

Fair Future For All

Oxfam Novib's Corporate Plan

2011 – 2015



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Coynrights Oxfam Novib, June 2011

Photo cover: © Candace Feith
Women farmers harvesting sorghum in northern Mali
Text advice: Wereld in woorden

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Additional background information is available
on many subjects treated in this Corporate Plan.
Please see [background information](#).

Introduction

'A Fair Future For All' is Oxfam Novib's Corporate Plan. It provides an overview of the strategic direction we have set within our organisation, and it will guide our work through the coming five years. It was written to give direction to people in our organisation as they make important choices in our work, enabling them to contribute to our mission as effectively and efficiently as possible. The plan reflects lessons learned from our previous work, and how we have chosen to respond – in collaboration with the global confederation of fifteen Oxfams – to changes in our environment.

Oxfam Novib's ambitious mission of 'a just world, without poverty' remains as relevant as ever given the divides that continue to exist between the poor and the rich, the powerful and the powerless. But realising that mission is getting harder: financially, because governments are dealing with the impact of the biggest global recession since the 1980s; and politically, because the combination of rapidly increasing state debt, unemployment and insecurity in high-income countries is eroding budgets for development aid and the willingness to co-operate internationally. For the sake of those in poorer countries whose rights we seek to uphold and whose opportunities in life we seek to broaden, we must show resilience as an organisation and be agile and innovative in our response.

More urgently than ever before, we face the challenges of helping to build civil society in the countries where we work, supporting global social movements and combating structural injustice. In the quest to change power structures, empowering the poor goes hand in hand with calling the powerful to account, including governments, national and international institutions and businesses. With the world growing ever smaller and crisis piling upon crisis – a rapidly growing population, a changing climate, scarce natural resources, growing struggles over land and water – it is the poorest who pay the highest price. As the poorest are disproportionately female, gender justice – strengthening the position and rights of women – is at the heart of our struggle.

In this Corporate Plan you can read how we will focus thematically and geographically in the coming five years, how we will use lessons we have learned to adapt our organisation, how we will be in the vanguard of new media, decentralise our offices to the field, and pursue our mission within national and international alliances – and how we will finance all of this.

1. Mission, vision and strategy



Farmata Niang is the proud owner of a haberdashery in Dakar, Senegal

Mission

Oxfam Novib has been working on its mission of realising a just world, without poverty, since 1956. Since 1996, we have been doing so as an affiliate of Oxfam, a confederation of fifteen organisations. As an optimistic fighter against injustice, we are driven by solidarity with women, men and children living in poverty and neglected by current international and national power structures.

Vision and strategy

We live in a world where an accident of birth can condemn a child to the injustice of poverty and exclusion. Our work is based on a rights-based approach: we believe that every human being has fundamental, inalienable rights. We organise our programmes around five such rights, which are based on the Universal Declaration of Human Rights:

- the right to resources for a sustainable livelihood;
- the right to basic social services;
- the right to life and security;
- the right to social and political participation;
- the right to an identity.

How can we contribute to realising these rights for as many people as possible? What are the keys to change? Based on our analysis of the world (see chapter 2), we have identified three key 'change perspectives': empowered citizens, accountability and gender justice.

Empowered citizens. We believe that empowered citizens are the driving force behind change, so we place people power at the centre of our work. Above all, we aim to help people help themselves and become resilient, so they can find their own road to sustainable development. For instance, we support people who get organised and fight for a just and fair use of land, water and capital; for employment, fair markets, education or good governance. Helping to build strong civil society organisations and social movements is our most important task.

Accountability. Poverty is about the distribution of power, which means Oxfam Novib's task in combating poverty is predominantly a political one. Sustainable changes benefiting the poorest are possible only when power

structures change. Vested interests in politics, the private sector and other institutions often block the realisation of more equitable societies. We work together with partners to address governments, international organisations and businesses on the impact of their policies and practices on the poor and excluded.

Gender Justice. Strengthening the position and rights of women is essential in all development activities, and it is also something on which we must lead by example in our own organisation. Gender injustice is not only a denial of women's human rights, it is also a major obstacle to fighting poverty and injustice and promoting development more generally. The fact that women constitute the great majority of the very poorest illustrates the magnitude of an inequality that is often deeply rooted in social-cultural attitudes and religious convictions, now reinforced by a resurgent fundamentalism. This injustice is, however, also an opportunity: women can be the most powerful driving force behind positive changes.

Depending on the situation, we work with a combination of one or more of the following intervention strategies:

- **Direct poverty reduction**, increasing people's capacities to provide for their basic needs by themselves;
- **Civil society building**, reinforcing the capacity of plural and democratic organisations – tailored to local conditions – to pursue more just power relations;
- **Lobbying and advocacy**, directed at those in power, such as policy-makers within governments and businesses;
- **Knowledge and innovation management**, systematically collecting, documentation, analysing and ensuring access to knowledge and experience for the benefit of innovation and quality improvement across all areas of the organisation, themes and intervention strategies.

The first three intervention strategies have already guided us in the past, but the fourth is new. As further discussed in chapter 5, knowledge and innovation management is about learning – from our own innovations, and from linking and learning among our partner organisations – and making sure that what we learn is made accessible in a way that gives us practical guidance in our future work.

Co-operation

Co-operation is in Oxfam Novib's blood. We co-operate with a large number of partners on our mission to create a just world, without poverty – we are part of the Oxfam confederation and the IMPACT Alliance, we work closely with Fairfood International and Hivos, we co-operate with businesses in the Netherlands and in poor countries. Above all, we co-operate with our partner organisations in poor countries and at the regional and global levels. Because many of the causes of poverty and inequality need to be tackled at the global level, in the coming years we will make additional investments in broadening the Oxfam confederation and co-operating with others at the global level.

Partner organisations

Partner organisations and social movements in poor countries are crucial to Oxfam Novib's way of working, as are regional and global partners. In our co-operation with partners we apply Oxfam's 'partnership principles'. We co-operate with partners that, as we do, apply a rights-based approach to their commitment against poverty and injustice, but we do not expect partners to share all our views; it is a basic principle that partners must have the space to determine their own identity, direction and priorities. Another basic principle is reciprocity: a relationship must benefit both partners, so our relationship with partners must consist of more than mere funding. We co-operate with partners in all our intervention strategies, exchanging knowledge and information, sharing expertise, broadening each other's networks and conducting joint campaigns.

To increase partner organisations' independence, sustainability and ability to determine their own direction, we invest in building their capacities on matters such as fundraising, financial management, target group participation, accountability towards the target group, lobbying, applying the rights-based approach, and mainstreaming gender and HIV policies. We also encourage

our partners systematically to integrate learning and innovation in their work, and to participate in networks. Oxfam Novib's membership of the Oxfam confederation has allowed partners to grow in lobbying and campaigning and to link up more effectively with global actors. In our approach it is standard practice to involve partner organisations and alliances in lobbying institutions such as the World Bank and IMF. In the coming years we will, for instance, analyse together with partners the global obstacles to developing quality education and use this analysis jointly to lobby international organisations and donors for better policies.

Oxfam Novib

Oxfam Novib has been a part of Oxfam since 1996, the worldwide confederation of fifteen Oxfams. The Oxfams share a strategic plan and collaborate intensively in the fields of humanitarian assistance, lobby and campaigning. Thanks to this union of forces we can exert influence at the regional and global levels. For example, as a result of Oxfam's lobby of the G20 summit in Korea late 2010, the draft of the '*Seoul Consensus for Development*' was adopted. Oxfam Novib is one of the five members of the confederation's Humanitarian Consortium, tasked with developing the Oxfam confederation's humanitarian policy and with monitoring the quality of preparations and implementation. As important is the ability to align and co-ordinate our work in countries and on themes with the other Oxfams. We thus reduce fragmentation and double efforts, reduce costs and raise our effectiveness and impact. With the introduction of the *Single Management Structure* (SMS) this co-ordination will increase in intensity in the coming years. The Single Management Structure (SMS) means that for each country a single Oxfam is responsible for the joint programme in that country. The joint partner portfolio contains about three thousand organisations, together representing a formidable force for change. The Oxfams have their roots in both Western countries and in developing countries, but by far most Oxfams still hail from a rich country. The ambition is to grow into a truly global confederation with representation in influential and emerging economies. Oxfam wants to grow from fifteen Oxfams in 2010 to 20-25 in 2020. This process is already underway. The Mexican organisation Rostros y Voces recently became Oxfam Mexico. Oxfam India officially became an affiliate on March 1, 2011. Japan and Italy will likely follow in 2012. Oxfam Hong Kong is expected to become Oxfam China in due course. Plans for further expansion focus, among others, on Brazil and South Africa.

The IMPACT Alliance

Oxfam Novib is the lead organisation in the IMPACT Alliance, through which we co-operate closely with innovative smaller organisations in the Netherlands with complementary strengths – 1%CLUB, Butterfly Works, HIRDA and SOMO. This alliance is the basis on which the Dutch government granted Oxfam Novib its subsidy for the coming years through the MFS2 Co-financing System.

The selection of partners is based on Oxfam Novib's strategic choices and our striving for innovation and empowerment. With SOMO, we work on making private sector production chains more sustainable to achieve a fairer distribution of resources. With Butterfly Works and the 1%CLUB, we will revamp our methods by applying more new media, internet and mobile telephony in the struggle against poverty (we are calling this 'International Co-operation 2.0'). In co-operating with HIRDA, we strengthen our involvement with education in Somalia, and we will be developing methods to deepen the involvement of migrants and refugees in international development work.

In the coming years the IMPACT Alliance will also work closely with Fairfood International, especially in campaigns urging businesses and consumers to increase their supply and consumption of fairly-traded products.

Co-ordination with Hivos

In the Netherlands Oxfam Novib has made arrangements for institutional co-ordination with Hivos. We have co-ordinated our selection of countries and themes, agreeing not to work in the same countries with the exception of Uganda and Zimbabwe. We will also further develop our online sharing of knowledge with partners, and set up a joint thematic knowledge programme with partners and knowledge institutes on the themes of biodiversity, sustainable agriculture and climate change. Finally, we plan to co-operate on staff training.

Partnerships

Oxfam Novib participates in many national and international partnerships. Sometimes the co-operation is ad hoc: for instance, we closely co-ordinate with other organisations in our work around elections and budget debates in the Netherlands. Sometimes the partnerships are long-standing, such as our participation in the CSR Platform, Wo=Men, United Civilians for Peace (UCP), Stop Aids Now!,

Triple Jump, the European Network on Debt and Development (Eurodad), and CONCORD. Oxfam Novib is also a member of the Dutch branch organisation Partos, and of specialised organisations such as PSO, MicroNed and AgriProFocus.

Private sector

Globalisation and deregulation have increased the significance of the role played by the private sector. How markets function is a crucial factor in creating opportunities (and explaining the lack thereof) for people to realise a sustainable livelihood. Oxfam Novib encourages businesses to practise corporate social responsibility in different ways – by inviting them to co-operate in our projects or to give financial support, by engaging in constructive dialogue with them, and by fostering public debate. We want to encourage businesses to play their role in achieving socially responsible and sustainable economic progress, and to add social value through their strategies and operational management. When necessary, we are willing to address them publicly on their responsibility and mobilise our supporters through public campaigns.

Support base

Oxfam Novib has a large support base in Dutch society. Our name recognition is widespread – two thirds of Dutch people know Oxfam Novib – as is appreciation of our work. Oxfam Novib is supported by about 420,000 'change funders', of whom 240,000 make regular donations; our objective is to raise this to 450,000 by 2015. In addition, we have witnessed unexpectedly strong support for some of our campaigns, such as the Fair Bank Guide and the Green Santa, especially via social media and online communities. The broad response to our campaigns shows that citizens and businesses are increasingly prepared to contribute to a sustainable and fair world. In the coming years we will be testing that willingness further, for instance with our campaign around food justice (see chapter 3).

Oxfam Novib is committed to encouraging and supporting people in the Netherlands to be active in development co-operation, notably by building a network of volunteers – the 'Change Makers'. We aim to inform and inspire these people and groups, and give them opportunities to take action

against obstacles to development, either together with us or independently. We do this through a constant stream of online and offline activities, social media, campaign newsletters, and arranging meetings between Change Makers. We want our network of supporters to respond in large numbers when we ask them to participate in campaigns, such as the food justice campaign.

Platform

Oxfam Novib's ambition is grow into a 'platform organisation', by which we mean an organisation that offers a platform to people from developing countries and rich countries to work together on creating a just world. Our co-operation with the 1%CLUB and Butterfly Works will contribute to opening up worlds that are normally closed to each other. Using new ICT approaches, we invite groups and individuals to join us in thinking of solutions to the problems we encounter in pursuing our mission. By being open and honest about our work, how we work, and what we achieve and do not achieve, we can also be open to input from the outside world – for example, through the 'Have Your Say' platform. We appreciate not only the donation of money, but also the donation of opinions and ideas.

2. Changes around the world



Fashion designers show their clothes in Soweto, South Africa

A world in crisis

In recent decades millions of people have succeeded in escaping poverty. However, one in five people still live in poverty, and one in seven still suffer chronic hunger. Worldwide, 1 billion people live on less than 1 dollar a day, and 2.7 billion people live on less than 2 dollars a day, according to the World Bank in 2008. In both groups, the majority is female. The world is being hit by crisis after crisis – the financial crisis, the food crisis, climate change – and the connections between these crises entail both new risks and new opportunities.

The effects of the *financial crisis* – which plunged the world into economic recession – are still attracting most attention in 2011. This crisis demonstrated the huge extent to which countries' economies are connected: the crisis had its roots in the irresponsible, speculative behaviour of Western financial institutions, but those hit hardest have been in developing countries. As rich countries cut their expenditures drastically, global aid is also falling – according to Oxfam research, the income of developing countries has dropped by 65 billion dollars.

The financial crisis has also painfully revealed the shortcomings of the liberal economic system. There is now a growing consensus that we cannot leave everything to the market, which offers opportunities to advocate for different economic models aimed at more fair, sustainable and green development. For example, calls for better supervision of banks and other financial services providers could lead to more attention to sustainability in the financial sector.

Worldwide, increases in the price of food and other resources are creating a *food crisis*. This has many causes. Population numbers are rising. Productivity is lagging behind, because investments in agriculture have received little priority from governments and donor countries. Competition over land, water, energy and resources is intensifying, with large-scale agribusinesses increasingly displacing small farmers. Pressure on land is exacerbated by the growing demand for biofuels, which is partly a response to the increasing scarcity – and therefore price – of fossil fuels. Climate change is affecting agricultural productivity, and financial speculation is also playing its part in driving up food prices to levels many poor people cannot afford. We have already seen riots provoked by the unaffordability of food.

In the coming years Oxfam Novib will give high priority to the struggle over land and water, through Oxfam's campaign around food justice (see chapter 3).

Reduced agricultural production is only one of the increasingly-evident effects of *climate change*. Sometimes these effects take the form of spectacular natural disasters, such as floods from rising sea levels or rivers that burst their banks; but gradual change can be no less destructive, as with droughts that are aggravating conflicts over access to water. The prosperous West is better placed to protect itself against climate-related catastrophes than poorer countries. Emerging economies, however, with their fast-growing demand for fossil fuels, are now in a strong negotiating position to demand climate change mitigation measures from the West in return for their participation in global agreements to limit greenhouse gas emissions. The number of people affected by natural disasters is projected to grow from 250 million to 375 million in 2015, and in the coming period Oxfam Novib will focus on the climate change impact experienced by small-scale farmers living in poor countries.

The combination of these three crises with persistent or resurgent conflicts means we expect a general increase in humanitarian crises in the years to come. We will therefore give even more attention to our humanitarian assistance capabilities, and focus more on fragile states and the poorest countries as they are the most vulnerable to shocks.

Recent events in the Maghreb and the Arab world have demonstrated that even closed societies can rapidly find themselves experiencing rebellion, revolution and change. The call for democratisation in these countries deserves support, and organisations pursuing reforms need more space.

In the coming years Oxfam Novib will therefore expand its activities in the Maghreb and the Arab world, activities that fall under the programmes on the right to social and political participation and the right to an identity.

The global movement for a more just global system is gathering strength, with Oxfam Novib and its partners playing an important role. The accumulation of crises demonstrates that 'business as usual' will not work any more; the need for fundamental changes in many policy areas is widely acknowledged. The exploitation and protection of global public resources – such as climate, fish stocks, forests, biodiversity, and even the internet – is moving higher up the agenda. In the coming years Oxfam Novib will take advantage of this growing resolve and work with others to address governments, businesses, social movements and citizens on their responsibilities. We will have a strong focus on food security, sustainable land use and creating fairer financial and economic systems.

Geopolitical power

Geopolitical power is shifting, with the emerging 'BRICSAM' nations in particular (Brazil, Russia, India, China and – to a lesser extent – South Africa and Mexico) succeeding more and more in setting the global agenda. Indonesia, Saudi Arabia and Turkey are all also playing a more important role in an increasingly multipolar world, in which US supremacy can no longer be taken for granted. It is therefore more necessary than ever to forge broad coalitions to address urgent global problems.

The expansion of the G8 to the G20 is an expression of this geopolitical shift. While welcoming this expansion, Oxfam Novib also notes that the very poorest nations are still not allowed to sit at the G20 table even though they are hit hardest by the global issues being discussed. The Oxfam confederation is trying to put their needs on the agenda through lobbying in virtually all G20 countries, and trying also to move the governments of the BRICSAM countries to listen to their own people, many of whom are poor. We want to amplify the voice of the poorest people in institutions from the local, national and regional to the global – instead of talking about the marginalised, we need to talk with the marginalised. Inside the Oxfam confederation, we are recognising the shift in global power relations by building and strengthening Oxfams in emerging countries.

Support in the Netherlands

Political power within nations is also shifting across Europe and the world, as a distrust of government and authority figures feeds the rise of parties at either end of the political spectrum. The Netherlands is no exception, with the economic downturn eating away at the international solidarity of many citizens who now demand that the Netherlands put its own problems first.

Development co-operation is increasingly seen in some circles as a 'left-wing hobby'. Ongoing discussions in the development community about the measurability and fragmentation of international aid provide ammunition for its critics, who are skilled at tapping into the gut feeling of many people that aid is not working and only disappears into the pockets of corrupt government leaders. This is problematic for Oxfam Novib because, as a figurehead of international aid in the Netherlands, we find ourselves facing criticism whenever something goes wrong – even with aid provided by the Dutch government or the EU that had no connection with us. In the coming years Oxfam Novib will therefore go on the offensive with a corporate campaign to make the case for why international co-operation is important and to explain our role in it.

It is not all negativity, though. Despite the more inward-looking political climate and sharp criticism for development co-operation, the number of people supporting Oxfam Novib as donors or campaigners in The Netherlands is rising. Growing numbers of citizens and businesses are prepared to do their bit to support fairer and more ecologically sustainable socio-economic development. For instance, more and more people are buying fairly-traded and sustainable products, and more banks and businesses are committing to raising the levels of sustainability in their operations. Oxfam Novib will tap into this willingness by actively engaging citizens and businesses in its campaigns. We are learning that one effective way of undermining cynicism about the value of international aid is by enabling Dutch citizens to have more direct links with people in developing countries – for instance, our co-operation with the 1%CLUB links investors with small-scale businesses in developing countries.

Wherever possible, Oxfam Novib will seek co-operation with the Dutch government in the area of international co-operation. This is important because, while the Netherlands has traditionally been seen as an internationally-oriented country, the growing focus on Dutch interests and problems at home is diminishing its international standing and influence – for example, The Netherlands has lost its observer seat at the G20. The growing anti-Islam mood in the Netherlands is also threatening to undermine the ability of Dutch organisations to access the Islamic world.

Changed thinking about development

In the Netherlands, as in other donor countries, there is a new trend to focus overseas aid on areas where the donor's own national interests are best served. The report of the Scientific Council for Government Policy on international co-operation, published in early 2010, argued for more focus on Dutch competences and interests. Solidarity as a motive for development co-operation is shifting into the background for the Dutch government, as for many others. The big risk is that in the choices the government makes, Dutch interests are going to overshadow those of the people in developing countries.

Another shift in the thinking on international aid is a growing sense that more support should be given to the so-called 'productive' sector rather than the 'social' sector (e.g. education, healthcare, and structures to promote social participation). But this does not stand up to scrutiny, as strong social services are basic conditions for productivity. An uneducated, ill population can hardly be productive.

On the positive side, there are also positive new developments in thinking, in particular a growing recognition that tackling poverty and inequality requires change in global power structures and the functioning of global markets. While we view aid as an important catalyst of social-economic change, Oxfam Novib agrees that aid alone is not enough to promote development – it is also necessary to clear global obstacles to change. International co-operation demands a constant switching between the local and the global, a basic principle in all of Oxfam Novib's programmes (see chapter 3).

We also welcome the growing awareness that 'one-size-fits-all' blueprints for social change do not work – local context and conditions are vital in determining how regional and global power relations play out. Likewise, we see opportunities in the growing attention for agricultural development, which for years has been mostly ignored by donor countries.

Social change is exceedingly complicated. It happens in fits and starts. New actors appear, unexpected side-effects arise, some obstacles prove to be bigger than first anticipated while others just evaporate. Everything is related to everything else. We need to recognise our limitations and be targeted in what we set out to achieve, using our limited resources creatively and efficiently and avoiding the danger of fragmentation. Oxfam Novib has therefore opted to focus in its 5 programmes on a limited number of themes, and on fewer countries – 27, in the coming years.

Global movement

Around the world we see growing grassroots movements of diverse groups of people – youths, consumers, producers – getting together to pursue a common cause: greater justice, both locally and globally. Oxfam Novib not only welcomes and supports this trend, as part of the Oxfam confederation we are in its vanguard. Structural changes almost always have a complex international component: anyone who exclusively thinks nationally, or in terms of a simple division between the global North and South, will find that they are becoming more and more irrelevant.

This internationalisation of social networks and movements is an organic process, which Oxfam Novib seeks to support and encourage by co-operating with others ourselves and by encouraging co-operation among third parties. As an affiliate of Oxfam we are ourselves part of a close global network which is becoming more diverse with the participation of a growing number of Oxfams from poor and emerging countries, as noted in chapter 1.

Organisations from poor and especially emerging countries have an increasingly important role in this process of internationalisation. At a global level, the traditional division of roles between donor and recipient has become much less relevant.

Divisions between themes are also fading, as development organisations, consumers' organisations and environmental groups realise that their work largely overlaps. Together, this adds up to a growing global movement for change.

New media

The internet is the first medium in human history that functions as a network rather than merely a means of one-to-many mass communication. In social networks such as Hyves, Facebook, LinkedIn and Twitter, everybody can be touch with each other. By facilitating both large-scale co-operation and individual contacts, the internet is rapidly changing campaigning. People in developing countries are more able to make themselves visible and to take initiatives on their own. The emphasis is shifting from trust in experts to trust in numbers, collective intelligence and crowd sourcing.

Although there is still a digital divide between rich countries and many poor countries, especially in Africa, ICT is spreading even in the poorest countries at lightning speed. Mobile networks are penetrating further and further, facilitating social activism as citizen journalists can spread news from remote regions and bring the voices of the marginalised to a global audience.

Oxfam Novib is therefore prioritising access to information as a theme for the coming years. We will deploy new media to empower excluded groups and promote social activism, enabling the people who are affected by the decisions of governments, private sector companies, donors and other institutions to address them directly about their policies, practices and decisions.

In short, humankind now has the knowledge and technology to end the injustice of poverty, if only we can generate the political will. Oxfam Novib is committed to making this happen.

3. Oxfam Novib's programmes



A family in Mundri, South Sudan, gets information on hygiene from a fieldworker of MRDA

As noted in chapter 1, Oxfam Novib's work is organised into five programmes based on five fundamental rights. Based on the previous chapter's analysis of world trends, we have selected six themes within those five programmes to prioritise in the coming years. These themes are: 1) the struggle for land, water and food; 2) fair markets and financial systems; 3) access to quality education; 4) conflict transformation; 5) access to information; and 6) women's say over their bodies. Which theme is emphasised in each country depends on the local situation and the joint Oxfam strategy.

Alongside our five programmes, Oxfam Novib also focuses on humanitarian assistance to meet people's immediate needs in an emergency. Where possible we try always to link our relief aid with programmes targeting long-term development.

In our programmes we not only work in poor and fragile countries, but also in the Netherlands and at the regional and global levels to address obstacles for realising basic rights. For instance, we lobby and advocate for international financial and economic agreements to take into account the interests of developing countries, for businesses to demonstrate corporate social responsibility, for citizens to choose sustainable consumption options, and for aid to be sufficient and of high quality.

Our programmes are a coherent composite of strategies and activities made up of direct poverty reduction, civil society building, lobbying and advocacy, and knowledge and innovation management. We have set specific targets and measurable outcome indicators, as described in chapter 4. For each country or cluster of countries, we have elaborated our strategic goals in specific country strategies.

Programmatic working means, to us, being results-oriented on the basis of clear analyses and goals, combining intervention strategies, co-ordinating and linking interventions at the local, national and global levels, bringing together different stakeholders, and entering into strategic alliances. Attention to empowerment, accountability and gender justice is an integral part of all programmes, along with HIV/AIDS and the rights-based approach.

The five programmes are explained further below, followed by a description of Oxfam Novib's work on humanitarian assistance, brief analyses of the countries where we work, and an explanation of our global strategy (also called our 'global actor' strategy), which includes our work in the Netherlands, on the private sector and at the regional and global levels. You can find a financial overview in chapter 6.

Programme: right to the resources for a sustainable livelihood

Over twenty percent of the world's population has insufficient access to food and/or income for building a livelihood in dignity. Even in countries that have seen considerable economic growth in the past decade, a considerable segment of the population remains deprived of opportunities. Poor people's opportunities for self-development are restricted by global and local economic and political power structures and the string of global crises leading to increased competition over land, water, food, energy and natural resources is increasing (see chapter 2).

Until very recently, investments in agriculture have been getting little priority from governments and donor countries. The majority of poor people – most of them women – live in rural areas, where there are also more opportunities for helping people out of poverty. Based on evaluations of our work and consultations with local partners, Oxfam Novib has therefore decided to give priority to rural development in this programme. Our work has two connected priority themes: the struggle for land, water and food, and fair markets and financial systems.

The first priority theme is the *struggle for land, water and food*. In response to increasing competition for land and water to grow food, animal feed and biofuels, Oxfam Novib has set a goal of strengthening the position of small producers including crop and cattle farmers and fisherfolk. We urge governments, donors and the private sector to invest more in small-scale and family enterprises. We oppose damaging developments in agriculture such as land grabbing, and together with businesses and governments we work on making production chains more sustainable.

An important part of this theme will be the joint Oxfam campaign on food justice, GROW, the biggest cross-Oxfam campaign. We want to realise three major changes through this campaign: first, governments give top priority to fighting hunger and reducing vulnerability; second, public investments in agriculture shift from unsustainable industrial agriculture in rich countries to small-scale food production in developing countries; and finally, national governments invest in an environmentally-sustainable future, starting with a fair and ambitious climate treaty.

For the coming five years, Oxfam Novib's first objective under this theme is for three million small producers to earn a better income. We will pursue this objective by supporting local organisations to help small producers improve their production methods and make them more sustainable, and to inform them about and help them claim their rights on using land and water. A second objective is for our partners to help crop and cattle farmers and fisherfolk in adapting their production methods to the impact of climate change and make them more resilient to climate shocks. Because clear legislation is often lacking, we will support organisations in poor countries to lobby their governments to draw up good adaptation plans focussed on the most vulnerable groups in rural areas. We will also invest in lobbying at the global level – for instance through the International Land Coalition around land grabbing. Together with partners we will ensure that governments, investors, businesses and consumers are aware of the footprint of producers on land and water, and its impact on small producers.

The core of our work in the private sector is the promotion of corporate social responsibility in several production chains: palm oil, cocoa, coffee, tea and aquaculture. Here, too, gender issues will receive special attention. Our co-operation with the private sector includes 'roundtables' such as the Roundtable on Sustainable Palm Oil, the Roundtable on a Sustainable Cocoa Economy, the Code of Conduct of the Coffee Community (4C) and the programmes for tea, cocoa and aquaculture of the Sustainable Trade Initiative (IDH in Dutch). These roundtables comprise businesses, governments and partner organisations; for example, our Indonesian partner Sawit Watch sits on the board of the roundtable on palm oil. Through our work in roundtables and other sustainability initiatives, we want to influence businesses and prompt governments to draw up standards for corporate social responsibility.

We involve citizens in our work. In our food justice campaign, we encourage people to consume sustainably, and to join us in reminding businesses and governments of their responsibilities.

Finally, an important goal is to make the knowledge and experience gained by partner organisations regarding the entire food system widely available to others. At the end of the coming five-year period we will, for instance, have documented over fifty cases related to the struggle for water, land and food.

The second priority theme under this programme is fair markets and financial systems. Currently, global markets and the international financial system are structured in such a manner as to block rather than stimulate development and self-reliance in developing countries. Our objective for this theme is two-pronged. We want small producers in developing countries to get more access to financial services and markets, and to make them gender-sensitive. On the latter aim we are working through the WEMAN project (Women's Empowerment Mainstreaming and Networking for Gender Justice in Economic Development) and the Gender Mainstreaming and Leadership Trajectory.

In the coming five years we aim to enable half a million people (70% of them women) from vulnerable rural groups to make use of financial services offered by our partners. In addition we expect 5.7 million people to receive a loan via the ASN-Novib Fund and the Oxfam Novib Fund. In order to promote sustainability, we will help 35 microfinance partners to become financially independent. Alongside our collaboration on microfinance with the ASN Bank, we work with the Rabobank on expanding rural banks, and with Achmea on micro-insurance. We intend to expand these initiatives in the coming years.

The financial crisis and subsequent recession have exposed the vulnerability of developing countries to fluctuations in the global economy. The need for reforms is widely recognised, and this offers opportunities to develop policies that better serve the interests of developing countries. Within the Oxfam confederation and with our partner organisations, Oxfam Novib is committed to encouraging governments and international actors such as the World Bank, IMF, EU and the G20 to adopt pro-poor financial-economic policies. We are working on tax justice, to prevent tax evasion by multinationals. And as part of the Oxfam confederation we also lobby for the introduction of a surcharge on financial

transactions – such a surcharge would not only deliver resources for financing development, but also help to prevent the financial instability and speculative activities that drive up the prices of basic commodities such as food.

To ensure that people become less vulnerable to external shocks, we and our partners will set up social protection mechanisms and advocate for mechanisms that should make countries less vulnerable. We are working on building our partners' capacity in the field of budget monitoring, so they can see how governments get their money (e.g. trade tariffs, aid and remittances, local taxes, mining) and question their governments on the transparency of their budgets and spending.

Finally, we will work hard to make the financial sector more sustainable. We will build on the success of our Fair Bank Guide campaign, through which we have moved banks to become more sustainable and socially responsible and encouraged citizens to do their banking sustainably. We want internationalise the Fair Bank Guide, and the first successful launch has already taken place in Brazil in 2011.

This programme is implemented in the countries of Afghanistan, Angola, Bangladesh, Burma (Myanmar), Burundi, Cambodia, DR Congo, Egypt, Laos, Mali, Mozambique, Niger, Nigeria, Pakistan, the Occupied Palestinian Territories, Rwanda, Senegal, Somalia, Sudan, Uganda, Vietnam and Zimbabwe.

The global strategy related to this programme is aimed at better regulations for investments in land and other natural resources, at increasing investments in small-scale rural producers, and at improving international measures for keeping food price rises in check. Important target groups are global organisations such as the FAO, World Bank and WTO, regional institutions such as the EU, African Union, ECOWAS and ASEAN, the private sector and emerging economies.

Programme: right to basic social services

The primary responsibility for guaranteeing basic social services lies with the government. The economic crisis has, however, resulted in falling government incomes in

developing countries, meaning governments have less money to invest in healthcare and education. Global aid is also falling, and in the Netherlands as in other countries we are witnessing the government giving less priority to education and healthcare in favour of supposedly more 'productive' economic sectors – ignoring the fact that access to healthcare and education are preconditions for economic development and self-reliance.

Young people need knowledge to be able to remain healthy and escape poverty. Quality education, quality sexual education and quality services for reproductive health and fighting HIV are therefore indispensable. In the last decade considerable advances have been made in increasing the number of children getting basic education and expanding access to HIV medicines. These are two clear examples of quality aid at work. But still over 70 million children, girls in particular, are not going to school. Under this programme, in the coming years Oxfam Novib will focus on two themes: access to quality education and access to sexual and reproductive health rights.

Access to quality education. Quality education is gender-sensitive, takes into account HIV/AIDS prevention, and can only happen at schools that are safe, especially for girls. Our objective is to have more girls and boys receive quality education. We will achieve this in part by supporting our partners to ensure that, between now and 2015, about 700,000 more children (70% girls) will be going to primary school and 25,000 more children (80% girls) will be going to secondary school. In particular, we support partners that provide education services in fragile states. We will also help partners to improve the quality of education and thereby become role models for the government, showing for example how to reach marginalised groups effectively. Alongside supporting partners to develop new education models in which sexual education, HIV/AIDS and gender relations have a place, we encourage partners to involve their target groups – teachers, parents and students – in their work. We also support organisations that encourage the authorities to invest more in quality education, and that monitor budgets to see if money allocated to education is spent well.

In addition, as part of the Oxfam confederation we work with partners to identify and address global obstacles to developing quality education, such as detrimental policy conditions imposed by the World Bank or IMF. We support partners such as the Global Campaign for Education (GCE)

and GCE Netherlands to urge the Netherlands and other donors, such as the World Bank, to keep investing in aid for quality education. Finally, we will promote knowledge exchanges between partners and encourage knowledge development, for instance by setting up four knowledge processes with partners and knowledge institutes such as the IS Academy. By 2015 we want to have 25 cases that can be used to demonstrate that the effectiveness of education interventions has increased.

The private sector can be an interesting partner for promoting access to education. The Swedish company SCA, which produces Libresse and Edet among others, runs a campaign linking these products with Oxfam Novib's work in South Sudan and Niger. SCA uses part of the proceeds to finance education projects in these countries. This co-operation brings mutual benefits: we help SCA with our knowledge, experience and contacts in developing countries, and SCA helps us with its marketing expertise and financial resources.

We also co-operate with Philips, a co-operation which in 2010 raised money for our partners to install solar and LED lighting for hundreds of families and schools in Uganda.

Access to sexual and reproductive health rights (SRHR). Our objective here is to give more women, girls and boys access to information on sexual and reproductive health by 2015, making them better able to protect themselves against HIV/AIDS and sexually transmitted diseases, sexual violence, unwanted pregnancies and maternal deaths. To this end we support 22 partners providing SRHR services, in particular to women. The special project UAFC (Universal Access to Female Condoms) will continue its work in promoting female condom usage among women. We will support organisations that support people living with HIV in fighting for their rights. We lobby together with partners in poor countries and at the global level for more attention to SRHR. We encourage knowledge exchanges, and in the coming five years we aim to have the participation of 115 partners from all programmes in learning processes on HIV prevention and SRHR, on developing workplace policies on HIV/AIDS and on mainstreaming HIV issues in their programmes. In concrete terms, we aim to make 700,000 people better able by 2015 to exercise their sexual and reproductive rights.

This programme is implemented in the countries of Afghanistan, Angola, Bangladesh, Burma (Myanmar),

DR Congo, Yemen, Mali, Mozambique, Niger, Nigeria, Pakistan, the Occupied Palestinian Territories, Senegal, Somalia, Sudan and Uganda.

The global strategy related to this programme is aimed at increasing and improving the effectiveness of spending by international funds on education and sexual reproductive health rights. We will co-operate with international alliances and networks including the Global Campaign for Education, Tax Justice Network and International Budget Network in approaching other donors from G20 countries and international financial institutions.

Programme: right to life and security

In many countries conflicts are the main barrier to development, and the number of conflicts in the world is expected to increase. On top of this, the impact of climate change means that people in developing countries will be hit more often by natural disasters. This is why Oxfam Novib has chosen to focus its work more on fragile states. With our programme on the right to life and security, Oxfam Novib focuses firstly on the priority theme of conflict transformation: we want to prevent conflicts, mitigate their impact on people's lives by protecting civilians, and help to solve them – in particular by ensuring that women have a role to play in peace processes. Secondly, we want to contribute to people in developing countries being better prepared for crises and disasters. In addition, Oxfam Novib is investing in humanitarian assistance, as outlined later in this chapter.

Conflict transformation. Oxfam Novib wants local communities, and women in particular, to have a bigger role and take greater leadership in conflict transformation. We support and strengthen partners in *conflict prevention* by setting up mediation structures, developing early warning systems, or promoting the fair and transparent management of income from oil and other extractives. To promote the *protection of civilians* in conflict situations, we support for example partners helping to create conflict-free zones to ensure civilians' access to relief aid. We ensure that civilians can share their interests and needs with each other and the outside world, for instance through the digital platform Channel 16. Through supporting partners in lobbying

activities, we hope that the governments in at least six countries will become meaningfully committed to protecting civilians and promoting the role of women.

We will also work with partners to use international networks, social and regional media to bring the importance of protecting civilians to the attention of the international community. For example, our partner organisation International Action Network on Small Arms, a network of over 800 civil society organisations working in 120 countries, has successfully done this through its global Control Arms campaign. Difficulties in access to fragile states makes good co-operation between local and global organisations yet more important, not least to ensure that affected people can have their say and bring instances of abuse to international attention.

In the coming years Oxfam Novib will contribute to *conflict resolution* by supporting programmes aimed at e.g. reconciliation, training and use of mediators, or setting up of peace councils. We encourage partners to involve women in their work explicitly; encouraged by the lobbying of our partners, the authorities in six countries have now involved women in peace processes, implementing UN resolution 1325. As part of the Oxfam confederation we also want to encourage the international community to ensure that women play a role in peace processes.

Another important subject in our global lobbying is opposition to the militarisation of aid and the abuse of aid for political ends. By supporting and training partners, we ensure that civilians living in conflict zones have a strong voice in this debate. Finally, we will ensure that the knowledge and experience gained by partners in conflict resolution is shared with local, regional and international knowledge institutes. We will document at least twelve cases demonstrating that the co-operation with knowledge institutes has led to our partner organisations having stronger capacities.

Our second objective under this programme is to enhance the *local resilience* of people. We invest in Community Based Disaster Risk Reduction to enable communities to reduce and mitigate risks, and where possible prevent disasters, for instance by developing early warning systems. As a result of our support to partners, 800,000 fewer people will be vulnerable to disasters by 2015. We contribute to partner organisations integrating Community Based

Disaster Risk Reduction in their programmes, and build their capacity to improve the quality of their disaster contingency plans: at least 50 partners in twelve countries will comply with international quality standards by 2015. Our partners' lobbying activities are intended to result in the authorities of at least four countries investing in social protection, making ten million people less vulnerable to disasters. Our partners will also exert pressure on governments to address the causes of disasters.

This programme is implemented in the countries of Afghanistan, Bangladesh, Burma (Myanmar), Burundi, Cambodia, DR Congo, Mozambique, Niger, Nigeria, Pakistan, the Occupied Palestinian Territories, Somalia, Sudan, Uganda and Zimbabwe.

The global strategy related to this programme is aimed at better regulation of the global arms trade and at strengthening organisations focussing on women in conflict zones. This strategy is directed at UN institutions such as the Security Council and ATT process, and regional organisations such as the African Union and the EU.

Programme: right to social and political participation

It is central to our work that we help vulnerable people in developing countries to have more of a say in local, national, regional and global forums and to address governments, international institutions and businesses on their responsibilities. As developments in early 2011 in Tunisia and Egypt illustrate, it is citizens – and especially young citizens – who are the force behind social change, with new media and mobile telephony having become important tools in their struggle. But the challenge is huge, and demands a matching level of commitment. As noted in chapter 1, in many countries we are witnessing reductions in the political space for active citizens and their organisations. Both political rights and civil rights are under increasing pressure. Citizens often have limited access to information and are therefore not even able to form opinions on social and political decisions that affect them, let alone rise up to oppose those decisions.

Access to information is the priority theme in this programme. Without access to information citizens can hardly call their leaders to account and a democracy cannot function well. Citizens need information – and the freedom to share it – to be able to demand accountability from their governments, international institutions and business, to fight corruption, and to claim their rights.

To improve access to information, we first of all support local initiatives. We reach about six million people through partners that inform people about their rights, using tools including social media. In concrete terms, our goal is for over 750,000 people (women in particular) to be able to use ICT and new media to take part in decision-making due to this programme by 2015. Together with Butterfly Works, we support training in thirteen countries to promote citizens' journalism, such as blogging or mobile reporting. We urge local, national and international media to pay attention to social issues, and we continue working with human rights organisations on the protection of journalists and the promotion of press freedom. We also aim to strengthen the role of women in the media, and improve coverage of specific women's programmes. And we support civil society organisations to pressure governments, businesses and international institutions to make relevant information accessible.

Realising political and civil rights and strengthening the say of citizens is not only a goal in its own right, but also a tool for reaching the goals in other programmes. As a result, this is also an integral component of the other programmes.

This programme is implemented in the countries of Afghanistan, Angola, Burma (Myanmar), Burundi, Cambodia, DR Congo, Egypt, Yemen, Laos, Maghreb (Tunisia, Algeria and Libya), Mali, Morocco, Mozambique, Niger, Nigeria, Pakistan, the Occupied Palestinian Territories, Rwanda, Senegal, Somalia, Sudan, Uganda, Vietnam and Zimbabwe.

The global strategy related to this programme is aimed at achieving greater transparency of regional and global institutions such as the African union, ECOWAS, European Union, ASEAN, UN, and also of businesses and governmental institutions in emerging economies. Where necessary these actors will be called to account when involved in corruption, human rights violations and power abuse. To this end there is co-operation with international organisations and networks and with the virtual civil society

of cyber activists, which in particular contributes to access to information and helps to claim space for civil society (e.g. Bank Information Centre, IFEX, AMARC [French acronym of the World Association of Community Radio Broadcasters] and Civicus).

Programme: right to an identity

In recent years there has been significant progress in the recognition of women's rights, including sexual and reproductive rights. The wider women's movement has become stronger and more professional, gaining greater legitimacy in many countries and contributing to improvement in the lives of women across the world. Nonetheless, countless women are still victims of violence, including sexual violence, and many women have no say over their own sexuality and reproductive rights. This is a consequence of, among other things, social and political factors and a dominant patriarchal culture. Progress made by the women's movement is also under pressure from rising Islamic fundamentalism.

Women's say over their bodies is the central theme in this programme. Our goal is to counter violence against women and increase respect for their sexual and reproductive rights. Our basic principle is to work on the basis of increasing women's own power: we want women to direct all aspects of their lives, to be able to address violations of their rights and to have a leading role in all sectors of society. By supporting partners' programmes, Oxfam Novib wants to enable girls and women to exercise their right to physical integrity, and to ensure that violence against women is no longer considered normal. We will also continue the successful WE CAN End all Violence against Women campaign, which in the coming years is intended to lead to 120,000 more men and women rejecting violence against women in their own communities.

We will conduct innovative and creative campaigns that contribute to a greater awareness among women and to the demolition of destructive patriarchal norms and power relations. We will help hundreds of partners to mainstream gender equality in their programmes. We will also conduct advocacy: our partners' lobbying is expected to lead to at least fifteen countries improving legislation on women's

rights, and thirteen countries adopting laws enabling women to play a role in society or politics. Exchange of experiences is intended to increase the capacity of 25 partner organisations to lobby for women's right to physical integrity. At the global level, we will join others to lobby for UN Women to evolve into a strong and effective agency. We also want to use social media to bring citizens in the Netherlands and in developing countries together to take action in support of women's rights.

This programme is implemented in the countries of Afghanistan, Angola, Bangladesh, Burma (Myanmar), Cambodia, DR Congo, Egypt, Yemen, Laos, Maghreb (Tunisia, Algeria and Libya), Mali, Morocco, Mozambique, Niger, Nigeria, Pakistan, the Occupied Palestinian Territories, Somalia, Sudan, Vietnam and Zimbabwe.

The global strategy related to this programme is aimed at the implementation of international and regional conventions and agreements such as CEDAW (the Convention on the Elimination of all forms of Discrimination Against Women), the African Charter on the Rights of Women, and ASEAN's Women's Caucus. We will also work on ensuring that UN Women operationalises as a strong organisation.

Humanitarian assistance

Besides sustainable development, Oxfam Novib also focuses on humanitarian assistance. Wars, earthquakes, floods, droughts and other natural disasters hit people directly and with deadly violence. Emergencies are expected to increase in the future: climate change means that people in developing countries will face natural disasters more often, while the fast growth in young population segments, in combination with rising income inequality and scarcity, may lead to increased tensions and conflict. All this means that Oxfam Novib will focus more than before on humanitarian assistance, and in particular on food, income, drinking water and sanitation in emergency situations. These choices also link up with the work and expertise of other Oxfams.

We link our humanitarian work with our commitment to sustainable changes, for instance to enhance people's resilience or urge governments to tackle the causes of disasters.

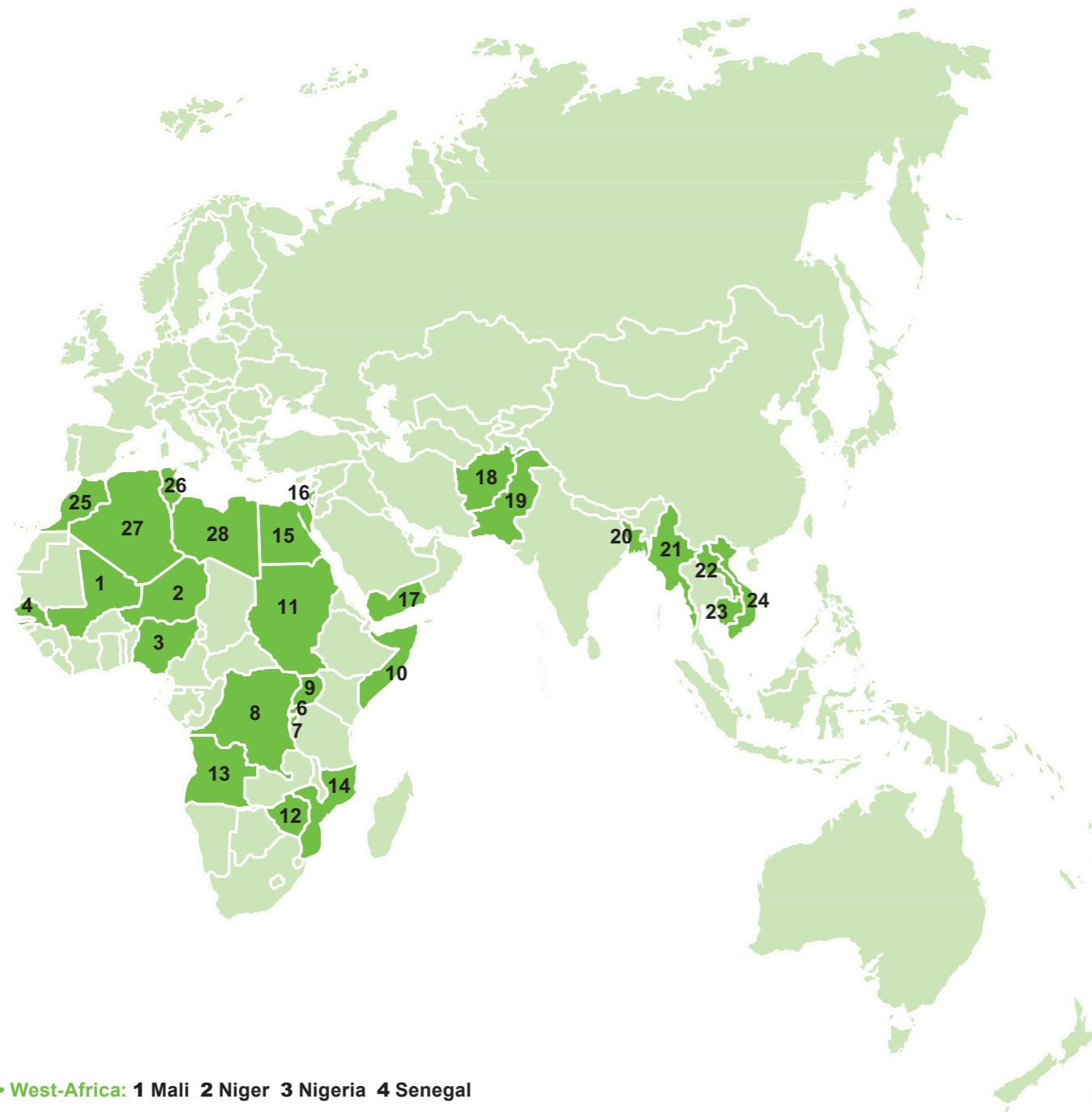
Humanitarian assistance is complex. Merely making available food, building materials and other goods could have counterproductive effects such as destroying local production capacity. A sudden, massive presence of aid workers can upset vulnerable local relationships and power structures, while the local economy can also be destabilised by a sudden influx of large numbers of people and organisations for whom money is not a problem. To avoid such problems we work with local partners – including women's organisations, if possible, to ensure a gender perspective – and ensure that they have the capacities and preparedness to offer help after a disaster. Local partners know the local communities, and can communicate quickly with target groups. More remote communities can also be reached more effectively by local organisations than by aid workers from abroad.

The co-ordination of emergency aid is of great importance. Within the Oxfam confederation, relief aid is organised tightly and co-ordinated by Oxfam's humanitarian consortium. When aid is delivered after a disaster, the Oxfam confederation itself participates actively in the UN's co-ordination clusters. And in the case of big disasters the Dutch aid agencies, including Oxfam Novib, launch a national appeal under the flag of the Co-operating Aid Agencies (Dutch acronym: SHO); we raise funds together and account to the Dutch public in joint reports.

In 27 countries

In the years to come Oxfam Novib will be working in 27 countries. That is considerably fewer than in the 2007-2010 period. Four reasons explain this substantial reduction. First, by focussing on fewer countries we can become more expert in their local contexts, co-ordinate more closely with others and thus become more efficient and effective. Second, in the framework of the Single Management Structure (SMS) Oxfam affiliates have agreed to work with a maximum of four Oxfams in a single country (see chapter 5); on top of this, we have agreed with Hivos no longer to work in the same countries, with two exceptions. Third, we have withdrawn from Latin America. Finally, a substantial additional cutback in the Dutch government's contribution to our budget, announced in late 2010, has forced us to scrap work in several countries.

The following countries and regions were selected as the ones in which we will work:



- **West-Africa:** 1 Mali 2 Niger 3 Nigeria 4 Senegal
- **Central-Africa:** 6 Rwanda 7 Burundi 8 DRC 9 Uganda
- **Horn of Africa:** 10 Somalia 11 Sudan
- **Southern Africa:** 12 Zimbabwe 13 Angola 14 Mozambique
- **Middle East:** 15 Egypt 16 the Occupied Palestinian Territories 17 Yemen
- **South Asia:** 18 Afghanistan 19 Pakistan 20 Bangladesh
- **Southeast Asia:** 21 Burma (Myanmar) 22 Laos 23 Cambodia 24 Vietnam
- **Maghreb:** 25 Morocco 26 Tunisia 27 Algeria 28 Libya

In selecting these countries we were primarily guided by our decision to focus relatively more on fragile states – countries vulnerable to crises and disasters, and where the rights and freedoms of citizens are most under pressure. We have taken into account the presence of other Oxfams and other Dutch organisations, and included several other criteria in our deliberations: the poverty situation and the opportunities to engender change and give citizens a say; continuity, to build on existing work; linking with our work in lobbying and campaigning; and opportunities for fundraising. Finally, we have selected countries which form a cluster, for instance because they share a problem (such as Pakistan, Afghanistan and Bangladesh, three fragile South Asian states which are vulnerable to humanitarian disasters) or they have regional economic ties (such as the countries in West Africa). By selecting these kinds of clusters, we will be better able to make connections between the national, regional and global levels.

An overview of planned spending per country is provided in chapter 6.

Global strategy

Linking local, national, regional and global levels is characteristic of Oxfam Novib's work, and our global strategy is an integrated component of all our five programmes. Our global strategy is important because building economically and ecologically sustainable societies does not depend only on national situations. For example, agreements on trade or access to markets that are made at the regional or global levels have consequences for the opportunities of male and female farmers in poor countries. As global power structures can block sustainable development in poor countries, system changes are necessary at the global level, as well as in rich countries such as the Netherlands. Governments, international organisations, citizens and businesses should consider the consequences of their policies and practices for sustainable development worldwide; our global strategy describes what we do to nudge the powerful, businesses and citizens in the right direction.

Our membership of the Oxfam confederation enables us to influence global power structures. Sister Oxfams and local Oxfam offices are located in influential countries, including all of the G8 countries and 17 of the G20 countries. In the coming years we will strengthen our joint lobbying capacities

in G20 countries, and the Oxfams' power will be united in a joint lobbying strategy directed at the G20. We will build Oxfams in more BRICSAM countries and strengthen the capacities of the offices in G8 countries such as Japan and Italy. Furthermore, we have joint lobbying and campaigning plans with Oxfam offices in strategic locations such as New York (UN), Washington (IMF and World Bank), Brussels (EU) and Geneva (WTO). These offices advocate for shared policy changes, mobilise public support, and enable individual Oxfams to refine their strategies by providing updates on the latest developments in the capital cities of rich and powerful countries. Combined with our co-operation with Southern and global partners, they have turned Oxfam into one of the most successful initiators of global policy changes in recent years, as illustrated by e.g. the G8's important aid promises in 2005, the creation of a *Green Climate Fund* in Cancún in December 2010, and the adoption of the draft *Seoul Consensus for Development* at the G20 summit in 2010.

At the global level, we focus within the Oxfam confederation on influencing international organisations and partnerships such as the G20, World Bank and IMF, FAO, UN and G77. At the regional level, our focus is on partnerships such as the Arab League, Islamic Conference, Union of African States, ASEAN, ECOWAS and the EU. A component of our global strategy is also to strengthen lobbying and campaigning capacities in emerging countries; Oxfam Novib focuses on Brazil, Russia, Saudi Arabia and Turkey, where we support partner organisations to set up their own campaigns and lobby, or to make contacts with the private sector and set up their own fundraising. As noted in chapter 1, in some cases it is also useful to help local Oxfams in emerging countries to get off the ground.

Another component of our global strategy is to support regional and global organisations and networks. Oxfam Novib selects partners that can make connections between regional and global organisations and local organisations, and promote co-operation between them. Examples of global and regional organisations we support are Third World Network, Via Campesina, Eurostep, the Global Campaign for Education, Human Rights Watch and Crisis Action.

Businesses. As indicated in chapter 1, we also focus on the private sector, in particular with the priority themes 'the struggle for land and water' and 'fair markets and financial systems' under our programme on the right to resources for

3. Oxfam Novib's programmes

a sustainable livelihood. We encourage businesses such as those in the Dutch food industry to make their production chains sustainable. We also try to persuade banks to become sustainable because, as investors, they are often active at the start of the production chain: when banks embrace sustainable investing – which means, for example, no longer investing in businesses that use child labour or produce weapons – it makes a huge difference. Meanwhile our co-operation with businesses such as Philips and SCA, under our programme on the right to basic social services, improves opportunities for girls, education and hygiene.

Netherlands. Naturally, the Netherlands occupies a special place in Oxfam Novib's work as our roots are there. The Dutch government's policies in areas such as agriculture, climate, energy, trade, development co-operation, taxation and international financial and economic relations all influence the lives of people in developing countries, as does the behaviour of Dutch citizens and businesses.

As described in chapter 2, we are witnessing two opposing developments in the Netherlands. On the one hand, more and more citizens and businesses are showing willingness to contribute to building a fair and sustainable world.

On the other hand, more and more citizens believe that the Netherlands must prioritise solving its own national problems, creating a frosty political climate for international aid in general and leading to considerable criticism of development organisations such as Oxfam Novib – even over matters which Oxfam Novib has no control over, such as Dutch bilateral aid.

Our response to these developments has four parts. First, we will invest more in offering people the opportunity to contribute to sustainable development, such as through the GROW campaign and building on our successes with the Green Santa campaign and the Fair Bank Guide. Second, we will broaden our support base by expanding the Change Makers Network and using new media to give supporters the opportunity to help shape our policies and practices, to become co-owner of our results. The collaboration with alliance partners HIRDA, 1%CLUB, Butterfly Works and SOMO contributes to that broader support base.

Our third response is a multi-year media and campaign strategy that goes on the offensive in replying to opponents, seeking to convince them of the need for international co-operation and a strong Dutch role therein. As part of this strategy we will communicate crisply, clearly and accessibly about our own role, results and value added, and communicate the image that Oxfam Novib is an optimistic fighter for justice. This corporate campaign will offer an umbrella for many specific actions and campaigns. Fourthly, we will continue our commitment to improving Dutch efforts in the field of international co-operation by challenging the Dutch government to remain an ambitious international player and not to diminish further the influence of the Netherlands on the global stage.

4. Our methods



Palm oil plantation labourers in Indonesia

Foto: © Kemal Jufr

How do we work? What values does Oxfam Novib consider important in our methodology? First of all, co-operation is on the basis of respect and equality. We work with others on creating a just world, without poverty, and encourage co-operation among others, as described in chapter 1. Other important values are efficiency and adapting to local contexts. We consider focus and flexibility important: whilst we make tightly-defined choices of regions and themes where and on which we want to work, we also want to create space to adjust our plans and activities when necessary, by means of monitoring, evaluations and learning and innovation. In addition we attach much value to transparency and accountability: we want to give others a say and consider it important to account to our support base, our partners and target groups. Furthermore, professionalism and enterprise are important characteristics of our work attitude. Finally, we believe it is important that we practice what we preach in our own management operations in terms of the values we communicate to the outside world, such as gender equality and environmental awareness.

Efficiency and working context-specifically

Oxfam Novib wants to work as efficiently as possible: resources entrusted to us are scarce, and must be spent well to deliver optimal results. In recent years Oxfam Novib has invested in a good performance management system to encourage ourselves and our partners to formulate specifically the results we and they want to reach. We will continue to build on this in the years to come.

There are different ways of promoting efficiency. First, looking at the context in which we are working we continuously ask ourselves if we are doing the right things and, if not, what change is necessary and how we are going to achieve it. For every country where we work, including the Netherlands, and at the regional and global levels, Oxfam makes an analysis of the social, economic and political situation which becomes the basis for determining the themes on which we will focus in that context, the objectives we set, and the mix of intervention strategies we deploy. In practice, this will generally imply increasing our efforts around direct poverty reduction and civil society building in fragile states, whilst in emerging countries we invest more in lobbying and campaigning. In the coming years we will further refine our context-specific approach with the help of our bigger field presence. With the involvement of our partners and other experts, we will invest in better power analyses, improving our knowledge of local potential for

change, and verifying the assumptions underlying our programmes. In addition, we will improve our approach in the coming years by focussing on fewer countries and themes and investing more in knowledge and innovation management.

We further raise our efficiency through co-operation and co-ordination of our work in different partnerships. In the choices we make we take a good look at what others are doing, so we can be clear about our own role; co-ordination is important not only to prevent overlap, but also to add value. In the coming years, for the first time we will be working with joint country analyses made by the Oxfam confederation, which, among others, include agreements on work division; we have strategic co-operation based on a joint programme within the IMPACT Alliance; and we have reached agreements with Hivos at the organisation-wide level, as noted in chapter 1. We will continue to co-ordinate our analyses, strategies and activities with other co-financing agencies and local and global partners, and to co-ordinate our efforts with Dutch embassies and local authorities. Finally, we will promote efficiency – in line with Oxfam's Partnership Principles – by leaving the 'ownership' of programmes and projects with the partners.

We also make our efficiency measurable by setting measurable outcome indicators. For example, we want to support projects on sexual and reproductive health and rights which lead to over a million men and women demonstrating positive changes with regard to women's right to physical integrity because they have been provided

with information on reproductive rights and the necessary resources and services. Another example is our intention to support projects to help farmers adapt their agricultural techniques to climate change; here the targeted output is 45 partners in four countries implementing such projects, leading to two million farmers having learned to apply the new techniques. As a third example, to encourage businesses to adopt corporate social responsibility we will set up twenty lobbying processes in the coming years which will result in fourteen concrete policy improvements with businesses and international institutions.

Outcome indicators are laid down in the annual plans and the annual *Balanced Scorecards* of the different bureaus. The Balanced Scorecards record the results that a particular bureau wants to achieve in a year. The directors monitor progress every quarter.

In the coming five years Oxfam Novib will implement five pilots (one for each programme) to improve monitoring of the efficiency and effectiveness of our activities. At the same time, we are aware that we cannot account for all of our work on the basis of measurable and clear indicators. Especially in the fields of social change and shifting power relations, we may see results that are visible but nonetheless difficult to measure or to ascribe unequivocally to our activities. Results may appear beyond the timescale of what is being measured, or there may be unanticipated results.

For these reasons Oxfam Novib considers it important to find a balance between quantitative and qualitative monitoring of outcome indicators. As explained below, qualitative analyses are based in part on partners' reports and the reports and evaluations of strategies and programmes.

Monitoring, evaluation and learning

Social change is complex, unpredictable and non-linear, even more so in fragile states. At least as important as good planning are the on-the-road monitoring of activities, interim evaluations, and adjustments based on lessons learned. Monitoring, evaluation and learning help us to safeguard and improve the quality and efficiency of our work.

Oxfam Novib works in line with the 'Plan-Do-Check-Act' circle: we draw up plans, implement them, monitor progress,

evaluate the approach and results, draw lessons and revise the plans. We often observe that plans turn out differently in practice than intended at first, or that unanticipated developments undermine our assumptions. Qualitative analyses are therefore of great importance: what were the assumptions about social change prior to implementation? What specific results (anticipated and not anticipated) were achieved? What stories can be told about the results achieved? What processes can be distinguished? What insights about social change can lead to new power analyses and thus to better country strategies?

Oxfam Novib works on five coherent programmes that mutually reinforce each other. To measure progress, we have formulated outcome indicators for each of the five programmes, and these indicators occupy a central position in our systems: in planning, budgeting, monitoring and evaluations. In each country strategy and actor strategy and in project financing, we indicate to which outcome indicators programmes will contribute. Progress reports are based on these indicators. Evaluating outcomes will be a standard component of the terms of reference of external programme and project evaluations.

A separate tool is being developed for monitoring our work on the capacity building of partners. This self-assessment tool will bring into focus partners' capacities every year, according to the '5 Capabilities' model. This tool also forms the basis for discussions with partner organisations on the desired actions to take in the field of capacity building.

With other alliances that have received a grant from the Ministry of Foreign Affairs, we are working on a common approach to evaluations. Under the supervision of an independent steering group, thematic evaluations will take place in four areas: 1) research at the target group level to evaluate work on direct poverty reduction; 2) international lobbying and campaigning; 3) the contribution of alliances to civil society building; and 4) capacity building of partner organisations. In our own evaluation system we will continue to evaluate the coherence of our programmes.

Within the Oxfam confederation 12 regions were selected, across the world, where we will investigate the impact of the joint Oxfam programmes and the stronger collaboration, via the Single Management System, on the effectiveness of the partner relations and on changes in the lives of people living in poverty. When Oxfam is providing relief aid, we will do real-time evaluations during implementation, as part of our method of working.

Oxfam Novib has given high priority to innovation in the field of monitoring, evaluation and learning (MEL). In the coming period several experiments with new methodologies will take place, including the Key Impact Indicators Project (KIIP), a universally applicable set of impact indicators developed together with ten partner organisations. This will give partner organisations a tool for mapping changes in people's lives, and by combining data from all partners Oxfam Novib will be better able to demonstrate the effectiveness of our programmes. In 2011 the applicability of this method will be tested further, and we will look at the extent to which new technologies, such as the internet and mobile telephony, can be used for collecting and processing the data. This method will be offered to all partner organisations as a component of capacity building in the field of MEL.

We will also experiment with more qualitative methods such as the Most Significant Change method, which is more focussed on learning, on the unexpected and unplannable results, and on results related to raising culturally sensitive issues. In the framework of a PSO learning process we will test the value of this method for changes in gender mainstreaming and female leadership with a large number of partner organisations in Asia and Africa. We will also investigate which tools are useful for partners for measuring behavioural changes, and we will experiment with using mobile telephony for distance monitoring in unsafe regions.

These different methodologies will allow us to produce both quantitative and qualitative data, and based on these pilots we will improve our system where necessary. We are striving for a diversified MEL approach that can be applied to different kinds of processes (simple, complicated, complex and chaotic), that produces progress information, and that responds to the demands of a diversified group of donors.

In 2013 we will carry out a midterm review of this Corporate Plan.

Sustainability of the results

Considering the importance Oxfam Novib attaches to empowering the people and groups we work with, it is obvious that the sustainability of the programmes we support is uppermost in our mind. Our aim is for partners

to be able to continue their work independently after the planned period, without the financial support of donor organisations. Equally important is ensuring that changes realised do not disappear once external funding stops. Oxfam Novib plans to increase the sustainability of our efforts in various ways between 2011 and 2015.

First, the *capacity building* of local partners is important. We support partners in, for example, fundraising, strengthening their organisation's management, increasing transparency to their target groups, promoting monitoring, evaluation and learning, applying the rights-based approach, and mainstreaming HIV/AIDS and a gender perspective in their programmes. We are developing a self-assessment tool to measure our progress in capacity building more effectively.

Second, we encourage partners to involve their target groups in developing programmes. Participation of target groups not only ensures that the results of activities connect with their needs, but also makes it more likely that results will be embraced and sustained by the community.

A third way of promoting sustainability is to contribute to embedding changes in legislation and policies, at the local, regional and global levels. Our activities in lobbying and advocacy will continue to receive priority in the coming years. Finally, co-operation and participation in networks – important values in our work – also contribute to sustainability.

Sustainability is also the motivation behind Oxfam Novib's new principle of financing partners for no longer than twelve years. After that period organisations should have diversified their income sources and no longer require Oxfam Novib's financial support. Of course, fundraising is not equally simple for all partner organisations – those working on sensitive issues such as human rights and gender equality, for instance, will in general find it harder to become independent. In the coming period Oxfam Novib will include a sustainability test in the appraisal of project proposals.

Transparency, say and accountability

Oxfam Novib attaches great value to what others have to say, not only as a matter of principle but also because it

enhances our legitimacy and efficiency. When we listen to what our partners have to say we can, for instance, better respond to local developments and needs. Partners and other stakeholders already have a great deal of influence on our decision-making. This Corporate Plan, for instance, was inspired by the input of our partners and alliances. We have involved partners in the development of indicators for measuring results, in determining campaign themes, and – along with embassies – in developing Oxfam's country programmes. In the 2011-2015 policy period, Oxfam Novib wants to give the voice of people from developing countries a more explicit and transparent place in its decision-making, for instance by advocating inside Oxfam for co-operation with local advisory councils.

Oxfam Novib does not involve only partners in decision-making. We also take the advice of external advisory commissions such as the Project Advice Commission and the Credit Commission. In previous years we have formed 'roundtables' to involve partners, experts and other stakeholders in our work and sought more effective, differentiated and focussed forms of consultation such as the previously mentioned local advisory councils, specialist meetings on priority themes, and network meetings in the Netherlands.

In the Netherlands we continue to be transparent regarding our plans and results. We communicate clearly about the successes we achieve and about matters that did not go so well. Our website features blogs from programme officers in which they discuss the results of our work and invite reactions. We will increasingly use our website to conduct projects and campaigns and communicate on progress with those involved.

We also expect partner organisations to be transparent and be accountable to the people they work for. In the coming years Oxfam Novib will monitor partners' accountability to their target groups more closely, and involve them in evaluations and in developing their plans and projects.

Professionalism and enterprise

Oxfam Novib's staff members are professionals, with passion for their vocation and our mission. Professionalism contributes to efficiency, and in order to promote

professionalism Oxfam Novib introduced a strategic human resources policy in 2009. Competence management and diversity management are two important pillars of this policy. Oxfam Novib expects each staff member to be results-oriented and co-operate well with others, and we also look at what specific competences should be linked to each staff member's function. We monitor annually staff members' personal development, and draw up development goals in an annual development plan – Oxfam Novib offers various internal education opportunities, such as management training, communication and debating workshops and language training. Knowledge management is important to Oxfam Novib internally as well as in our work with partners, so alongside education and training programmes Oxfam Novib also organises other opportunities for staff members to develop and enhance their knowledge.

In the coming years two matters are especially important: change management and enterprise. As explained in the next chapter, Oxfam Novib will be decentralising and our staff will become increasingly international. We will invest in appointing several change managers to ensure effective management well the decentralisation process and the introduction of Oxfam's Single Management Structure.

In terms of enterprise, because we must rely less on the Dutch government's contribution to our work, we will increase the range of our income sources. All departments of Oxfam Novib will get a reduced fixed budget and have been charged with seeking external funding, among others by developing innovative projects that attract the interest of external donors.

Practice what you preach

Oxfam Novib must also apply to itself the demands it places on others – for instance, on transparency about how we handle the monies entrusted to us.

We expect businesses we work with to consider their impact on people and the environment in their operations, and thoroughly test each business before entering into a partnership. We also lobby businesses to adopt corporate social responsibility. So we cannot fail to meet high standards ourselves. We aim to implement a policy on being climate-neutral, by reducing our water and energy

consumption and emitting less CO₂. We have set ourselves the goal of reducing our number of air-miles by a quarter from 2008 to 2013 by using video and teleconferencing and making travel by train compulsory for certain destinations inside Europe. We contribute to the Hivos Climate Fund to compensate for the CO₂ emissions we cause through the air travel of our staff or by hiring courier services.

Our procurement policy is also as sustainable as possible. That means, at a minimum, that the goods and services we buy are produced in line with labour and environmental standards, and that suppliers can in no way be involved in activities that inflict damage on people and/or the environment. We apply the procurement standards of the Agentschap NL (Agency NL) and we talk to our suppliers about their procurement. Printers, for example, must have the FSC certificate. Our cleaning company works with natural detergents. Our caterer offers sustainably-produced food. We expect contractors to use materials with a minimal environmental footprint. In the case of large purchases we apply a CSR checklist, and expenditures over 100,000 euros must be 100 percent sustainable. Starting this year, our power supply now comes entirely from hydroelectric power.

As we decentralise, we will face the challenge of maintaining these standards in all our new locations.

In our relationship with stakeholders, we should take their interests into account. Our stakeholders are not just partner organisations and alliances, but also, for instance, staff members, private donors, suppliers, and targets of lobbying such as civil servants or MPs. With the help of customer satisfaction surveys we regularly measure the satisfaction of these stakeholders and try to improve our way of working.

5. Organisational structure



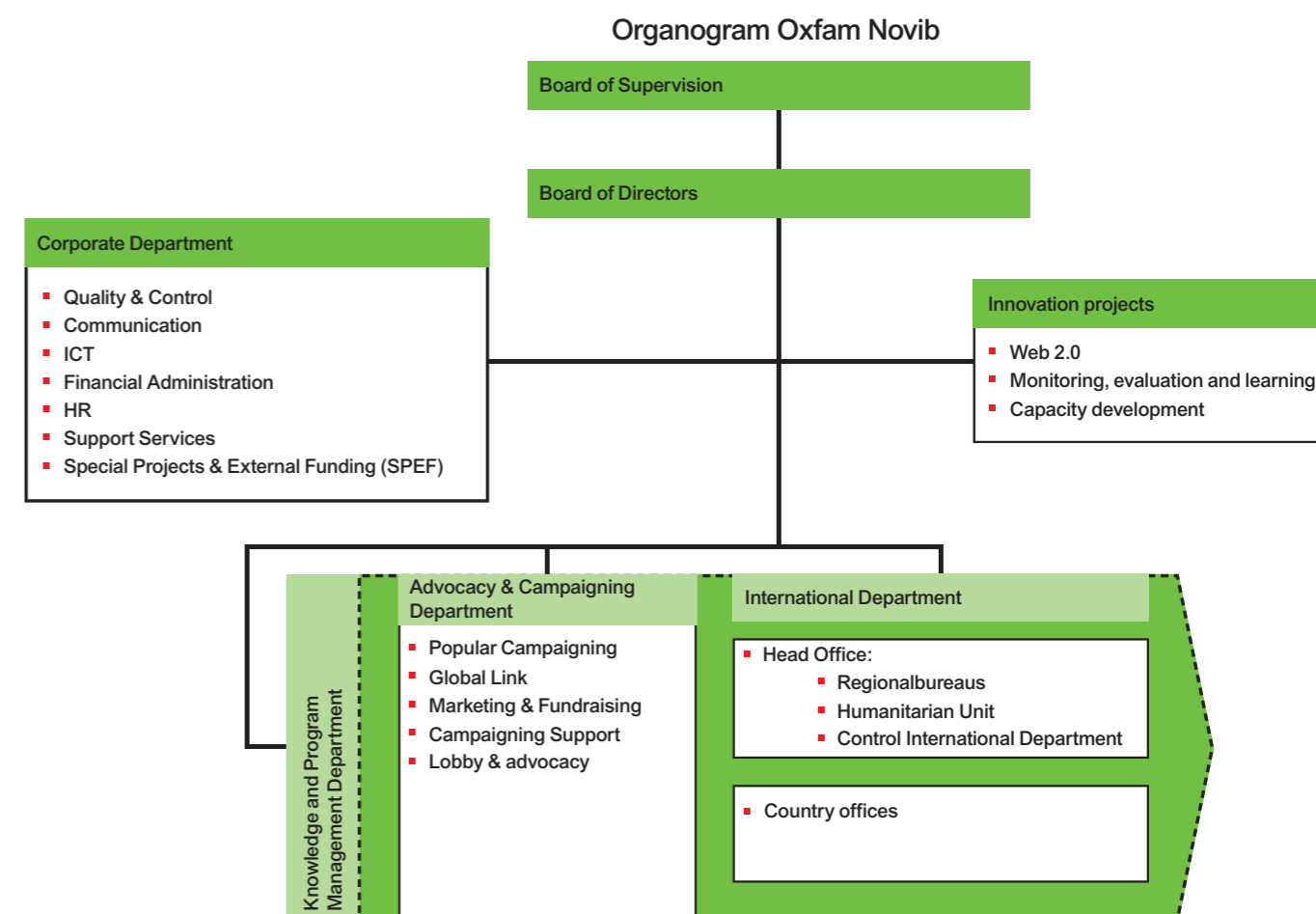
Labourers in a sewing workshop in Bangalore, India

Cutbacks resulting from the reduced Dutch government subsidy, and the strategic choices Oxfam Novib has made for the coming years, have led to a number of changes in the organisation. One big change is the decentralisation of the *International Department*. The introduction of the Single Management Structure changes the nature of our co-operation inside the Oxfam confederation and means that country programmes will be more integrated. The new department *Knowledge & Programme Management* in The Hague also strengthens programmatic work and knowledge and innovation management.

The importance of innovation is further emphasised by explicitly making human and financial resources available to projects outside the regular bureau structure. Project leaders have been appointed for 2011 and 2012 and resources have been allocated to projects on Web 2.0, capacity building and MEL. The explicit focus on fragile states and the poorest regions mean a further building of

the Humanitarian Unit, which will happen by setting up a *Rapid Deployment Team*. New too is the bureau *Global Link*, a merger of the Linkis window and Global Programmes.

Oxfam Novib's head office in The Hague is of great strategic importance as our roots are in the Netherlands. Our office in The Hague is led by the Board of Directors and the Board of Supervision, who are responsible for strategic direction, policy development and strategic positioning of the entire organisation as part of Oxfam and the IMPACT Alliance. The Hague also supervises the coherence and quality of strategy and programme implementation, raises private donations in the Netherlands, fundraises with back donors at the global level, and lobbies and campaigns in the Netherlands and worldwide. The Hague is also responsible for directing, facilitating and supporting the field offices. Finally, the office in The Hague also houses the Humanitarian Unit.



Oxfam Novib is a matrix organisation and has four implementing units: the International Department, Advocacy and Campaigning Department, Corporate Department, and Knowledge and Programme Management Department.

International Department

This includes all organisation units involved in implementing the five programmes in Southern countries: the field and regional offices and project supervision, and the Humanitarian Unit. Our International Department is undergoing major changes resulting from the decentralisation of implementing powers to the countries.

Field presence and decentralisation

The decision to decentralise is related to four choices. First, we want to improve accountability to partners and stakeholders both in the Netherlands and in our partner countries. We want to intensify the involvement of those already involved in the planning, implementation and evaluation of projects and programmes, which can be done more successfully in the field – as can our work on capacity building with partners, learning, campaigning and networking. The coherence of these roles and the need to locate them together in the countries concerned are clearly expressed in the lessons learned of the existing six field offices.

Secondly, Oxfam Novib has opted to focus its work in fragile states – regions that are vulnerable to conflicts and disasters, where the authorities cannot or will not safeguard good and competent governance, and civil societies and movements are very weak. Working in fragile states demands intimate knowledge of the local context, a broad network of contacts, and the connecting of relief aid and structural development. It also demands more support and a more intensive monitoring of partner organisations. We can do this more effectively when we have an office in the country.

The third consideration in our decision to decentralise relates to our ambition to broaden our income base. At the moment we depend on the government's MFS contribution

for a little under half our income. This contribution is tied, and also unsure in the future. A good mix of income sources enhances the organisation's continuity and contributes to our objective of sustainability, so external funding is becoming more important. Back donors such as the European Commission are increasingly decentralising their funding and demand a local presence to qualify for this funding.

Last but not least, the fourth reason for decentralising is the introduction of the Single Management Structure (SMS) inside Oxfam. Oxfam's affiliates have agreed to have a maximum of four Oxfams work in one country, working on the basis of a joint country analysis and strategy which defines the roles and responsibilities of each Oxfam. One Oxfam has the co-ordinating role as *managing affiliate*; the other Oxfams contribute to implementation as *implementing affiliates*. Oxfam Novib will assume the role of implementing affiliate in 27 countries, and the role of managing affiliate in 11 of them. These roles demand local presence.

Oxfam Novib is gradually introducing both decentralisation and SMS. The process must be concluded by the end of 2013. All told, Oxfam Novib will then be working from a maximum of 18 country offices plus our existing regional office in the Maghreb. In several countries Oxfam Novib no longer has a full field presence, but has stationed several staff members in the field (Indonesia, Brazil, Yemen and Egypt). Laos and Rwanda will not be getting independent field offices, but will be managed from one of the neighbouring countries.

Rapid deployment team

Oxfam Novib is active both in structural development co-operation and relief and rehabilitation. Within the Oxfam confederation, Oxfam Novib is one of the five members of the Humanitarian Consortium, which is tasked to develop the Oxfam confederation's humanitarian policy and monitor the quality of preparation and implementation. Oxfam Novib currently has the lead in six countries in organising and co-ordinating the joint Oxfam emergency response, and in implementing relief and rehabilitation programmes together with our partners. In the future, Oxfam Novib will get such a lead role in eleven or more countries. The co-ordination tasks are implemented by staff stationed on the ground or in the region, and by specialised staff members we can

rapidly deploy to support them and local partners. These specialised staff members are part of the new ten-person Rapid Deployment Team (RDT) which Oxfam Novib set up early 2011.

The RDT has four core tasks: to help staff members on the ground to co-ordinate Oxfam's response in case of an emergency, and support partners in planning and implementing a response; to build the capacities of Oxfam Novib's staff and partners; to document lessons learned, translate them into new and revised policies, and communicate them internally and externally; and to help develop quality programmes through which we can raise external funds.

Advocacy and Campaigning Department

This department houses public campaigning, advocacy, fundraising in the Netherlands and the new bureau *Global Link*, through which *Linkis* – an information window for private initiatives in the field of international co-operation – will be working together with *Global Programmes*, responsible for financing civil society organisations which work internationally. Global Link's objective is strategic funding of civil society organisations, networks and private initiatives in the Netherlands and at the global level. Partners are selected for their ability to contribute to realising Oxfam Novib's five programmes. We want to create synergy between partners in the Netherlands and global partners, and so contribute to developing a strong global movement against poverty and injustice.

Corporate Department

This department is made up of financial administration and support services, the staff bureaus Human Resources, Quality and Control, ICT, Communication, and the bureau *Special Projects & External Funding (SPEF)*, which is focused among others on fundraising outside the Netherlands and on supporting field offices in this (see chapter 6 on institutional fundraising).

Knowledge & Programme Management (KPM) Department

This department has resulted from the merger of programme management with the *Research and Development* bureau, to enhance the contents-related management and support of programmes. The objectives of KPM are to develop vision, policy and strategies for an effective implementation of development programmes, to manage implementing staff on the contents of their work, and to enable Oxfam Novib to profile itself as an expert development organisation. KPM is responsible for knowledge management, policy development, contents-related management, the management of the five programmes, research and the transfer of knowledge on subjects of relevance to policy development and programme implementation. In the coming years Oxfam Novib will co-operate closely with Hivos on knowledge management to further develop and use online knowledge sets and a common knowledge programme around biodiversity, sustainable agriculture and climate change.

Knowledge and innovation management (KIM)

In recent years Oxfam Novib has done a lot in terms of organising learning days, knowledge sessions, linking and learning between partners, and research and co-operation with knowledge institutes. We continue doing this. But we also want to make a new step in terms of learning, innovation and knowledge management by becoming an organisation in which innovation and knowledge are deployed strategically and integrated in all our work. We have therefore introduced knowledge and innovation management as an intervention strategy.

By KIM we mean the systematic gathering, documentation, analysis, application and making available of knowledge and experience, for the benefit of quality improvement in all units, themes and intervention strategies.

For Oxfam Novib, KIM is a way of learning and innovating and thus enhancing the quality of our work. As such, we want to build on the experience of the KIC project (*Knowledge Infrastructure with and between Counterparts*) in promoting learning with and between partners. By helping partners to build their capacities, we contribute to building a sustainable civil society. We also co-operate closely with knowledge institutes such as the IS Academy and knowledge networks such as MicroNed, PSO and AgriProFocus. By sharing our practical knowledge with these institutes, we can sharpen their analyses, while the knowledge we get from universities and institutes helps us improve our programmes, innovate and make a stronger contribution to the debate on development co-operation.

As an intervention strategy KIM is reflected in all our programmes, and in each programme Oxfam Novib is aiming for specific results in KIM. An example is that we want to use our programme on the right to life and security to enable partners in hard-to-access conflict zones to participate in international conferences and have their articles published in authoritative professional magazines, as was successfully achieved with e.g. the Somali partner organisation SOFDA. This will enable Western think-tanks, academic institutions and development organisations to share knowledge and practical experiences on these regions.

Innovation Projects

Oxfam Novib has created space inside our organisation to release human and financial resources temporarily for innovative projects separate from the regular organisation units. Three such projects are currently planned, with the possibility that others may be added.

Our first innovation project is aimed at capacity development, and our second is on monitoring, evaluation and learning (MEL). Its components include the development of a *self-assessment* tool for partners, and the setting up of five pilots to be able to measure efficiency better (see chapter 4). We are also working on measuring impact by recording changes in people's lives, on monitoring in difficult-to-access regions, on experiments with new evaluation methods, and on using ICT and new media with MEL.

The third innovation project is on the use of Web 2.0, as our organisation needs to adapt to the changing communication demands posed by different forms of new and social media such as Facebook and Twitter. In general these demand more transparency and interaction, as the mere sending of information is no longer sufficient for our times. These changes have also helped us to resolve to become a 'platform' organisation, connecting people from rich and poor countries to debate and act together. The arrival of new media creates opportunities for innovative ways of campaigning, opportunities we have discovered in part but about which we still have more to learn.

Our co-operation with IMPACT Alliance partners Butterfly Works and the 1%CLUB help us to respond better to the opportunities new media provide. We will set up a management group to supervise the broad internet strategy developed in 2010. As part of this strategy, Oxfam Novib will launch an innovation project on the internet: a new innovation lab will think up innovations, translate them into concrete projects and then implement them. The innovation lab will also inspire staff, through brown bag lunches and workshops, to use the possibilities of new media in their work.

6. Finances



Roda prepares breakfast for her family, before she goes to school in Mundri, South Sudan

Foto: © Sven Torfinn

This chapter describes how we will finance the activities described so far. The transition from the period of Dutch government funding that ended in 2010 to the period that started in 2011 has meant a cutback of €58 million in Oxfam Novib's financial position. As we step up our pursuit of alternative sources of funding, we expect that we will therefore transit from a relatively stable financial situation to one in which we experience greater year-on-year fluctuations in income. Various measures are being taken to make our organisation flexible and resilient, many of which have already been introduced. This final chapter also deals with the planned spending on Oxfam Novib's objectives, the organisation's capital situation, and the manner of accounting.

Income

In the coming years our income strategy is a top priority. We will invest heavily in broadening the range of our income sources, aiming for a bigger variety of public and private donors. This is important not only to maintain our support for initiatives in developing countries, but also because it contributes to making our organisation more independent.

Our objective is to have our total income reach in 2015 the same level as in 2009. Considering the Dutch government's contribution has been cut back by 58 million euros a year, that means an average growth in income of 20%.

Private and private sector fundraising

Several initiatives were launched in 2010 with a view to increasing our support base from 420,000 people today to 450,000 people in 2015, and achieving a flow of income from the Dutch market – both private and business – of over 33 million euros. We want to be able to keep reaching people who do not want to commit long-term, and motivating them to donate money, time and support. Objectives for the Marketing and Fundraising department are to hold on to current levels of structural fundraising and maintain the high quality of fundraising efforts in the private market, through street and house-to-house promotion, telemarketing and social network fundraising (e.g. Trailwaker, 'funds for own actions', Change Makers Net), and tying major donors to us. In addition we continue our efforts to raise income from bequests, donations and direct mail campaigns, and with Oxfam Novib 'Unwraps' (gifts).

For the private sector market we tailor our work towards partnerships with businesses, company ambassadors, Cirque du Soleil, Oxfam Novib Unwraps for businesses, Christmas gifts and an extra focus on our own suppliers.

National Postcode Lottery

Funds from the National Postcode Lottery (NPL) remain of great importance. In the table below they are included under 'third party appeals'. In addition to the regular activities funded by the NPL, we will also submit projects for the extra draw and the NPL 'dream fund'.

Institutional fundraising

Oxfam Novib aims to compensate for our lower government subsidy with a considerable growth in income from institutional donors. In the run-up to the period 2011-2015 we have already made considerable investments in institutional fundraising. The capacity of the External Funding Unit was expanded, and the Special Projects Unit was set up in 2009 to develop projects for raising funds with institutional donors. A special project is a multi-annual programme that contains a strategic combination of projects, lobbying, campaigning and capacity building, designed to be attractive to large donors by ensuring the involvement of multiple parties such as international NGOs and knowledge institutes. An example of a successful special project is Universal Access to Female Condoms. Four special projects are currently being implemented, while several more have been developed for which funding is being sought.

The External Funding Unit's target for 2011 is to raise 25 million euros with back donors, against 17.9 million in 2010. Ambitiously, the target for the years to follow is an annual increase of 20 percent. The External Funding Unit (EFU) supports the International Department and other implementing units of the organisation in raising funds with institutional donors. EFU also offers a training kit for supporting project development, fundraising and project management.

MFS2 subsidy of the Dutch government

For the period 2011-2015 MFS funding will remain Oxfam Novib's biggest income source, although it now accounts for less than 50 percent of total income. The IMPACT Alliance, with Oxfam Novib in the lead, has been allocated a total subsidy of 373.7 million euros for the period 2011-2015. Income from co-financing is therefore considerably lower than in the previous subsidy period (2007-2010).

In summary, in terms of income the multi-annual budget is based on the following objectives:

<i>in million euro</i>	2011	2012	2013	2014	2015
Private persons and sector fundraising	28,8	29,5	30,6	31,8	33,1
Third party appeals	13,5	13,5	13,5	13,5	13,5
Institutional fundraising	25,0	30,0	36,0	43,2	51,8
Govt subsidy (co-financing)	41,5	63,1	80,3	71,0	53,5
Other income	5,9	5,7	5,5	5,2	5,0
Total income	114,7	141,8	165,9	164,6	156,9

The ministry's decision to allocate the subsidy comes with conditions including annual reporting in line with an approved monitoring protocol, working in line with an approved learning agenda, and meeting demands regarding the quantity and quality of evaluations. An annual operational plan must also be drawn up and submitted. As lead partner, Oxfam Novib is responsible for ensuring that the entire IMPACT Alliance complies with these conditions.

Other income

Other income is mainly made up of interest income on extended micro-credit, and income from publishing. In the past, MSF resources were used for microfinance and in late 2010 the loans portfolio amounted to 39.5 million euros. The interest income on this microfinance is ploughed back into new loans; no new money is added to the loans fund.

Spending

Oxfam Novib aims to maximise the percentage of resources spent on meeting its organisational objectives. Alongside the core figures prescribed by the Central Bureau Fundraising (CBF), we will also work with our own core figures, the most important being the partner ratio – this concerns spending via partners compared to total spending on our objectives. The standard Oxfam Novib has set itself is to have a three-year average of minimally 70%.

The CBF prescribes that the costs of fundraising can be a three-year average of 25% of the proceeds. For management and administration, Oxfam Novib has set

itself the goal of staying below 2%. No standard was set for spending on the organisation's objectives, but we aim of course to have it as high as possible. In 2011 this percentage is expected to reach 90%.

In 2011 and 2012, we will be phasing out from countries and regions where we have decided, in part due to the cutbacks, to end our work. This means that in 2011 we will be obliged to break or cancel multi-annual contracts with several partner organisations. From 2011, we will conclude only one-year contracts with partner organisations.

Investments per programme

<i>in thousands of euro</i>	2011	2012	2013	2014	2015
Resources for a sustainable livelihood	42.682	43.252	43.073	44.405	44.920
Basic social services	15.437	14.564	14.555	15.044	15.226
Life and security (excl relief aid)	10.588	9.872	9.871	10.217	10.345
Relief aid (allocation space)	2.500	2.000	2.000	2.000	2.000
Social and political participation	23.263	24.563	24.547	25.402	25.729
Identity	15.105	16.939	16.965	17.602	17.839
Total programmes	109.574	111.189	111.010	114.670	116.059
Institutional fundraising	25.000	30.000	36.000	43.200	51.840
Cash basis (transfers /approvals)	-34.810	-11.207	5.922	-3.379	-20.815
Total spending on objective (cf SBL)	99.764	129.982	152.933	154.490	147.083

Investments per country

The number of countries where Oxfam Novib works has been reduced considerably. In each of the countries where we continue to work, we will always have a substantial programme.

<i>in thousands euro</i>	2011	2012	2013	2014	2015
Afghanistan	4.091	4.197	4.225	4.406	4.472
Angola	2.882	2.957	2.977	3.104	3.151
Bangladesh	4.101	4.208	4.237	4.417	4.484
Burma	3.631	3.725	3.750	3.910	3.969
Burundi	1.398	1.609	1.620	1.689	1.715
Cambodia	2.986	3.063	3.084	3.215	3.264
DR Congo	3.775	3.491	3.514	3.664	3.720
Egypt	2.197	2.254	2.269	2.366	2.402
Yemen	1.212	1.243	1.251	1.305	1.324
Laos	1.788	1.834	1.846	1.925	1.954
Maghreb	849	1.267	1.275	1.330	1.350
Mali	2.473	2.537	2.554	2.663	2.703
Morocco	1.035	1.219	1.227	1.280	1.299
Mozambique	3.476	3.566	3.590	3.743	3.800
Niger	2.835	2.908	2.928	3.053	3.099
Nigeria	2.952	3.029	3.049	3.179	3.227
Pakistan	4.352	4.465	4.495	4.687	4.757
Palestinian territories	3.621	3.715	3.740	3.900	3.958
Rwanda	1.602	1.643	1.655	1.725	1.751
Senegal	1.124	1.844	1.856	1.935	1.965
Somalia	3.355	3.449	3.466	3.606	3.661
Sudan	3.488	5.235	5.271	5.496	5.579
Uganda	3.458	3.755	3.781	3.942	4.001
Vietnam	1.597	1.638	1.649	1.719	1.745
Zimbabwe	2.548	2.614	2.632	2.744	2.786
Global strategy	23.537	20.850	20.595	21.385	21.717
Advocacy / popular campaigning / public education and marketing	16.711	16.874	16.473	16.281	16.207
Relief aid (disaster fund)	2.500	2.000	2.000	2.000	2.000
Subtotal	109.574	111.189	111.010	114.670	116.059
Institutional fundraising	25.000	30.000	36.000	43.200	51.840
Cash basis (transfers) / approval	-34.810	-11.207	5.922	-3.379	-20.815
Total spending on objective (cf SBL)	99.764	129.982	152.933	154.490	147.083

Balance of Income and spending

<i>in euro x 1000</i>	Budget 2011	MAE 2012	MAE 2013	MAE 2014	MAE 2015
Income					
Income from own fundraising	28.791	29.537	30.580	31.798	33.061
Income from joint appeals	6.471	6.471	6.471	6.471	6.471
Income from third party appeals	13.500	13.500	13.500	13.500	13.500
Govt subsidies co-financing	41.513	63.134	80.263	70.962	53.526
Govt subsidies other	18.529	23.529	29.529	36.729	45.369
Other income	5.888	5.664	5.529	5.167	4.997
Total income	114.692	141.834	165.872	164.627	156.923
Spending					
Spending on objective structural poverty reduction					
Projects and programmes	62.959	87.371	105.603	106.798	100.819
Advocacy partner organisations	15.865	21.965	26.565	26.917	25.424
Advocacy Oxfam Novib	6.512	6.605	6.175	5.905	5.749
Support partner organisations	4.229	3.771	4.292	4.495	4.634
Popular Campaigning	6.405	6.436	6.440	6.475	6.514
Public education and marketing	3.794	3.833	3.858	3.900	3.944
	99.764	129.982	152.933	154.490	147.083
Income raising					
Costs own fundraising	6.613	6.672	6.712	6.774	6.839
Costs joint appeals	444	429	449	449	450
Costs third party appeals	396	397	397	398	398
Costs getting subsidies of governments	2.517	2.431	2.546	2.543	2.549
	9.971	9.928	10.105	10.164	10.236
Management and administration					
Costs management and administration	3.009	3.089	3.121	3.174	3.230
Total spending	112.744	143.000	166.159	167.828	160.550
Result	1.948	-1.165	-286	-3.201	-3.626
Spending on objective outside balance of income and spending					
Extended loans and guarantees	9.750	13.537	13.315	13.278	13.096
Receipt repayments	9.125	13.211	13.355	13.248	13.036
Designation result					
Add to / deduct from					
Designated reserves	354	-2.744	-2.046	-4.498	-4.704
Designated funds	1.594	1.578	1.760	1.298	1.077
Continuity reserve	0	0	0	0	0
	1.948	-1.165	-286	-3.201	-3.626

Capital

Oxfam Novib's capital is made up of funds for which external parties, such as SHO, determine the designation and reserves. Regarding reserves, there is a distinction between 'designated reserves' and 'continuity reserves'. The designated reserves are designated to a particular destination by the Board of Directors and the Board of Supervision. The most sizeable are the designated reserve for Oxfam Novib projects (for development co-operation) and the designated reserve for loans (which includes available resources for micro-credit).

The continuity reserve has the aim of securing the continuity of the organisation. Its size is determined by considering the risks the organisation runs of falling income. In early 2011, the desired size of the continuity reserve was recalculated on the basis of an updated risk analysis which showed that it should be between 11.7 and 17.0 million euros. At the close of the fiscal year 2010, it in fact amounted to 12.3 million euros. This maintains the continuity reserve well inside the CBF-approved size, as mentioned in the 'Guideline Reserves Charities' of the VFI, the branch organisation of charities.

The Board of Directors and the Board of Supervision are tied by statute to the Wijffels Code on 'good governance for charities'.

Oxfam Novib draws up its annual accounts based on the Guidelines for Annual Reporting 650, the guideline for fundraising institutions.

For the entire organisation (including field offices) a system of procedures and work instructions applies that is based on the quality standards of ISO 9001:2000.