfamnovib.nl/evaluations.html>

⁴ Netherlands Organisation for Scientific Research (NWO): independent organisation (From consortia, partner organisations and Dutch government), responsible for the quality control of the Joint MFSII evaluations, commissions them through its branch, WOTRO Science for Global Development. For this process WOTRO has appointed a steering group of five independent experts as the highest authority. The steering group reports to the Stichting Gezamenlijke Evaluaties.

externally audited. In 2013-2014 we audited Cambodia (also covering our country program in Myanmar), Laos, Vietnam, Pakistan and Nairobi (covering our programs in South Sudan and Somalia). One of the major points of improvement relates to disclosing documentation on quality to the country offices, which should be facilitated by the introduction of a new intranet in 2014.

In 2013-2014 we conducted nine internal audits, in Mozambique, Uganda (including the Internet Now! Project), Nigeria, Afghanistan, Burundi, Laos and OPTI (together with an auditor from PwC). The audits in Vietnam and Niger were joint Oxfam audits. Additionally, project audits were conducted: in a sample of all projects, the internal control processes around approvals, transfers and blockages are being checked. Based on this audit an improvement plan has been made and is being monitored by the QF&C department. In general, more and more focus is on donor compliance, reflected also in the planning of internal audits of country offices and specific projects and programs for 2014-15. Also, we have conducted decentralization audits for the last group of countries to be decentralized from The Hague: Afghanistan, Bangladesh, Cambodia (including Myanmar), Uganda and Rwanda.

2. Oxfam Novib also complies with the Partos norm, a special ISO norm derived from ISO 9001:2008 for the development cooperation sector in the Netherlands.
3. The Central Bureau on Fundraising (CBF) is an independent foundation which has been monitoring fundraising by charities since 1925, to promote trustworthy fundraising and expenditure and give information and advice to the government and public. To gain the CBF's seal of approval, as we have done, the costs of fundraising must not exceed 25% of the revenues from fundraising in any given year; the board must consist of independent persons; and every financial report must be drawn up according to the same principles.
4. We are party to, and comply with, the code of conduct that applies to members of the Dutch charity sector association VFI on standards of behavior and actions for fundraising organizations.
5. We are also party to, and comply with, the code of conduct of Partos in the interests of effective collaborative development.

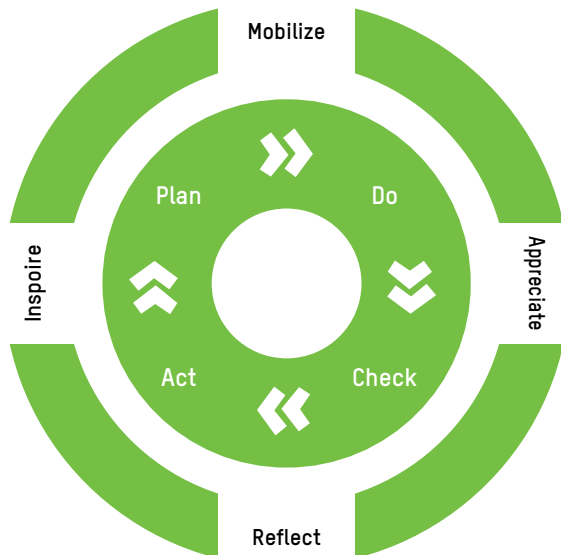
6. This year for the first time Oxfam will comply with the requests of the INGO Charter. Oxfam and Oxfam Novib are members of the INGO Accountability Charter. The INGO Accountability Charter is a commitment of international NGOs to a high standard of transparency, accountability and effectiveness. The Charter defines standards in all areas of NGOs' work, such as governance, program effectiveness, fundraising etc. Signing up to these standards includes the annual reporting on our commitments, using the GRO NGO Sector Supplement, a tool developed to meet the needs of NGOs.
7. The code Wijffels, named after the chairman of the committee, has been the governance code for charities in the Netherlands since 2005. It provides checks and balances in the organization and makes sure outside parties keep their trust in charities. Because of this code Oxfam Novib has separate organs for governance and supervision, arranged in the statutes and the regulations governing the Board of Directors and Board of Supervision. The Board of Directors governs the foundation.
8. We also comply with the IATI norm for open data and transparency, and have launched Atlas, which digitally discloses information over all our projects. See: <https://atlas.oxfamnovib.nl>.
9. Oxfam Novib participates in the Dutch Transparency Prize, a competition of Dutch NGOs on the transparency of their annual report. Oxfam Novib won the innovation award of the Transparency Prize in 2011 and 2012 and the overall prize in 2013.

The policy cycle

The policy cycle is a tool to plan, monitor and continuously improve the effectiveness of the activities and results. The policy cycle enables Oxfam Novib to:

1. Meet strategic goals and objectives;
2. Facilitate processes of learning and innovation;
3. Strengthen processes of strategic decision-making;
4. Be accountable towards internal and external stakeholders.

The policy cycle is based on the PDCA (Plan, Do, Check, Act) and IMAR (Inspire, Mobilize, Appreciate, Reflect) model. Oxfam Novib aims to integrate this model in all our main processes, including program management, fundraising activities and campaigns.



Oxfam Novib uses the following documents in the policy cycle, which are all informed by lessons learned from the Oxfam confederation's and Oxfam Novib's work, steer from the management, analyses of the external environment, and trends within the Oxfam confederation:

1. The Oxfam Strategic Plan 2013 - 2019 (long term)
2. Country Strategies (long term)
3. Strategy Letter of the Board of Directors (annual)
4. Annual Plans of Oxfam Novib, countries and departments (annual)
5. Monitoring results on programs (twice a year)
6. Balanced Score Card (quarterly)
7. Financial monitoring (monthly)
8. Annual Report (narrative and financial) including auditor's report (annual)

• Risk analysis and mitigation

Oxfam Novib has integrated risk management at all organizational levels and in our relationships with partner organizations.

- 1) A risk register identifies potential internal and external risks for Oxfam Novib, and monitors mitigating measures. Our risk policy is based on the internationally acknowledged management model for risk management, COSO, and on the Risk Management Policy of the Oxfam confederation. Its objectives are to:
 - Ensure that risk management is embedded in everyday business processes;
 - Manage risk in accordance with best practice;

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

The risks register is updated twice a year after Oxfam Novib's managers and board of directors have conducted an in-depth risk analysis. It is reviewed and adjusted by the board of directors before it is submitted to the supervisory board. Once a year the financial committee of the supervisory board discusses the risk register, and once a year it is on the agenda of the full supervisory board.

The most important risk at the organizational level is income security, as the income from Dutch government MFS funding (74 million) will decrease at the end of the MFS period. The new funding system is based on strategic partnerships; an NGO is allowed to be in two alliances, but there is a maximum of 20 million euros for an alliance in strategic partnership. This puts pressure on meeting income targets from private donors and donations. Income from externally funded projects, although increasing, is not as steady as other sources of income.

Oxfam Novib started to mitigate these risks a few years ago, with a strong focus on institutional funding and donor diversification, and the results have been very positive so far. In 2013 Oxfam Novib realized a total amount of € 65.3m [2012 contracts signed: € 71.4m] in grants and contracts secured and approved from more than 30 different donors varying from governments, multilateral organizations, international foundations, Oxfam affiliates and other organizations. Oxfam Novib's institutional sources of income have expanded from predominantly Dutch Government and European Union funds to the sources identified above, and we will continue our efforts to increase and diversify our institutional donor base even further.

The success with institutional fundraising that we have had to adapt several of our demands on projects in order to comply with those of individual donors and avoid damages to our reputation from expenditures that are deemed ineligible, which would limit future fundraising opportunities and partnerships with institutional donors. Oxfam Novib has invested in improving its internal procedures, training its own and its partner organizations' staff, and monitoring partners and projects more strictly.

In order to address its need for unrestricted income

Oxfam Novib also started public and corporate fund-raising in new markets such as Sweden. We are happy to be able to reach out directly to the population of a country that has demonstrated such a commitment to international development, being among the world's top five donor countries and with the Swedish International Development Co-operation Agency (Sida) already a very important institutional donor for multiple Oxfam affiliates, Oxfam Novib included.

2) Financial and governance risk assessment is part of the assessment of partner organizations we work with. A uniform risk assessment method called RAMON (Risk Assessment Method Oxfam Novib) is mandatory when taking on a new partner, and it is obligatory to update the initial findings when the project is approved. A full assessment of RAMON is needed every three years. RAMON takes into consideration the internal and external risks of an organization, categorized into strategy, operations, reporting and compliance.

The assessment of opportunities and risks is a standard approach for structuring decision making on our partners' programs. After a critical and transparent dialogue with the partner organization, the resulting agreement on planned results and risk mitigating measures is part of our contractual relation with the partner, which is the basis for our monitoring system. The opportunity and risk assessment is called "the toolbox". It enables staff to make informed judgements quickly, effectively and continuously about the opportunities and risks in the grants we make.

FRAUD PREVENTION AND MONITORING

Another organizational risk is corruption, defined by Oxfam Novib as the abuse of entrusted power for private gain. Common forms of corruption include bribery, extortion, fraud or embezzlement, but any kind of favoritism and nepotism are also manifestations of corruption. Oxfam Novib is committed to fighting all types of corruption, both within the organization and in partner organizations. To live up to this commitment Oxfam Novib has an anti-corruption policy, which includes:

- All staff must read, sign and abide by The Oxfam Code of Conduct as this forms part of the contract of employment. The Code clearly outlines the standards of behavior that are required of all staff, and defines ethical values and norms. In accordance with the Code of Conduct, staff must declare any possible conflicts of interest;
- Setting clear policies against bribery and other types of corruption, holding employees and partners accountable for reporting;
- Holding employees and partners accountable

for reporting suspected cases of corruption, providing them with suitable channels of communication and ensuring that sensitive information is treated appropriately;

- Rigorously investigating instances of alleged bribery and taking firm and vigorous action against any employee or partner involved in proven corruption;
- Maintaining and enforcing additional policies and procedures for countering corruption within identified risk areas.

Other key organizational risks are staff misconduct, potential conflicts of interest around procurement, and risks of a serious security situation affecting the welfare and safety of staff. Effective policies and procedures are in place.

30 cases of suspected fraud were either already under investigation or reported during 2013, more than double the total in 2012. Of those, 14 are still being investigated. Of the 16 cases which were closed, fraud was proved in five, with a total amount lost of 134,000 euros. An amount of 108.000 euros has been retrieved.



REPORT BOARD OF SUPERVISION 2013-2014

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

The Board of Supervision's composition and tasks are laid down in statutes and further detailed in a regulation. Members of the Board of Supervision are recruited on the basis of an agreed profile and through open advertising. The Board has seven members and met eight times in 2013/2014. In addition, Board members on occasion join meetings with different stakeholders.

2013/2014 was characterized by three organizational change processes. Firstly, the decentralization process, started in 2011, was finalized.

Secondly, a new change process started, Oxfam 2020. The Oxfam Strategic Plan and Oxfam Novib's input strategy with financial scenarios were presented to the BoS. The BoS discussed with the BoD the role and ambitions of Oxfam Novib in this process. The strategy in the Oxfam Strategic Plan focuses on the change from investments in services to lobby and advocacy. Attention was given as well to the governance model of Oxfam, as described below.

Thirdly, because development cooperation is changing rapidly, Oxfam Novib invested in new models for development. In December 2013 the new Oxfam Novib bureau Business for Development was launched (see part 1, page 12), supporting the private sector – from multinational corporations to local small and medium enterprises – in playing a positive role in development. It works with country offices and head quarters on building programs fit for external funding. The bureau manages an investment fund (Impact Investment) for loans and equity to SMEs and provides expertise on social business development. The BoS was closely involved in the process of establishing the fund, which is starting to operate in three countries to spread risks and learn from different contexts.

The positioning and role of Oxfam Novib was a recurrent topic of discussion in 2013-2014. Oxfam Novib is a large organization with certain influence and position. Therefore it is important, when context and conditions change, to reconsider the organization's model and structure, to evaluate which intervention strategy is needed per country, and to focus on knowledge and specialization to be able to continue with influencing and advocacy. Choices in focus, improved visibility, quality of programs and people and showing successes are key factors in the strategic change process.

The Future Starts Now is one of the strategies developed for that purpose, and focuses on program development, quality improvement and hands-on support for country offices.

A major achievement in 2013/2014 was the establishment of Oxfam Sweden. To increase income from private fundraising, Oxfam has decided to start fundraising in countries without Oxfam presence, so called third country fund raising. After in-depth research Sweden emerged as a good opportunity. The confederation gave Oxfam Novib the lead to start up Oxfam Sweden. The BoS is very interested in the developments of Oxfam Sweden, and recommended the BoD to keep strong supervision over the process. The BoS is observing the process through quarterly monitoring reports and risk analyses.

The BoS is also kept up to date on a regular basis on the contents of Oxfam Novib's campaigns. It was especially impressed by the achievements of the Behind the Brands campaign. As described in Part 1, page 40, at the instigation of Oxfam Novib, public demand from hundreds of thousands of people led to changes in the social and environmental policies of the big ten food companies. Another achievement was the paper 'Working for the Few', published ahead of the World Economic Forum in Davos, which details the pernicious impact that widening inequality has in both developed and developing countries, helping the richest undermine democratic processes and driving policies that promote their interests at the expense of everyone else. The report got a lot of media attention and was quoted at several high profile events.

Looking back on 2013/2014, the Board is very satisfied with Oxfam Novib's performance. Despite the changes and challenges met, the organization has persevered in establishing a solid financial basis and achieved planned results in the struggle against poverty and injustice. The change process within the Oxfam Confederation demands a lot of effort and input, but is paying off already in the impact and scope of our work through intensified cooperation.

Oxfam Novib is very visible in the Netherlands and now also in Sweden, where its objectives are achieved by means of campaigning, lobby and public mobilization.

BOARD OF SUPERVISION'S MEETINGS

In 2013/2014 the Board was informed, among other things, about developments regarding the government's subsidy, reporting of the Samenwerkende Hulporganisaties (the Dutch coalition for emergency appeals), and about developments at the country offices.

The policy letter on development cooperation of Minister Ploumen of the Ministry of Foreign Affairs, and the consequences for development cooperation, were discussed. The budget decreases (from below 0.7% GNP in 2013 to 0.55% in 2017) and the emphasis on business, economic growth and trade worried the BoS. However, Oxfam Novib is preparing itself for different ways of development cooperation, e.g. impact investment.

Oxfam Novib's visibility in the Netherlands was one of the items on the agenda. A new brand strategy for Oxfam Novib is being formulated that strives for more involvement of donors, getting Oxfam Novib from 'the head to the heart' and making people proactive.

The constitution and regulations of Oxfam Novib were revised in 2013 and approved by the Board. One of the changes is that the maximum appointment period of the Directors is now three periods of four years.

Because of the change process in Oxfam the management structure of Oxfam Novib is a recurrent issue on the agenda. Different management models were discussed. In 2013 an employee survey was carried out. The results were presented to and discussed with the BoS. Due to the changes employees are more insecure about their future, so continued attention to and focus on people in the change process is important.

The annual reports on security policy and on investigations into complaints and fraud were also discussed. The BoS supports the risk analysis of the Board of Directors and commends the improved monitoring of possibilities of fraud because of the decentralization process. There was monthly reporting of spending by country offices, and on the different stages in the approvals and transfers to partners, and on their audits. Country offices have more insight in local partners than head office, which leads to more visibility of problems and possible fraud. An increase in the number of cases has therefore been observed in the short term, but local monitoring is expected to reduce the number in the longer term.

The Board was also presented projects, acting in its capacity as advisor and sounding board. Progress in the implementation of the Internet Now! project, financed by the Dream Fund, was presented to the BoS. The first strategic HR policy was presented as well, with an implementation process of two years. The strategy includes succession management and will serve as an example for the confederation. The five main programs of Oxfam Novib (right to a sustainable livelihood, right to basic social services, right to life and security, right to social and political participation, to be heard, and right to an identity) presented their activity plans and intervention strategies to give more insight in the work of Oxfam Novib. Further-

more, the ICT strategy, the Behind the Brands campaign, updates on Oxfam Sweden and Impact Investment were presented.

The regular annual agenda of the BoS in 2013/2014 included the quarterly reports based on the balanced scorecards, approval of the annual report, annual account and the risk register, and approval of the annual plan and multi-annual budget. The financial audit report was discussed with the auditor. The Board of Supervision also discusses an overview of program evaluations once every year. Finally, one of the recurring items on the agenda is the directors' reporting on the latest developments.

The Board speaks with members of the Works Council once a year. The two Board members put forward by the Works Council have this consultation more frequently. In 2013/2014 the discussions were in particular about representation of personnel on the international level, the organisational changes, work pressures, future uncertainties and pensions. The BoS compliments the constructive working relationship between the Works Council and the BoD during the difficult change process and stresses the importance of frequent information sharing.

OXFAM CONFEDERATION

Developments in the Oxfam Confederation are a regular item on the Board's agenda. Oxfam is a confederation of 17 independent affiliates. All Oxfams are members of Oxfam International's governing organ, which is registered as a foundation in the Netherlands. Every year a meeting of the Oxfam International Board takes place. The chairpersons of the Board of Supervision and of the Board of Directors participate in these meetings on behalf of Oxfam Novib. Based on the agendas of the Confederation meetings, the BoS discusses the proposals for new development in its meetings.

At the Oxfam International meeting in Berlin of October 2013 changes were made to the governance structure of the Oxfam confederation, with the aim of achieving and demonstrating higher levels of accountability. The Oxfam International Board, until then comprised of both affiliate supervisory board chairs and Executive Directors together, was separated into the Board of Supervisors (BoS), and the Meeting of Executive Directors (ED). During this meeting Mr Joris Voorhoeve was also appointed as the new chair of Oxfam International.

In 2013/2014 the focus was on the change process towards Oxfam2020. Internationally the space for civil society is under pressure, and the importance of an

influencing network is increasing. At the ED and BoS meeting of Oxfam in Boston in March 2014, the Oxfam Strategic Plan was approved, making the 'power of people against poverty' a strategy for all Oxfams. Oxfam becomes a global organization of interdependent affiliates – a stakeholder model – built for impact through influence, knowledge and program quality. This means that a large-scale, Oxfam-wide change process has started: the global governance model will be adapted to accommodate a significantly greater number of affiliates (including from the global South), there will be more collective decision-making about global resources and strategy and more collective fundraising, more services will be shared and knowledge hubs and resource centers will be created. Changes in mindset, culture, behavior and accountability are needed. The BoS supports the decisions and recommends the stronger investment in Southern affiliates, as this is in line with the goals and vision of Oxfam Novib.

Oxfam Novib actively participated in various working groups that prepared the decision-making process on Oxfam 2020. In 2013 Oxfam Novib's Director Adrie Papma started working as Associate Director for the Oxfam International Secretariat and Oxfam Novib's change manager started with OI in the field of organizational effectiveness.

Oxfam Novib will also provide key input to the implementation process and acts as one of the frontrunners for the confederation. Oxfam Novib is represented in various positions in Oxfam International. The BoS approves the input that will be given by Oxfam Novib and will give its support and guidance throughout the process.

COMMITTEES

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

The remuneration committee conducted, as usual, performance evaluations of the directors. The committee prepared the reappointment of Theo Bouma as a member of the Board of Directors on January 22, 2013, for a period of four years. The committee also prepared the reappointment of Hanzo van Beusekom as a member of the BoS for a second period of three years. Member of the BoD Adrie Papma resigned as a director to start working as Associate Director for the Oxfam International Secretariat for a period of two years to coordinate the SMS process of 'shared services' and 'cost efficiency'. The BoS approved the proposal of the BoD to work with an interim director until April 2014.

The financial committee has two members. The committee prepares advice for the Board of Supervision on the annual account, the budget and financial reports. The committee also monitors the follow-up of points raised in internal and external audits, recommendations in the auditor's management letter, and the updating of the risks register. In 2013 the committee paid special attention to the reserves versus the risk profile of Oxfam Novib.

COMPOSITION AND FUNCTIONING OF THE BOARD OF SUPERVISION

The Board of Supervision had a change of Chair in 2013. Mr. Voorhoeve left the Board of Supervisors of Oxfam Novib because of his election as Chair of the Board of Supervisors of Oxfam International. He handed over his position at Oxfam Novib in early October 2013 to Mr. Hanzo van Beusekom. The end of Mr Voorhoeve's Dutch career with Oxfam Novib was marked early 2014 with a symposium on 'Intervention in Conflict Situations – the Consequences for the Rule of Law and Civil Society Strengthening.' The Board of Supervision wants to use this opportunity to express its appreciation for Mr. Joris Voorhoeve, who left as Chair of the Board of Supervisors of Oxfam Novib in 2013, only to be elected Chair for Oxfam International.

To become more familiar with Oxfam Novib's working methods, Board of Supervision members visited several projects during their term. Kees Tukker travelled together with Executive Director Farah Karimi to Nigeria to visit Oxfam Novib's office and partners and projects. Also, meetings took place with the Dutch ambassador and the Chair of the Nigerian Electoral Council. In September 2013 the annual self-evaluation of the Board of Supervision took place. One of the recommendations following from the self-evaluation was to follow a joint training on supervision skills specifically for charity organizations.

COMPENSATION

Members of the Board of Supervision do not receive compensation for their work. The costs of travel, accommodation and telephone are reimbursed on the basis of a regulation that is applied to all staff members and volunteers of Oxfam Novib. In 2013/2014 a total of €475.60 was paid out in reimbursements.

The Board of Supervision's composition in 2013/2014 is included in annex II.



Photo: James Akpan / Oxfam Novib

ANNEX I

COMPOSITION BOARD OF DIRECTORS

In 2006 Oxfam Novib introduced a new governance model, with separate powers for a Board of Directors – as the Executive Board – and a Board of Supervision. Members of the Board of Directors are appointed by the Board of Supervision for a period of four years and are eligible for immediate reappointment, up to a maximum of three periods. The first Board of Directors was appointed by the Board of Supervision on 18 May 2006.

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

FARAH KARIMI (1960)

Mrs. Karimi started as Executive Director on 1 February 2008. She was re-appointed in this function by the Board of Supervision in February 2012. As Executive Director and chair of Board of Directors, Mrs. Karimi has final responsibility for the strategic direction and organizational development of Oxfam Novib.

Mrs Karimi holds other positions related to her chairmanship of the Board of Directors. She is also a member of the Executive Board of Oxfam International and represents Oxfam Novib in the Board of SHO (Samenwerkende Hulporganisaties) and in the partnership United Civilians for Peace. She is also a member of the Supervisory Board of IDH (Initiatief Duurzame Handel, The Sustainable Trade Initiative) and of the Supervisory Board of the VPRO (a Dutch national broadcasting company).

THEO BOUMA (1958)

Mr. Bouma has been a member of the Board of Directors since 2006 and was re-appointed in January 2013. Mr. Bouma is Director of the International Department, including responsibility for all regional programs and country offices. He is also responsible for the Humanitarian Unit. Mr. Bouma has consultation meetings with the Works Council on behalf of the Board of Directors. Related to his membership of the Board of Directors, Mr. Bouma is also a member of the Global Team of Oxfam and chair of the Oxfam Program Development Group, and a member of the Executive Council of Stop Aids Now!, the Executive Committee of Triple Jump and the Steering Committee

Quality Educators for All. He is also a member of the Advisory Council of Stichting Roos.

TOM VAN DER LEE (1964)

Mr. Van der Lee has been a member of the Board of Directors since August 2009, as Director of Campaigns and Advocacy. He was re-appointed in this function by the Board of Supervision in January 2014. He leads the Campaigns Department, the Lobby and Advocacy Department and the Communications Unit. Mr. van der Lee represents the Board of Directors in consultation meetings with the Works Council, and chairs the IMPACT alliance. Related to his membership of the Board of Directors, Mr. Van der Lee is chair of the Campaigns Group of the Oxfam network, the Oxfam Private Sector Team and the Board of Oxfam Sweden, and vice chair of the board of Partos (an association for development cooperation). He is also a member of International Press Center Nieuwspoot.

ADRIE PAPMA (1958)

Mrs. Papma was re-appointed as member of the Board of Directors in February 2011. However, in April 2013 Mrs. Adrie Papma left the Board of Directors of Oxfam Novib for a position at Oxfam International. Until then she was Business Director of Oxfam Novib and led the Corporate Department. She was also responsible for two innovative projects and was chair of the IMPACT Alliance.



ANNEX II

COMPOSITION BOARD OF SUPERVISORS

JORIS VOORHOEVE, (1945), CHAIR UNTIL OCTOBER 2013

Mr. Voorhoeve was first appointed as Chair of the Board of Supervision in June 2007, with a maximum period of tenure until 2016. Mr. Voorhoeve was a member of the remuneration committee. In October 2013 Mr. Voorhoeve was elected as Chair of Oxfam International. He handed over his position as Chair of Oxfam Novib to Mr. Hanzo van Beusekom.

Mr. Voorhoeve is professor emeritus of Public Administration, in particular of international organizations, at the University of Leiden and lecturer of International Peace, Law and Security at The Hague University of Applied Sciences. He is honorary director of the Sen Foundation, which conducts research into international cooperation. He is also a member of the Trilateral Commission, Co-chair of the Global Partnership for the Prevention of Armed Conflicts (GPPAC), and a member of the Advisory Council on International Affairs.

HANZO VAN BEUSEKOM (1972), CHAIR FROM OCTOBER 2013

Mr. Van Beusekom was first appointed on 1 January 2010, until 2016 and with a maximum period of tenure ending in 2019. Mr. Van Beusekom was re-appointed in 2013 and is member of the remuneration committee.

On account of his position as Chair of Oxfam Novib's Board of Supervision, Hanzo van Beusekom is a member of the Board of Oxfam International. He is a partner at Clear Conduct, a strategic consulting firm specializing in regulatory practice, risk management and business conduct. He is a member of the Advisory Committee of the Triple Jump Innovation Fund, research fellow at ANZSOG, and visiting lecturer at several universities.

MARIANNE VAN LEEUWEN (1961)

Mrs. Van Leeuwen was appointed January, 2012, according to the resignation schedule until 1 January 2015, with a maximum period of tenure ending in 2020. She is the former CEO of Reed Business Media (until 2011) and currently serves as a member of the Supervisory Boards at Cito, ANP news agency, Sonepar/Technische Unie and AEB Amsterdam. Mrs. Van Leeuwen chairs the remuneration committee.

PETRA BIJL (1961)

Mrs. Bijl was appointed at November 2012, initially until 1 November 2015 and with a maximum period of tenure ending in 2021. She is an independent consultant, coach and trainer with Essential Transformation. Mrs. Bijl was appointed on the recommendation of the Works Council.

JOYEETA GUPTA (1964)

Mrs. Gupta was first appointed on 1 November 2012, initially until 1 November 2014 and with a maximum period of tenure until 2019. She is Professor of Environment and Development in the Global South at the University of Amsterdam's Faculty of Social and Behavioral Sciences and at the UNESCO-IHE Institute for Water Education in Delft. She is also vice-chair of the Committee on Development Cooperation and member of the Advisory Council on International Affairs. Mrs. Gupta is a member of the remuneration committee.

KEES TUKKER (1955)

Mr. Tukker was first appointed on 1 November 2012, initially until 1 November 2014 and with a maximum period of tenure until 2019. He was until May 2013 CEO at the Tropenhotel and a consultant on Corporate Communication, Facilities & Hospitality at the Royal Tropical Institute. As an independent consultant and advisor he has also worked for organizations in the media and mental health care. He is a member of the Advisory Board of Stichting M (Crime Stoppers Netherlands), owner of KeesCompany BV, and Honorary Member of Stichting Prinsengrachtconcert.

Mr. Tukker is a member of the financial committee.

PETER VERBAAS (1959)

Mr. Verbaas was first appointed on 1 November 2012, initially until 1 November 2015 and with a maximum period of tenure until 2020. He is a Research Fellow at Nyenrode University, Center for Private Wealth Management, Banking and Governance, and a partner at Charistar, a consultancy on philanthropy, shared value and impact. He is also Chair of VU Medisch Centrum Fonds, a member of the Advisory Committee of Waarborgfonds Sociale Woningbouw, and a member of the Supervisory Board of ASN Novib Microkredietfonds. Mr. Verbaas is chair of the financial committee.



ANNEX III

HOW OXFAM NOVIB REPORTED ON THE GRI IN 2013-2014

This is the first time that Oxfam Novib is reporting on its compliance with the INGO Accountability Charter using the GRI Framework. The GRI provides Oxfam Novib with a useful tool for enhancing transparency and driving organizational development and effectiveness. To find out more about the Charter visit www.ingoaccountabilitycharter.org. Oxfam Novib, like Oxfam International, used the GRI's NGO Sector Supplement and specifical-

ly the components included in the GRI NGO Reporting Template, which is a subset of the entire GRI NGO Sector Supplement. In this section of the annual report Oxfam Novib shows where the 36 profile disclosures and the 22 performance indicators that Charter Member Organizations are recommended to report on can be found in the Annual Report.

PROFILE DISCLOSURES		Section in Annual Report
1	Strategy and Analysis	
1.1	Statement from the most senior decision maker of the organization about the relevance of accountability to the organization and its strategy.	Directors' Report . Part 1.
2	Organizational Profile	
2.1	Name of the organization	Cover pages. Parts 1, 2, 3.
2.2	Primary activities (e.g. advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).	Our mission and our approach. Part 1.
2.3	Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	Organizational chart. Part 2.
2.4	Location of organization's headquarters	Mauritskade 9 in The Hague
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the accountability issues covered in the report.	Organizational chart. Part 2
2.6	Nature of ownership and legal form. Details and current status of not for profit registration.	Foundation
2.7	Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/ consumers/ beneficiaries).	Our stakeholders. Part 2.
2.8	Scale of the reporting organization including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations) or net revenues (for public sector organizations) total capitalization: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organizations); and scope and scale of activities, or quantity of products or services provided.	People active in Behind the Brand campaigns. Our work in the Netherlands. Part 1. Number of private donors. Our stakeholders. Private Donors. Part 2. Number of volunteers. Our Stakeholders. Volunteers. Part 2. Financial scale. Part 3. Number of staff. OxfamNovib. Our internal organization. Part 2. Scope and scale of activities. Part 1.
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Directors' report, Oxfam's internationalization agenda. Part 1.

PROFILE DISCLOSURES		Section in Annual Report
2.10.	Awards received in the reporting period.	Transparency Prize 2013. Directors' report. Continued innovation is the new normal. Part 1. The Public-Private-Partnership Award received by our project Universal Access to Female Condoms. Directors' report. A few remarkable results. Part 1. The Unesco-Hamdan Bin Rashid Al Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers received by our project Quality Educators for All. Directors' report. A few remarkable results. Part 1.
3.	Report Parameters	
3.1.	Reporting period (e.g., fiscal/calendar year) for information provided.	Cover pages. Parts 1, 2, 3.
3.2.	Date of most recent previous report.	Jan 2012 – Dec 2012
3.3	Reporting cycle (annual, biennial, etc.).	Normally this is annual. But because of the change of the financial year from January – December to the Oxfam financial year from April – March, this annual report covers Jan 2013 – March 2014.
3.4	Contact point for questions regarding the report or its contents.	Colophon on back of covers. Parts 1, 2, 3.
	Report Scope and Boundary	
3.5	Process for defining report content.	Twice a year, our country offices hand progress reports and case material about their work; headquarters' departments do so annually. The selected cases in this report reflect the full scope of our work, the countries we work in as well as small and bigger programs. Yearly, we ask the Dutch public how they would want us to communicate about our results. January 2014, this resulted in a special website: oxfamnovib.nl/resultaten (updated in July 2014, based on this annual report).
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Oxfam Novib, this includes our work from countries and head office.
3.7	State any specific limitations on the scope or boundary of the report.	No specific limitations.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Not applicable.
3.10.	Explanation of the effect of any re statements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	Not applicable.
3.11.	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	See 3.3.
3.12.	Table identifying the location of the Standard Disclosures in the report. (Only necessary if there is more than one document.)	This table is annexed to Part 2
3.13.	External assurance for the report e.g. auditing	Not applicable.
4.	Governance, Commitments, and Engagement	

PROFILE DISCLOSURES		Section in Annual Report
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Oxfam Novib. Board of Supervision. Part 2.
4.2.	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Report the division of powers between the highest governance body and the management and/or executives.	Oxfam Novib. Board of Supervision. Part 2.
4.3.	For organizations that have a unitary board structure, state the number of members of the and/or non executive members highest governance body that are independent and/or non executive members.	Oxfam Novib, Board of Supervision, Part 2. Oxfam Novib has a two tier board with clear distinction between executive board and board of supervisors (non-executives).
4.4.	Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	Our stakeholders. Employees. Part 2.
4.5.	Remuneration	Oxfam Novib. Board of Supervision. Part 2.
4.6.	Conflicts of interest for governing bodies	The Board of Supervision decides in cases of possible conflict of interest regarding the Board of Directors. Board of Supervision's chair decides in case of possible conflict of interest of one of its members. There were no such cases in 2013-2014.
4.8.	Internally developed codes of conduct	The Oxfam Code of Conduct for staff. Oxfam Novib. Our internal organization. Part 2.
4.10.	Evaluation of the governance body	Oxfam Novib. Board of Supervision. Part 2.
4.12.	External charters or principles endorsed by the organization	Oxfam Novib. Quality Management System. Other external charters / principles On humanitarian issues, Oxfam Novib complies with the Humanitarian Accountability Partnership [HAP] HAP is a quality assurance certification scheme. Oxfam Novib also complies with Sphere, the main humanitarian standards-setting initiative.
4.14.	List of stakeholder groups engaged by the organization.	Our stakeholders. Part 2.
4.15.	Basis for identification and selection of stakeholders with whom to engage.	Our stakeholders. Part 2.
4.16.	Active communication with stakeholders	Our stakeholders. Part 2.
4.17.	Key topics and concerns raised through stakeholder engagement, and organization's response.	Our stakeholders. Part 2.
PERFORMANCE INDICATORS		
Program Effectiveness		
NG01	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	Cases of partners and beneficiaries. Part 1. Toolbox. Oxfam Novib. Quality Management System. Part 2. World Citizens Panel. Oxfam Novib. Measuring Impact, results, effectiveness and efficiency. Part 2.
NG02	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	A procedure for handling complaints of partners about Oxfam Novib is part of the contract signed between Oxfam Novib and the partner organization. General public and private donors can contact the information and service department through http://www.oxfamnovib.nl/(945)-english-contact.html

PROFILE DISCLOSURES		Section in Annual Report
NG03	Program monitoring, evaluation and learning. System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated.	Cases of partners and beneficiaries. Part 1. Oxfam Novib. Measuring impact, results, effectiveness and efficiency. Part 2
NG04	Gender and diversity. Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle.	Program 5: The right to an identity. Part 1.
NG05	Advocacy positions and public awareness campaigns Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	Part 1.
NG06	Coordination with other actors Processes to take into account and coordinate with the activities of other actors.	Part 1.
	Economic	
NG07	Resource allocation	
NG08	Sources of funding by category and five largest donors and monetary value of their contribution.	Financially a year with challenges. Part 1.
EC7	Local hiring Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Oxfam Novib. Our internal organization. Part 2.
	Environmental	
EN16	Greenhouse gas emissions. Total direct and indirect greenhouse gas emissions by weight.	We limit this to flights, because flights account for most of our CO2 emissions. Our stakeholders. Suppliers / Socially responsible procurement. Part 2.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	We limit this to flights, because flights account for most of our CO2 emissions. Our stakeholders. Suppliers / Socially responsible procurement. Part 2.
	These two Environmental Indicators are recommended	
EN26	Initiatives to mitigate environmental impact Initiatives to mitigate environmental impacts of products and services	Because these are recommended indicators, we do not report on them.
EN29	Environmental impact of transporting Significant environmental impacts of transporting products used for the organisation's operations, and transporting members of the workforce.	Because these are recommended indicators, we do not report on them.
	Labor	
LA1	Total workforce, including volunteers, by employment type, employment contract, and region.	Oxfam Novib. Our internal organization. Part 2.
NG09	Mechanism for workforce feedback and complaints, and their resolution	Our stakeholders. Employees. Part 2.
LA10	Average hours of training per year per employee by employee category.	Oxfam Novib. Our internal organization. Part 2.
LA12	Percentage of employees receiving regular performance and career development	Our stakeholders. Employees. Part 2.
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Oxfam Novib. Board of Supervision. Part 2.
	Responsibility vs. Communities / Anti Corruption Policies	

PROFILE DISCLOSURES		Section in Annual Report
S01	Impact of operations on communities Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	World Citizens Panel. Program Participants. Part 2.
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	Management and financial staff is trained on average once every two years.
S04	Actions taken in response of incidents of corruption Product responsibilities	OxfamNovib. Fraud prevention and monitoring. Part 2.
PR6	Ethical fundraising and marketing communications. Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. Gifts in Kind Further recommendation In order to report fully on the Charter Principle, Member organizations utilizing Gifts in Kind shall have policies that clearly describe the valuation and auditing methods used, to ensure that the value of assistance is accurately stated.	This is part of the Partos Code of Conduct with which Oxfam Novib complies. Oxfam Novib. Quality Management System. Part 2. No policy exists because this hardly occurs.



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Justice