

OXFAM NOVIB ANNUAL REPORT

2015–2016



OXFAM
Novib

OUR ANNUAL REPORT HAS TWO SECTIONS: NARRATIVE AND FINANCIAL. THIS IS THE NARRATIVE SECTION, GIVING INSIGHT INTO OUR INSTITUTIONAL INFORMATION AND ACCOUNTING FOR OUR PROGRAM WORK.

IN LINE WITH OXFAM INTERNATIONAL, OUR REPORTING PERIOD COVERS THE FISCAL YEAR APRIL 1, 2015 TO MARCH 31, 2016.

You can download both sections at oxfamnovib.nl/jaarverslag2015-2016.

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EXECUTIVE BOARD REPORT

It's a volatile time. Humanity faces many turbulent and disruptive challenges and many people feel that they live between hope and fear. Too often the bottom billion bear the brunt of crises and conflicts. That's why Oxfam Novib works relentlessly, in conjunction with partners, to empower the poor, improve their livelihoods, and strengthen their voice.

It is unjust that the rise in inequality, climate change, and forced migration affects the poorest people the most. The challenges are huge. On the eve of the World Economic Forum in Davos, Oxfam had to report that the richest 62 people in the world own just as much as the poorest 3.6 billion. In October 2015 the climate officially crossed the threshold of a 1-degree increase in its average temperature, causing devastating droughts, floods, and extreme weather – all of which hit poor people the hardest. Forced migration has meant that there are now more than 60 million refugees; a record high since World War II.

CHANGING TOWARDS MORE IMPACT

Overcoming these challenges by initiating sustainable and inclusive development – that leaves no one behind – requires innovative thinking, a philosophy that empowers people, and a fundamental power shift. To initiate positive changes in such a challenging context, it was clear that Oxfam Novib had to reinvent its own organization. Our desire to have more impact, become more innovative, and strengthen our agility drove us through a big internal change process. We have become a more agile project organization that is better equipped to respond to external challenges; an organization that can facilitate the further integration of Oxfam Novib within Oxfam International.

In addition, we had to absorb a substantial reduction in income due to the end of the Dutch co-financing system. It is fortunate that many others – in the Netherlands and abroad – have joined Oxfam Novib in its fight for a just world without poverty. Active and effective civil society organizations in many countries work with us to mobilize the power of people against poverty and injustice. Oxfam Novib is especially proud of our partner, the Tunisian General Labor Union – winner of the 2015 Nobel Peace Prize.

GROWING TRUST IN INTERNATIONAL COOPERATION

It is encouraging to see that there has been an upwards swing in trust in international cooperation on the world stage. This is due to the successful conclusion of the UN process on the new Sustainable Development Goals, as well as the shared ambition to end poverty for all in 2030. Influencing this agenda has been one of our priorities for years; as a member of Oxfam International we managed to play a significant role in realizing standalone goals on inequality, gender, and climate action. The long-awaited Paris Climate Treaty also made a big contribution to increasing the necessary trust. We will continue to influence governments and private sector actors to deliver on their climate commitments, focusing in particular on effective adaptation financing.

TAX REVENUES SHOULD SERVE DOMESTIC DEVELOPMENT

Throughout many countries as well as at the global level, Oxfam and its allies campaigned for the sustainability of finance for development. Developing countries need a substantial increase in domestic resources to realize the ambitious new global goals. Tax revenues are crucial for governments willing to help people lift themselves out of poverty. Luckily we have seen a stronger international commitment to addressing the erosion of countries' tax bases, as well as increased efforts by institutions like the OECD, IMF, G20, and the EU to curb tax dodging and tax evasion. Although there is still a lot to be done, it is crucial that states have now recognized that fiscal competition between countries is depriving developing countries of crucial tax income – income that they could otherwise have invested in modernizing agriculture, upgrading infrastructure, and in priority services such as health & education. Oxfam Novib has been relentless in putting pressure on the Dutch Government to address the fact the Netherlands is a large-scale facilitator of tax avoidance.

OVERSTRETCHED HUMANITARIAN SYSTEM

Despite these positive examples of increased cooperation, we have witnessed a totally overstretched humanitarian system. With more people than ever being forcibly displaced and another 65 million people structurally dependent on humanitarian aid, the world seems unable to meet their urgent need for protection and support. Unfortunately, the international community is repeatedly failing to address the root causes of forced migration and is not able to deescalate conflicts, extremist violence and civil wars, especially in the Middle East and in the Horn of Africa, East & Central Africa.

For Oxfam Novib this has meant a sharp increase in our humanitarian efforts, not only in the abovementioned regions but in Europe too. In 2015 we even found ourselves back in the country where Oxfam Novib had its roots almost 60 years ago: Greece. Novib was founded in the Netherlands in 1956 by Simon Jelsma and others. The proceeds of one of the organization's first fundraising campaigns went to Greece, in response to large-scale food insecurity caused by the impact of the Cold War. Now Oxfam is again providing humanitarian aid to women, men, and children in Greece: refugees who have fled the horror, violence, and destruction in countries such as Syria, Iraq, and Afghanistan. They seek refuge and protection in Europe, the richest and safest region in the world. But this extremely fortunate region is reluctant – and all too often unwilling – to share its wealth and safety with people who have lost everything.

Oxfam Novib will continue its humanitarian efforts, but will also work with other organizations to ensure that the interests and the voice of refugees are heard in international fora, for example the September 2016 New York summit on migration.

IN CONCLUSION

We have achieved a lot in the past year, thanks to the support of many partners and allies, donors, and individual supporters. In particular we thank our staff around the world, who continued to deliver quality programs despite the challenging and uncertain times while our organization underwent considerable change.

In this annual report we will further explain the thematic priorities in our work over the past year, share progress made and results achieved. We will give an account of key financial figures on income and expenditures, and will clarify the organizational changes that have been implemented within Oxfam Novib as well as the changes that are being implemented in Oxfam and its country offices as a whole.

The Hague, 2016

Farah Karimi, executive director

Arnold Galavazi, director operations

Tom van der Lee, director campaigns & advocacy

Aletta van der Woude, director international department



2 MISSION AND APPROACH

OUR MISSION

Oxfam Novib is part of a global movement of people working together to end the injustice of poverty for everyone. We help people build better lives for themselves, and when disasters strike we save and rebuild lives. Together we take on the big issues that keep people poor, such as inequality, discrimination against women, climate change, and the eviction of people from their land. And we won't stop until every person on the planet can enjoy life free from poverty. Our vision is a just world without poverty.

OUR APPROACH

Oxfam Novib's approach is rights-based. Our work is about cooperating with poor and marginalized people to enable them to get what they are entitled to. We aim to effectively challenge power relations that hold people back from obtaining their rights. We believe that empowered citizens are the driving force behind positive change and social justice.

As a humanitarian actor, Oxfam Novib contributes to saving lives in humanitarian crises; as a development actor it contributes to structural changes and the development of poor and disadvantaged communities. At the same time, we link local action with crucial campaigning at national, regional and global levels that draws on our advocacy in support of policies and practices that underpin justice and wellbeing.

- **Cooperation with local partner organizations**

We work with partner organizations in the communities most in need. Partners have the most thorough knowledge of the local culture and context. We provide funding, training and advice, as well as accompaniment. To achieve optimal coordination and cooperation, we exchange experiences and work to build strong networks.

- **Lobby and advocacy**

We cooperate with governments and the private sector where possible and useful, while urging them to take seriously their responsibility to the people who experience the impact of their policies and business operations. By extension, we stimulate them to change policies and practices where needed.

- **Campaigning**

When companies or governments fall short of international standards, global human rights and humanitarian law, we will draw attention to this through our public campaigns. Through our global Oxfam network, we encourage and inspire people in the Netherlands, our programming countries, and worldwide to engage in our campaigns as supporters (financial or otherwise), volunteers, activists and consumers.

Our programs are rooted in the following rights:

1. Right to sustainable livelihood

Everybody is entitled to a fair income and the security of having enough to eat. Yet for 20 percent of the world's population, this is not the case. This means that poor and marginalized people require better access to land, water and finances, as well as fair working and trading conditions. We work with communities to empower small-scale farmers and food producers – in particular women – and we engage with companies (including food companies) to realize fair value chains.

2. Right to basic social services

Accessible education and health care are essential for building better societies. Yet even as we make progress towards universal primary education, there are still 130 million children in school around the world who nonetheless fail to learn basic reading, writing and math skills. Governments need financing to enable them to deliver accessible, affordable, and high-quality services to their people. We will continue to hold governments accountable for doing so and will seek new ways to increase finance for development, including efforts to strengthen developing countries' tax bases.

3. Right to life and security

Natural disasters, climate change, and armed conflicts hit millions of people every year. We support these people with humanitarian aid and support for reconstruction. And we work with local organizations to prepare people in advance, enabling them to prevent or mitigate the effects of disasters and conflicts.

4. Right to social and political participation

We believe deeply in the importance of including poor people in public decisions that affect them, and enabling them to contribute to the structures and policies that govern them. Together with local organizations we give people access to information, train them in budget monitoring, and support them in making their voices heard.

5. Right to an identity

Gender inequality is both a violation of human rights and an obstacle to sustainable development. In a just world there is no place for discrimination against women, violence against women, or discrimination against minorities. That's why we work on women's and youth empowerment, focusing on their political participation, sexual and reproductive health, and income.

OUR THEORY OF CHANGE

From local micro-projects to global campaigns, we believe that guaranteeing these rights must be at the heart of our work, along with empowerment, accountability, and gender justice.

Empowerment

Citizens are the most important agents of change. They inform themselves and others, and claim their rights. They find opportunities to harness the strength of their communities, and seek to defend their own interests in the face of power.

Organized citizens demand that their rights to local land, water, and other resources are protected. They claim access to affordable healthcare and education, act to increase their share of national wealth, fight against corruption and bad governance, and seek redress for human rights violations. Citizens' right to organize themselves and to speak out is essential.

Accountability

Together with our partners all over the world, we will challenge policies and practices that perpetuate injustice and poverty. We will lobby, negotiate, and dialogue with, expose, praise and shame power-holders like governments, big corporate and multilateral institutions to bring about positive change. We ourselves are accountable for our activities and expenditure.

Gender justice

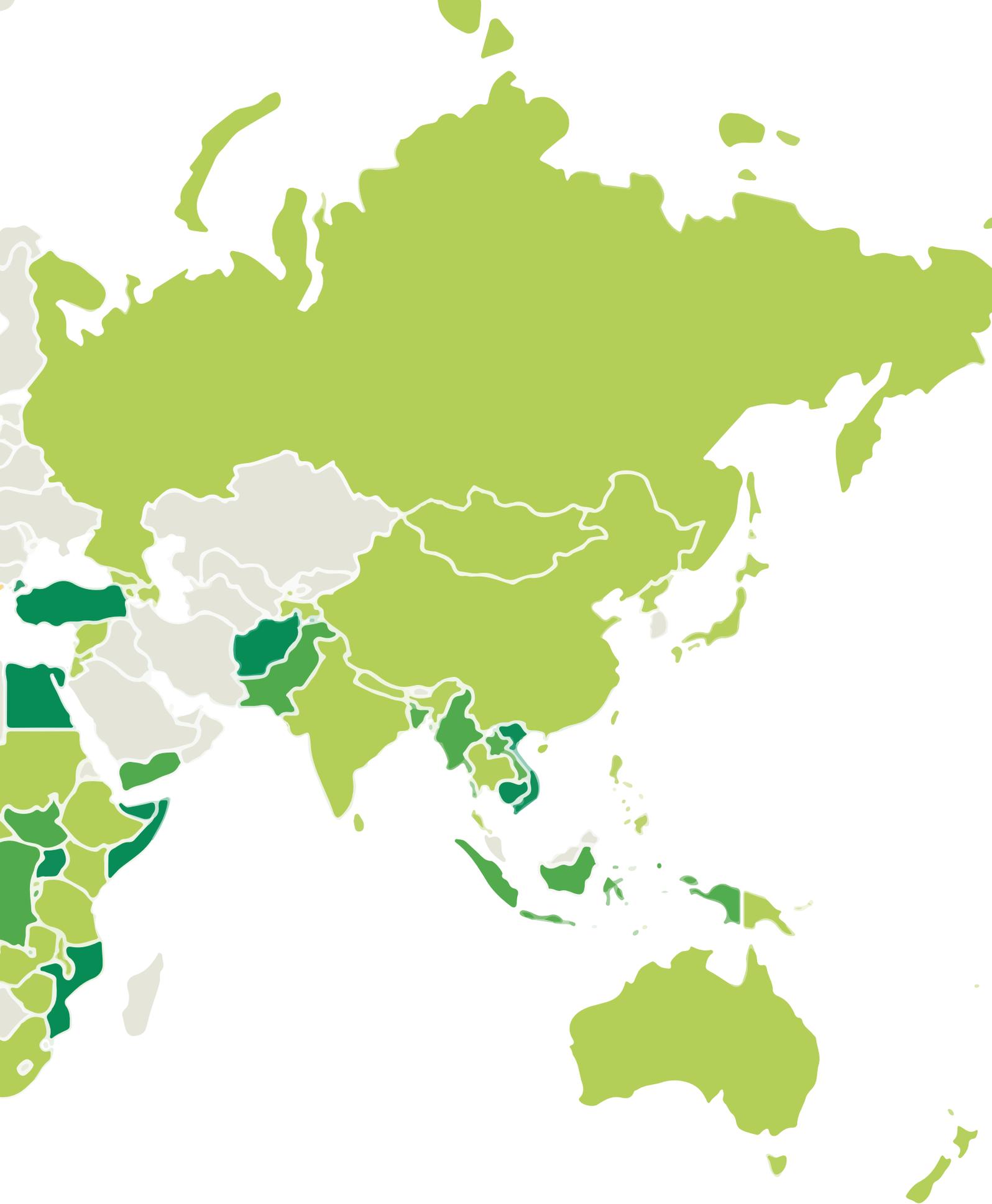
We support women's rights organizations around the world and promote female leadership. We challenge men to change destructive attitudes and behavior, and we champion women and girls who are making strides to protect their rights and advance women-led development.

We recognize that the injustice of denying women's rights is a major obstacle to development. Women constitute the majority of people living in poverty, and investing in women and girls is an effective development strategy.



Photo: Jeppe Schilder

3 OUR WORK



In 2015/16, Oxfam Novib worked with 687 partners in 23 countries on four broad thematic areas which, in our vision, cover the most important issues of our time: Governance and Financial Flows; Food, Land and Water; Conflict and Fragility; Gender and Youth. In addition, we continued our substantial engagement with humanitarian response and advocacy. Under each theme we highlight programs, projects and campaigns that delivered important successes, significant progress, or notable learning experiences in 2015/16. As 2015 is the last year of the five-year goals we set for ourselves for the period 2011-2015, we have included a short overview of our progress on these rights-based goals.

STRATEGIC PARTNERSHIP

Our influencing work on three thematic areas – ‘Right to food’, ‘Greater responsibility in finance for development’, and ‘Conflict and fragility’ – will largely fall under the Strategic Partnership ‘Towards a worldwide influencing network’ that the alliance of Oxfam Novib and SOMO has agreed with the Dutch Ministry of Foreign Affairs. Our shared ambition is to achieve government and private sector policy changes that will benefit groups facing poverty and injustice, and to significantly strengthen civil society’s capacity to demand such change. The Ministry will fund the partnership with a grant of €77 million for a five-year period, starting January 1, 2016.

SUSTAINABLE DEVELOPMENT GOALS

Influencing the sustainable development agenda has been one of our priorities in the past few years. Our efforts bore fruit in September 2015, when world leaders adopted 17 new, ambitious Sustainable Development Goals to end poverty, protect the planet, and ensure prosperity for all, ‘leaving no one behind’ by 2030. Both in the Netherlands and as a member of Oxfam International, we managed to play a significant role in realizing standalone goals on inequality, gender and climate action. The SDGs will shape political and policy priorities worldwide for the next fifteen years, providing a clear and strong framework against which national governments will be held accountable for delivering on these goals.

The three thematic areas of the Oxfam Novib SOMO alliance will contribute to several of the Sustainable Development Goals. By working together and building the capacities of many national and global civil society actors (NGOs, movements, platforms, labor unions, farmers’ organizations, women’s groups, networks, coalitions, activists) the Strategic Partnership will contribute to civil society having a stronger voice in these thematic areas.



Photo: Saikat Mojumder

GOVERNANCE & FINANCIAL FLOWS

Partners supported:	291
Euros spent:	€22.6 million

Seven out of ten people in the world live in a country in which the gap between rich and poor is wider than it was thirty years ago. In 'An Economy For the 1%' (January 2016), Oxfam showed that the wealth of the poorest half of the world's population has dropped by 38 percent since 2010. In 2015, just 62 individuals had the same wealth as this bottom half of humanity: 3.6 billion people.

The combination of high and growing inequality with an enormous youth bulge creates human suffering and social friction, but also undermines economic growth. Such inequalities are exacerbated by unfair tax policies and an unfair global financial sector, nurtured to a large extent by political and economic elites bending the rules in their favor, leaving poor people with little voice or influence.

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

Moreover, the last years have seen a worrying trend of shrinking space for civic action, making it ever more difficult and risky for individuals, groups, movements, and civil society organizations to stand up for their rights. In 2015, a shocking total of 96 countries around the world took measures that restrict civic space.

OXFAM NOVIB'S APPROACH

In our work on Governance and Finance, we distinguish five pathways for change.

1. We empower civil society organizations to hold governments and the private sector to account, including protecting and widening the space for civic action.
2. We influence governments and international institutions to tackle tax evasion and avoidance.
3. We encourage them to increase the transparency and accountability of their budgets, and to ensure pro-poor fiscal policies.
4. We engage them in enhancing development aid (and new forms of aid) and innovative finance.
5. We advocate for governments, international institutions, and the private sector to ensure an inclusive, sustainable, and stable financial sector; a sector that works in the public interest and that serves smallholders and people living in poverty with adequate financial services.

Increasing civil society space

Over the past year, Oxfam Novib has invested strongly in consolidating its response to the shrinking space for civil society, developing tools to help us to better understand the trend, and new ways of working. We worked together with local NGO coalitions to advocate for progressive legal frameworks that will guarantee their right to freedom of association. In Vietnam, Cambodia, and Laos, we pursued a collaborative approach to improving public perceptions of civil society actors. In transition countries such as Tunisia and Myanmar, our programs help to protect and widen the newly-gained space. Strengthening local civil society to deal with shifting civil space is a key strategy for Oxfam Novib. This includes increasing accountability and strengthening their local constituencies, and investing in creating coalitions and networks on civic space.

Fair finance and fair taxation

In addition to advocating for a transparent and accountable financial sector (see the Fair Finance Guide below), Oxfam Novib supports access to finance for the poorest, because they have no access to the official banking system. The Oxfam Novib Fund, managed by Triple Jump, works with 54 microfinance institutions (MFIs) in 30 countries, providing loans and guarantees with a total value of €41,496 million (December 31, 2015). Together they reach out to 73,984 direct beneficiaries, of whom 74 percent are women and 54 percent live in rural areas. Oxfam Novib increasingly invests in MFIs that work with small enterprises, in order to create more employment for youth in particular.

Oxfam Novib sees fair taxation and participatory budgeting as vital elements in the fight against inequality at all levels; from the allocation and spending of municipality or national budgets to international regulation of taxation for multinationals. To further develop our work on this issue in 2015/16, we built a global program and action framework – Fiscal Accountability for Inequality Reduction (FAIR, see below) – in cooperation with a great number of Oxfam affiliates, country offices, and partners.

INFLUENCING GLOBAL AND NATIONAL POLICIES

To counter the shrinking spaces for civil society, Oxfam Novib stepped up its advocacy in 2015/16. We leveraged multi-stakeholder platforms, for example during the Open Government Partnership's global summit in October 2015, and contributed to global alliance-building on this issue to create unified responses.

Standing front and center of the new Sustainable Development Goals (SDGs) is the goal of eradicating extreme poverty by 2030. As tackling inequality will be crucial to achieving that goal, Oxfam welcomes SDG 10, which requires governments to ‘reduce inequality within and among countries’.

Finance for development

In 2015 we intensified our advocacy efforts to encourage governments to fulfil their commitment to allocating 0.7 percent of the budget to development aid. Our special focus was on the Netherlands’ (the ‘champion of development aid’) misuse of development aid budgets for the reception of refugees (see also chapter 7, Lobby and advocacy). The global summit on financing for development held in Addis Ababa in July 2015 turned out to be a disillusion. Oxfam stressed the continued importance of development aid, as well as the importance of a fairer global tax system and inclusive tax governance, in ensuring that poor countries have more own domestic resources for development. While rich countries committed to the 0.7 percent Official Development Aid (ODA) target, they did not support the idea of establishing a new global tax body that would give developing countries an equal voice in decision-making around tax.

In addition, our influencing work focused on the G20, the OECD, and the European Commission, demanding that governments address the problem of tax havens. In the past year Oxfam Novib has been increasingly recognized as an expert and an outspoken advocate for fairer tax policies for developing countries. This resulted in these issues having a very strong presence in Dutch parliamentary debates and in the Dutch media.

OUTLOOK: MOVING FORWARD

In the coming years, Oxfam Novib will advocate for governments and the private sector to match the SDG agenda with the much-needed budget for development cooperation. Since reduced space for civil society will affect achievement of the SDG targets, we will continue to promote an enabling environment for civil society and to build a bridge between global level advocacy and tailor-made responses in each context. We will also invest in strengthening local civil society and its influencing capacity, linking to new trends of civic action such as informal movements and digital activism.

Increasing civil society capacity and space is also a prerequisite for our ongoing work on a fair global tax system, as well as for promoting changes in public budget policies. In coming years Oxfam Novib will launch campaigns on inequality in developing countries and

will roll out our flagship program FAIR (see below). In addition, our programs will support governments building greater capacity to public finance management. A key learning from previous programming is that as we work on budgeting, we need to tackle both the income side (tax) and the expenditure side (spending). We have taken this forward, along with other issues, in the new strategic partnership with the Dutch government, thus strengthening the influencing capacity of local civil society on both tracks.

In 2016 Oxfam Novib will expand the Fair Finance Guide (FFG) network to several countries and start applying the FFG methodology to pension funds. Following the FFG work, we will be intensively involved in developing international CSR covenants for the banking and insurance sectors. On microfinance, we will measure the impact of the Oxfam Novib Fund on credit users through our World Citizens Panel methodology. We will further improve the fund by shifting more towards loans to producer organizations, and in addition we will explore how new innovations like mobile money will affect the microfinance sector.

CASE

Fair Finance Guide

Oxfam Novib leads the international civil society network Fair Finance Guide International (FFGI). The network seeks to strengthen the commitment of banks and other financial institutions to social, environmental, and human rights standards.

The FFGI national coalitions have collectively developed a rigorous methodology to assess and monitor bank policies and practices. Based on this research and analysis, a web-based tool (www.fairfinanceguide.org) stimulates consumers and bank clients to critically compare banks’ Corporate Social Responsibility (CSR) policies, and to address their own bank on its shortcomings. In this way, FFG aims to initiate a ‘race to the top’ between banks on CSR.

FFGI builds on a pioneering model which has been developed in the Netherlands since 2009 (‘Eerlijke Bankwijzer’), which was followed by a similar initiative in Brazil in 2011. Building on this experience, the coalition expanded to Belgium, France, Indonesia, Japan, and Sweden. In March 2016 the ninth Fair Finance Guide website was launched in Germany; today, the Guides are used as a reference by MPs and Senators and are quoted by finance ministers.

In 2015, 400,000 people visited an FFG website, and almost 27,000 people took action towards their banks by sending a compliment or complaint. This intensified the debate amongst politicians and regulators on the performance of the financial sector. Banks ranging

from ING in the Netherlands and BNP Paribas in France to Handelsbanken in Sweden improved their policies on issues such as climate change (reducing coal investments), land grabbing, oil drilling in polar areas, food speculation, and labor rights.

In 2016 Oxfam Novib will further expand the FFG network. Coalitions will begin operating in Norway and are currently being built in Thailand and India. The possibilities for new coalitions are being investigated in Tunisia, Turkey, and the UK. Furthermore, we will start applying the FFG methodology to pension funds in various countries, following a successful UK pilot in 2015. As a direct result of the FFG work, Oxfam Novib will have intensive involvement in the Dutch negotiations between banks, government, and civil society on the development of international CSR covenants for the banking and insurance sectors.

CASE

FAIR supports citizens to reduce inequality

In recent years Oxfam Novib has built a strong foundation for its work on fair taxation, budgets, and social accountability. Programs like CRAFT bring together knowledge and expertise and facilitate linking and learning between countries. In 2015/16, Oxfam Novib played a leading role in taking this extensive experience to the next level. We initiated a global co-creation workshop in which 64 participants from 29 countries and various Oxfam country offices, affiliates, and partners created the 'FAIR' program (Fiscal Accountability for Inequality Reduction).

FAIR scales up influencing and programming on fiscal justice to deliver a significant impact on reducing inequality, and as such is the footprint program of our global 'Even It Up' campaign. The program aims to ensure that people have the space and voice to influence and monitor fiscal systems, mobilize greater revenue, and increase spending for quality public services. The program also supports governments having greater capacity for public finance management, exposes the political dimensions of issues which are perceived as technical in nature, builds bridges, and seeks allies and champions within governments.

In 2015 we were already able to see tangible results from our increasing work on fair taxation. In Tunisia, Bawsala succeeded in making basic budget information publicly available in 284 municipalities. In Niger, our work on mining revenues focused on strengthening local actors on participatory budgeting, and on promoting the participation of youth and women in the governance of extractive industries; we reached over 60,500 people, including more than 17,000 women.

In Morocco, partners started to build the capacity of local organizations on fair taxation and monitoring municipal budgets; they advocated for better access to information on public finance and successfully engaged youth in local policy-making. In Occupied Palestinian Territory (OPT), Oxfam Novib and partners managed to expand a coalition on budget monitoring from 16 to 47 members; the targeted Ministries of Health, Education and Social Affairs have committed to cooperating with the coalition.

Together with Tax Justice Network-Africa and our partners, we also tested a unique new online and evidence-based advocacy tool to increase civil society's fair tax research and influencing capacity: the Fair Tax Monitor (FTM) (www.maketaxfair.net), see case below.

CASE

Fair Tax Monitor

Last year we piloted the first edition of the Fair Tax Monitor in four countries: Bangladesh, Pakistan, Senegal, and Uganda. FTM is a unique online and evidence-based advocacy tool to increase the fair tax research and influencing capacity of civil society at all levels.

Using a standardized research methodology, FTM makes it possible to identify the main bottlenecks in national tax systems and to provide strong evidence regarding its functioning. Civil society organizations and NGOs can then use this evidence for advocacy purposes. The use of a standardized research methodology also allows for the comparison of tax policies and practices between different countries. This again contributes to global advocacy efforts by providing solid evidence and by showcasing the relative fairness of selected tax systems.

FTM identifies six thematic categories used for evaluation: progressive tax system, sufficient revenues, well-governed tax exemptions, effective tax administration, pro-poor public spending, and accountable public finance. These categories cover the main issues that tax systems in developing countries face today and reflect the normative components of a fair tax system.

Following the success of the FTM pilots, our partners are ready to share their knowledge; we plan to increase the number of countries involved and to jointly sharpen the methodology. One lesson learned is that access to good and reliable data is an ongoing challenge, e.g. in trying to show how tax and budgets affect men and women differently. Together with our partners, Oxfam Novib is investigating how we can do better on challenges like this in next year's edition of FTM.

CASE

Civil society strengthening in Mozambique and South Sudan

We often experience a pushback in civic space when civil society 'matures', developing from being primarily focused on service delivery to taking the role of countervailing, yet productive, power, holding those in power to account. It is in this crucial phase that ongoing support for and strengthening of civil society is essential.

In **Mozambique**, despite the long-term democratization process and existence of civil society, it is only in recent years that civic actors have tended to demand more responsible and accountable governance. In response the government has limited civic space, particularly for human rights activists. Oxfam Novib has responded to this in various ways, one of which is the implementation of the second phase of a large-scale program called Action for an Inclusive and Responsive Governance (AGIR). The program, which has been running since 2010, aims to strengthen local civil society in promoting democratic governance.

In 2015/16, 22 national and provincial civil society organizations received financial and capacity-strengthening support based on their own agendas and needs. One of the results of this was civil society contributing to the new Law on Information, which has increased the transparency of government institutions and access to information for citizens. For example, one partner analyzed gas contracts between the Mozambican government and a South African multinational and pushed for transparency; as a result, the government published these contracts.

In **South Sudan**, a growing number of organizations are becoming involved in influencing work. The government recently approved a new NGO bill that might restrict civic space more and more, especially in the human rights and advocacy fields. In response, Oxfam Novib is further developing the capacity, inclusiveness, and accountability of civil society organizations in order to increase respect for their essential role in the country's development. Through a capacity development program, twelve local organizations have improved the quality of their planning, programs, and services. They also have organizational management systems in place, increasing the inclusion of and accountability to their beneficiaries. Moreover, stronger coordination between organizations has been realized by setting up a new civil society network platform. This has already enabled several organizations to take part, jointly, in the country's peace-building process.



FLORENCE HOLDS HER GOVERNMENT ACCOUNTABLE

Florence Aol Okech (45, second from right) is chair of the TIC women group, a neighborhood assembly in Gulu, Northern Uganda. The 53 group members are all internally displaced persons (IDPs) who live in abandoned houses. In 2010, during the war, they started a saving group and Oxfam partner Accord trained them in small-scale business and economic empowerment.

From Oxfam partner CEW-IT, Florence and her group learned to hold the government accountable and demand transparency. “People are suffering and voiceless, they do not know where to raise their concerns. In the neighborhood assembly, they can air their bitterness and their views”, she says. The groups discuss issues of health, education and service delivery, and then bring the outcome to the local council. They successfully demanded accountability from the local government on security issues and infrastructure. “There is no electricity in this village. Without electricity there is always insecurity.”

One of the issues the women discuss is tax. “I was one of those people who did not like paying tax”, Florence says. “But after I learned that it is both a right and an obligation, I feel part and parcel of the taxpayers. Because at the end of the day, the service delivery by the government supports our community.” Florence and her group raise awareness in communities. “People should understand what tax is, why they pay tax. If there is transparency and accountability, collecting tax revenues will be easier.” In return, the group members call upon officials and local leaders to come to their local assemblies and explain their decision-making processes, corruption issues, and service delivery. When the men in their community wonder “Who are these women, where do they get the power from?”, the women say in unison, “We are big-headed!”



Photo: Petterik Wiggels

FOOD, LAND & WATER

Partners supported:	164
Euros spent:	€29.9 million

Small-scale food producers, their families, and their communities depend heavily on the availability and accessibility of natural resources for their livelihoods: land, water, seeds, and a healthy ecosystem. Their overall lack of secured access to these resources, exacerbated by the impact of climate change, prevents them from lifting themselves out of poverty.

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

Rising food prices, declining income

After reaching an all-time high in 2011, food prices fell to the 2009 level in 2015. Given that power is concentrated in the hands of retailers within the global value chains, it is mainly smallholder farmers who are paying the price for this decline. For example, the Cocoa Barometer – supported among others by Oxfam Novib – noted in 2015 that cocoa farmers take 6.6 percent of the value in the value chain, where manufacturers take 35.2 percent and retailers 44.2 percent.

Indigenous people and smallholders contribute significantly to food and nutrition security. They manage more than 80 percent of the world’s estimated 500 million small farms, and provide more than 80 percent of the food consumed in a large part of the developing world. What’s more, they keep many climate-resilient and nutritious varieties and breeds alive. However, in many countries seed laws undermine smallholders’ ability to fulfil this important role.

Biodiversity is key to smallholder systems: farmers, fishers, and pastoralists alike depend heavily on the availability and accessibility of natural resources for their livelihoods. Smallholder farmers need land tenure, access to non-polluted water and to quality inputs such as seeds – yet it’s exactly these needs that are increasingly under pressure.

Insecure land rights

In March 2016 the ‘Common Ground’ report released by Oxfam, the International Land Coalition, and the Rights and Resources Initiative, showed that up to 2.5 billion people depend on indigenous and community lands.

These lands comprise more than 50 percent of the land on the planet, yet they legally own just one-fifth of them. Speaking out on land is dangerous, as the brutal murders of Berta Cáceres and Nelson García of our partner COPINH in Honduras so painfully demonstrated. In response to the murders, Oxfam Novib placed a great deal of pressure on Dutch development bank FMO to withdraw its investment in this project.

Insecure and non-existent land rights continue to cause poverty, hunger and inequality across the world. In 2015 the ongoing large-scale land acquisitions that disproportionately target poor communities grew to an estimated 39 million hectares worldwide. The gender disparity in access to land is huge; fewer than 20 percent of women in developing regions own agricultural land. The figures are even lower when it comes to assessing their decision-making power within the household or looking at the actual size of the land women own.

Lack of access to water

Water is yet another indispensable natural resource that is under increasing pressure. The demand for fresh water is growing all around the world; according to the UN, freshwater withdrawals have increased globally by about 1 percent per year since the 1980s. Despite this, there are still hundreds of millions of people who lack secure access to water. This leads to hunger, disease, and growing competition for water, including ‘water grabbing’ for things such as large hydropower installations.

The impact of climate change already hits the poorest people the hardest. Severe droughts, extreme rainfall, and destructive hurricanes endanger precarious food supplies and the availability of water (including clean water). The 2015 super El Niño has greatly exacerbated these threats, leaving tens of millions of people facing hunger, water shortages, and disease.

OXFAM NOVIB’S APPROACH

Oxfam Novib supports women, men, and children living in poverty to claim their right to food, land and water. In the long term this results in a more just food system, one which sustainably addresses the needs and aspirations of smallholders, agricultural workers, and vulnerable communities. Oxfam Novib and its partners have a long track record of helping people to cope with the effects of climate change and building their resilience, in addition to lobbying for robust financing for adaptation measures. In most of our programs and campaigns we form or join appropriate alliances, such as the European VOICE network. This association of NGOs and trade unions works to increase the sustainability of the entire cocoa value chain.

Under Food, Land and Water we distinguish three pathways for change. **The first pathway** focuses on the strengthening of civil society organizations, enabling them to increase their access to and influence on local, regional, and global governments, institutions and the private sector. We also facilitate them in building public and private support for more equitable governance of natural resources and resilient livelihoods. Where governance is poor or non-existent, we will support civil society organizations to improve governance, policies and practice. A concrete example of this approach is our partnership with SHIFT and UN Global Compact Network Netherlands (see chapter 6, Private sector).

The second pathway focuses on engagement with champions and potential champions from the public and private sectors, with whom we prepare and make the case for policies, practices, and alternative business models that address the interests of food producers and rural communities, particularly women, and the implementation thereof. For instance, in south-west Nigeria we are experimenting with an alternative business model in a pilot project on catfish farmers, together with international animal feed company Nutreco.

In cases where we cannot secure enough support or leverage, **a third pathway** provides us with an alternative – or complementary – route. By exerting critical pressure from the public and the media on key public or private sector decision-makers, we are able to push for improved policies and practice on a range of local to global issues, varying from land reform and decent incomes to a more ambitious climate agenda. Our most effective influencing strategies consist of a combination of the three pathways. A good example of this is our work on land rights for women and indigenous people (see below).

Change processes are obviously not as linear and straightforward as described above. Unexpected extreme weather events, price shocks, regime change, or other risks or opportunities may occur, making it important to have the agility and flexibility to change course when needed. We focus on achieving long-term systemic change as well as short-term policy change.

INFLUENCING GLOBAL AND NATIONAL POLICIES

Fighting and adapting to climate change was an important focus of Oxfam Novib's influencing work on land, water and climate in 2015. As a result of the work done by Oxfam and others, we now have a stand-alone Sustainable Development Goal (SDG) on climate action, as well as three SDGs which are committed to securing land rights, and one to securing water availability.

Road to Paris

In 2015, Oxfam Novib set up influencing campaigns to call on governments, investors, and big businesses to help stop climate change. In the Netherlands, in collaboration with other NGOs, we mobilized citizens in a People's Climate March and informed them about the devastating impact of climate change on people living in developing countries such as Bangladesh. We had regular meetings with government officials and politicians, resulting in Parliament effectively calling on the Dutch Government to include fair climate finance in its COP21 ambitions.

Oxfam Novib was also an important driver behind the pan-African country-led Women Food Climate (WFC) campaign in October 2015. The associated video was viewed by almost 7 million people across 19 African countries. We invited Ipaishie, a Zimbabwean farmer, to Paris during COP21 where she met President Hollande: her message received significant media attention. An Oxfam Novib staff member was part of the Dutch delegation representing Dutch civil society organizations at the COP in Paris.

Pushing companies to walk the talk

In its Behind the Brands campaign, Oxfam Novib assesses, ranks and engages the agricultural sourcing policies of the top ten food and beverage companies. Through lobbying and public campaigning, we pushed companies such as Kellogg's to take on commitments that will help to build a climate-friendly food system in their own supply chains and to advocate for effective solutions in the run-up to the Paris COP21. Another success in this global campaign was created by downward pressure from the big food companies. Illovo Sugar, Africa's biggest cane sugar company, committed to a zero tolerance approach to land grabs in May 2015, due to pressure from Coca-Cola and others. Illovo also committed to resolving two specific land rights controversies in Malawi and Mozambique.

OUTLOOK: MOVING FORWARD

Under the Strategic Partnership with the Dutch Ministry of Foreign Affairs, Oxfam Novib and SOMO will work on food, land and water issues in nine countries in the coming years. We will further build our global program on land, as well as building and connecting regional and national programs on water governance, and integrating crosscutting issues in our programming, focusing on the Mekong, Limpopo, and Indus basins.

Furthermore, we will enhance more sustainable value chains (cocoa, palm oil, rice, and fisheries) and work with local communities to push for fair seed systems. Our interventions will range from building joint projects

with companies for the benefit of smallholders and introducing our groundbreaking GALS (Gender Action Learning System) methodology to tackle gender inequality in local markets, through to setting up global campaigns to rally public support for our goals.

Advocating fair politics and practices

As the historic climate agreement in Paris lacks sufficient concrete measures to finance climate adaptation for developing countries and poor communities, Oxfam Novib will continue to advocate for fair global climate deals. We will also monitor the implementation of the SDGs at all levels and will continue to work with strong local partners and forums to strengthen the land rights of women, men, and communities, pushing for national reforms and better practices by companies and investors.

CASE

SUSPO: Scaling up Sustainable Palm Oil

The rapid expansion of palm oil in countries such as Indonesia, Democratic Republic of Congo (DRC), and Nigeria has had adverse impacts on local communities, notably on land conflicts, food security, and working conditions. It also negatively affects the environment, through deforestation, peat land fires, and greenhouse gas emissions. Smallholders are forced to give up their community lands for large-scale export crop production, lowering their incomes and food security.

Oxfam Novib's longstanding program Scaling Up Sustainable Palm Oil (SUSPO) focuses on a pro-poor value chain development. In 2015/16 we have made important steps towards the co-creation and demonstration of FAIR partnerships between companies and communities in the palm oil sector. FAIR stands for Freedom of choice, Accountability, Improvement of benefits and Respect for rights. Oxfam Novib developed the four FAIR principles to stimulate companies to improve their practices, also based on its active involvement in the Round Table on Sustainable Palm Oil (RSPO).

The FAIR partnerships offer a redesign of development models in palm oil production and trade; they demonstrate the economic, social, and environmental business case for investing in smallholder suppliers. Oxfam Novib's vision is to establish multi-functional mosaic landscapes in which smallholders, their communities, local authorities, and plantation companies have applied participatory land use planning. This landscape approach will result in combinations of cash crops such as oil palm, local food crops, and the sustainable use and protection of forest and peat land. Smallholders and their communities, both women and men, will benefit from livelihoods of their choice enabling

them to ensure food security, safeguarded land rights and diversified income. The FAIR partnerships will go beyond the RSPO principles and standards, and lead to change in practices.

Establishing long-term sustainable practices will require the palm oil companies to engage directly with host communities. To support the plantation companies in this, longer-term engagement from investors and from palm oil users (food and cosmetics industries) is required. Our scoping has indicated that they have great interest in making an active contribution to this paradigm shift across the value chain. 2016 will see the co-creation of demonstration projects in Indonesia. As convener and thought leader, Oxfam Novib will assure the knowledge and innovation management, monitoring and learning, in close collaboration with specialized Dutch institutes such as Wageningen University and the Oxfam country office in Indonesia.

CASE

Fighting deforestation for improved livelihoods

The North of Nigeria has seen large-scale deforestation in the last few decades. Climate change and population growth are important drivers of this trend, as most people use firewood for cooking. As a result, pastoralists and smallholder farmers are finding it increasingly difficult to make a decent livelihood; deforestation means that the soil deteriorates, offering less food for animals and fewer nutrients for crops.

In the northern state of Katsina, Oxfam Novib is implementing a four-year program to increase the livelihood resilience of rural households. We are doing this by improving the fuel wood balance. On the one hand we are distributing efficient stoves to 35,000 households, to enable them to reduce their firewood use. At the same time we are working to increase the wood supply by establishing 'farmer-managed natural regeneration' and other sustainable agroforestry models. This regeneration will lead to the planting and maintenance of more than 5.5 million additional trees, generating income for beneficiaries in the target areas.

After four years the project will directly benefit 275,000 people (55,000 households) who initiate and maintain sustainable agroforestry models. By that time, fuel wood efficiency in these households will have increased by 75 percent through the local manufacture and use of efficient cookstoves. This generates employment and income, thus keeping people motivated to plant and maintain trees, which in turn helps to control climate change (as deforestation is an important driver for climate change). We influence local stakeholders such as the Katsina State Government and the involved local government authorities. Conversations have started

to ensure buy-in from important stakeholders, and the Katsina Government has helped by making land available for the implementation of the program.

The project started in September 2014. One year later, it has reached almost 80,000 beneficiaries with awareness and sensitization activities. Oxfam Novib's partners have identified and prepared seven degraded forest sites for agroforestry demonstrations, and more than 10,500 ha of farmland suitable for upscaling agroforestry activities.

Two mud woodstove models have been introduced; manufacturers produced 400 sample stoves that are being tested by 100 households. We have also trained local entrepreneurs to make the stoves and have finalized agreements with four micro-finance institutions on mechanisms to support the developing stove businesses.

CASE

Land rights for women and indigenous peoples

Over the last year, Oxfam Novib has continued to work intensively to secure the land rights of women, men, and local communities. Our programs are active in more than forty countries worldwide, and provide direct support to people on the ground. At the same time we influence governments and companies to create the conditions for fairer and more equitable land governance. Examples of our land rights work in 2015/16 include:

- In Niger, we are working on an innovative project which supports women in obtaining land titles and participating in decision-making, by engaging with imams who promote gender-sensitive norms.
- We partnered with FAO to pilot multi-stakeholder platforms on land governance in four countries: Niger, Malawi, Uganda, and Nepal. Here several parties discussed how to realize the 2012 'Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests', which is the most advanced international benchmark on this issue. We equipped civil society to engage in effective dialogue with other actors and to better advocate for people's rights.
- A major victory was September's approval of SDGs containing three strong targets for realizing secure and equitable land rights.
- Our report 'Common Ground. Securing land rights and safeguarding the earth' marked the launch of the Land Rights Now campaign (www.landrightsnow.org), a coalition led by Oxfam, the Rights and Resource Initiative and the International Land Coalition. More than 400 organizations and communities worldwide signed the global call to action; our common goal is to double the land owned by indigenous peoples and local communities by 2020. Oxfam Novib particularly supports the distinct voices of indigenous women and women from local communities.

CASE

Sowing diversity = Harvesting Security

Seeds are at the heart of agriculture. Good-quality seed, available in the required quantities in a timely fashion is essential for sustaining farming. Locally-bred and conserved seed can often adapt more easily to changing weather patterns and is especially important in times of increasing climate change impact.

The program 'Sowing Diversity = Harvesting Security', run by Oxfam Novib and eight partners, enhances seed diversity to harvest food and nutrition security. We support the rights of indigenous peoples and smallholder farmers, largely women, to enable them to access and develop seeds suited to their needs, and to manage biodiversity in the context of adapting to climate change. 'Sowing Diversity = Harvesting Security' is a global program that reaches 300,000 households.

Together with local communities, we have set up farmer field schools in eight countries (see chapter 6 for an example). These schools strengthen farmers' seed systems, which constitute approximately 80 percent of global seed systems. Farmer field schools focus not only on staples such as rice and maize, but also on neglected species such as millet and sorghum, which are vital to the food security of people in poverty.

We build on local knowledge of using food's biodiversity for a more nutritious diet, as well as for breeding crops which are vital to climate change adaptation. We set up community seed banks to allow farmers to store their own seeds in a safe place and to borrow new seeds when they need them. In addition, we enhance farmer seed enterprises, which are public-private partnerships aimed at bringing farmers' seed innovations to a wider market and improving farmers' access to good quality and diverse seeds.

Oxfam Novib supports communities in participating in decision-making processes related to their seeds and food security, engaging farmers in policy dialogues from the local to the global level. We aim to ensure that governments both support our work and bring it to the mainstream, and to overturn oppressive seed policies. This advocacy has resulted in several local and provincial ordinances and national regulations in support of Farmers' Rights (the right of farmers to save, use, and exchange farmer-saved seeds) and the right to participate in decision-making. At the global level, our partners and allies contributed to the approval of FAO's seed policy guideline, which for the first time recognizes and supports farmers' seed systems. This global guidance is important to shaping the reform of national seed policies.



Photo: Yen Bai

MRS. HUONG BREEDS THE SEEDS SHE NEEDS

Mrs. Huong (51) is a married mother of two children and grandmother of several. They all live together in An Binh village, Vietnam. Before Mrs. Huong joined the Farmer Field School, the family did not have much money to save. Seeds were expensive and not very well adapted to the local climatic conditions.

“We had to buy seeds for our farming, but we did not have enough money to buy them. Now I have learned to breed the seeds I need, and preserve them for the next crops.”

At the Farmer Field School, Mrs. Huong learned the skills of crossbreeding and seed selection. Furthermore, she learned to cope with the local conditions. Today Mrs. Huong’s seeds are famous for their quality and good harvest.

“I now have five or six varieties of rice. I’m exchanging mine with family and friends in the six communes around my place. They all say my breed is of very good quality.” The family income increased. “We don’t have to spend money on the seeds anymore.” Mrs. Huong now shares her knowledge and teaches neighbors and friends the skills of seed breeding.

“In the last year I have produced better seeds. I’ve even gone into business and sell my seeds for money. I feel so much more confident. Before, I only felt poor. I had no courage to look at people. Now, I feel I am able to do something. I look at people. I talk to them.”



Photo: Benedicte Kurzen

CONFLICT & FRAGILITY

Partners supported:	143
Euros spent:	€23.7 million

Conflict threatens and destroys the lives, homes, and jobs of millions of women, men, and children, trapping them in a vicious cycle of violence and poverty. Every year since 2008, the world has become less peaceful. At the time of writing, more than 60 million people were forcibly displaced as a result of persecution, conflict, violence, or human rights violations. This is the highest number since World War II. One-third of the world's poor live in fragile and conflict-ridden countries. By 2018, this share is likely to grow to one-half, and by 2030 it could be as much as two-thirds.

Disastrous year

The year 2015 was a disastrous year for many people around the world, as existing conflicts – some largely forgotten – turned ever more brutal and new ones were ignited. The wars in Syria and Yemen reached new heights as Russia and a coalition led by Saudi Arabia, respectively, conducted military intervention in these countries. Grave violations of international humanitarian law were committed by all sides, including high-profile bombings of aid operations.

In Burundi, political crisis sparked by the President's third-term bid resulted in a brutal crackdown on the Opposition and dissenting voices, increased violence against civilians by armed groups and law enforcement agencies, and refugee flows across the African Great Lakes. This year both Afghanistan and South Sudan have made some progress towards ending their internal conflicts through peace processes, although millions continue to wait for peace, justice, and reconciliation. In both countries, international pressure remains vital to incentivizing warring parties to uphold their leaders' commitments to peace.

Refugees in Europe

Hundreds of thousands of refugees from Syria, Iraq, Afghanistan, and elsewhere undertook the dangerous and all-too-often fatal journey to seek refuge in Europe. Mass refugee flows, terrorist attacks in Belgium, France, and Turkey, and increasing destabilization along Europe's periphery (for example Libya and Lebanon) engulfed public and political attention across Europe. Worryingly, politicians' response to these events have served to undermine international refugee and human rights laws, as well as the European Union's founding ideals of human dignity and solidarity.

OXFAM NOVIB'S APPROACH

Oxfam Novib is present in the world's worst protracted conflicts. Our work on conflict and fragility takes a long-term approach that seeks to address the underlying root causes of conflict, such as structural inequality,

marginalization, and lack of access to natural resources. We seek to create inclusive security for all, with an emphasis on the inclusion of women and marginalized groups.

Equitable peace

Oxfam Novib explicitly works towards a more equitable peace by focusing on the gendered causes, impacts, and consequences of violence and war in our Women, Peace and Security programming. Our projects support women and men in protecting themselves against violent conflict and contributing to conflict transformation.

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

Addressing root causes

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

INFLUENCING GLOBAL AND NATIONAL POLICIES

In the past year, Oxfam has worked to ensure that the severe and ever-worsening humanitarian crisis in Syria stays high on both the international and Dutch agendas. NGOs and Dutch Parliamentarians are using our Syria Fair Share Analysis to track whether countries follow through on the commitments they have made to providing financial support and resettling refugees. The Dutch financial support pledged at the London Donor Conference in February 2016 also focused on longer-term education and livelihoods support; this has been one of Oxfam Novib's consistent advocacy points.

Ban on arms delivery

Yemen is among the world's worst forgotten humanitarian crises. Oxfam Novib repeatedly showed the hypocrisy of the Western countries (including the Netherlands) that sell weapons to the parties involved in this conflict. In March 2016, the Dutch Parliament adopted a resolution to put a ban on arms deliveries to Saudi Arabia. Oxfam Novib had lobbied for a halt to weapons transfers to all parties in the conflict. Based on our Peace Beyond Borders program, Oxfam led advocacy towards the African Union and the UN Security Council on the Burundi crisis.



Photo: Mario Maclean

Woman in a resettlement camp carrying an aid kit.

Women, Peace and Security

Partly as a result of our successful lobbying activities around the High Level Review and Global Study on UN Security Council Resolution 1325, which acknowledges the disproportionate and unique impact of armed conflict on women and girls, a dedicated Oxfam Women, Peace and Security policy group was created in 2015. This group will undertake international-level campaigning and research on critical issues of gender, peace, and security. Oxfam Novib has also been actively involved in the development of the third Dutch National Action Plan (2016-2019) on this resolution. Going forward, we will be working with civil society and the Dutch Government to take a key role in the development of relevant country strategies under the new National Action Plan.

OUTLOOK: MOVING FORWARD

In the coming years we at Oxfam Novib will further build up our understanding and programs in a number of key areas, including the role of the private sector and conflict, and the area of violent extremism.

Multinationals and conflict

In the Strategic Partnership with the Dutch Ministry of Foreign Affairs, one of the topics that Oxfam Novib and SOMO address is the role of the private sector in a range of conflict-affected countries. Multinationals in particular have the potential to contribute to peace and development, yet they are often linked to negative impacts on local communities and human rights violations. Oxfam Novib and SOMO will strengthen civil society, and combine

global- and national-level influencing with national-level work to engage the private sector and hold companies accountable to internationally-agreed principles.

Citizens of conflict-affected and fragile countries often fear the security sector, or it is simply inaccessible to the poor and marginalized. Given that ensuring security for all citizens is a basic requirement for sustainable development, Oxfam Novib and partners have designed the **Safety First** program. Starting in five countries – Afghanistan, Pakistan, DRC, Somalia, and South Sudan – we will build on previous programs to improve the responsiveness, capacity, and accountability of the security sector towards both women and men.

CASE

Durable peace in Kachin, Myanmar

Over 100,000 people in Myanmar's northern Kachin State have fled their villages following ongoing clashes between government forces and the Kachin Independence Army. Women, men, and children have sometimes had to flee several times, from one camp to another; without a home, they are now 'internally displaced persons' (IDPs), supported by humanitarian assistance from NGOs and host communities.

In this remote, mountainous region, Oxfam Novib leads a large consortium program to support lasting peace and equitable development. We support conflict-affected communities and IDPs as change agents in the peace process, focusing particularly on women and youth. The program links humanitarian work with broader peace processes in Kachin and longer-term development initiatives.

The consortium consists of two international and four national NGOs, in addition to eighteen civil society organizations, with a strong presence in conflict transformation, advocacy, development and humanitarian work. Oxfam Novib provides overall consortium coordination and technical assistance in areas such as conflict sensitivity, monitoring, evaluation, learning, and management. In three and a half years the program aims to reach over 85,000 people in twelve townships across Kachin state.

In the first year, Oxfam Novib worked to set up a robust infrastructure for the years ahead. Our World Citizens Panel provided an innovative tablet-based baseline survey, identifying the most urgent needs of IDPs and conflict-affected communities (see also chapter 4, Impact measurement). The study underlined the urgent need to support communities to better understand, participate in, and influence the peace process, in addition to ensuring that inequality between women and men is addressed.

In this year we reached over 31,000 IDPs and people from conflict-affected communities, equipping them with the skills to better engage in peace processes and development opportunities. A conflict-sensitive approach underpins our work, including a participatory conflict analysis to enhance Kachin civil society's analytical skills and the strategic direction of the program.

CASE

A bottom-up peace process in the Great Lakes region

Oxfam Novib's program Peace Beyond Borders, running from July 2012 to June 2016, addresses the root causes of conflicts related to land and governance in Burundi, DRC, and Rwanda. In the African Great Lakes region, peace can only be effectively attained by engaging communities in understanding the root causes of the conflict and defining ways to address it. We therefore work with communities to define the reasons why the conflict keeps recurring and to draft and implement a bottom-up 'Regional Roadmap to Peace'.

In 2015, the dialogues for the Regional Roadmap to Peace attracted over 12,500 people from all walks of life, focusing especially on women and youth. Once they were involved, people tended to return for the next round of dialogue, indicating that they value and are committed to the Roadmap. Although there were initial tensions, e.g. between Rwandan and Congolese representatives in the Virtual Regional Parliament (a key element of the program), in the end participants developed understanding and tolerance for each other.

The program strengthened the knowledge and skills of 6,000 young men and women to recognize political

and identity-based manipulation. Grassroots work was reinforced through some 60 media broadcasts on radio, TV, and social media, reaching about 170,000 people. Oxfam Novib is proud that the program successfully supported 280 (mostly Congolese) young people enrolled in armed groups, enabling them to lay down their weapons and reintegrate into their communities.

Peace Beyond Borders promotes closer collaboration between local leaders, authorities, and citizens to resolve security issues, by developing, validating, and implementing 35 community peace plans. Our bottom-up approach works. As an external Mid-Term Evaluation of the program concludes, "the most important asset of the program is the inclusive dialogue through which the Roadmap was developed, the participation of the population during the research, in the community dialogues as well as in the development of the Roadmap."

We place a significant emphasis on women's protection needs and participation in political processes. In DRC, technical support has been given to the women's working group on UN Security Council Resolution 1325, which aims to address the absence of Congolese women in the implementation of the Peace, Security and Cooperation Framework and in public institutions.

CASE

Citizens First in Afghanistan and Pakistan

Citizens First is a unique 'influencing' project which aims to contribute to human security and good governance in Afghanistan and Pakistan. This is primarily done by training citizens groups and advocacy committees to perform evidence-based advocacy and use this for constructive engagement with the government. In addition to a December 2015 report on the outcomes of this 4-year project as described by Oxfam Novib's partner organizations, we sought direct feedback from stakeholders in order to learn *how* the project influenced the government's responsiveness.

We collected 154 stories through a smartphone app, website, and submissions made on paper (<http://www.sprockler.com/Oxfam/citizensfirst/index.php>). Overall the stories demonstrate positive results, with a remarkably high number of requests made by the communities and fast responses by the government. Stakeholders feel hopeful, and trust in the government has increased.

In Pakistan the local level results are very impressive. Community groups have consulted their communities extensively, made concrete requests, and received quick responses from the government (most often in the form of a commitment of budget or resources). As policy-level decision-making takes place primarily at the provincial

level, the program will also stimulate provincial-level policy change in 2016, through civil society alliance-building.

In comparison to Pakistan, stakeholders in Afghanistan expressed slightly more frustration, as the Afghan Government is centralized and requests often are handled at a higher level. Nonetheless, the communities were able to create demonstrable public support and participate in decision-making processes at the local level. The project will build on this progress and will continue to focus on holding the government – at all levels – accountable for improved service delivery.

In Pakistan, meaningful participation of women in public consultations increased markedly from 29 percent in 2013 to 48 percent in 2015, particularly in more remote areas where women’s participation is traditionally hampered by patriarchal cultural norms. In place of the all-male community delegations attending briefing meetings with government officials seen in the first year of the project, in 2015 these delegations included at least 4-7 women (out of 12-15 participants). This ‘trickle-up’ effect reflects the importance of inclusive community-level structures to wider behavioral change in the development of longer-term peace and stability that represents the needs of all citizens.



MUHOSA LEARNED: RAPE IS A CRIME

Eastern Congo is known as the Rape Capital of the World. Here, sexual violence is the order of the day and is among the most heinous in the world. Warring parties, including the Congolese army, use it as a weapon of war, to shame, demoralize, and humiliate the enemy.

Muhosa Aline was raped three years ago and fell pregnant. She knew who raped her but did not go the police until a few years later. “At that time I knew it was wrong, but not that it was a crime. Let alone that I should have gone to the hospital to get treatment.”

Like many other women in and around the town of Numbi, Muhosa found support at Oxfam’s local partner organization AVUDS. In recent years the organization has helped over 500 women, teaching them about their rights and what to do when they are raped. “It wasn’t until after the AVUDS training that I knew what to do after you are raped. Eventually I did go to the police, but the rapist had already left this area. I never saw him again.”

AVUDS gave the women 75 dollars and a goat to help them to create better lives for themselves and their families. It also brings women of different tribes together in so-called mutual solidarity groups. “There are a lot of tribal conflicts in this area,” Mathilde Koko Majagi, coordinator of AVUDS, explains. “We believe it is important these women work and live together peacefully and help each other when they are sick or pregnant, or need a business investment.”



Photo: Jeppe Schilder

GENDER & YOUTH

WOMEN'S EMPOWERMENT

Partners supported under Gender & Youth: 335

Euros spent on Gender & Youth: €22.9 million

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

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

OXFAM NOVIB'S APPROACH

Oxfam Novib continues to work towards changing the culture of tolerance of gender discrimination. We challenge social norms and values that still, in the 21st century, try to legitimize and even promote the use of violence against women and girls; rules and structures that excuse the violation of their sexual and reproductive rights, and limit their full participation in political and income-generating activities. Together with our partners, we provide women and girls with opportunities to mobilize and raise their voices, to influence and participate in decision-making spaces, and to create sustainable economic opportunities.

Our programs focus on eliminating three major structural barriers to women's empowerment, leading to:

- Enjoyment and protection of women's bodily integrity.
- Increased spaces for women's political participation and transformative leadership.
- Improved economic opportunities for women.

We strongly believe that women's rights and gender equality are fundamental human rights and pillars for achieving sustainable and equitable development. For this reason, we put women's rights at the heart of

everything we do: we ensure the inclusion of women's rights and gender justice objectives in all our programs, and we strengthen organizational capacity – both within Oxfam Novib and for our partners – to systematically address gender inequality issues.

INFLUENCING GLOBAL AND NATIONAL POLICIES

Pressure from conservative and repressive forces has meant that our efforts to positively influence national governments, lobbying them to improve their legislation on women's rights and gender equality, met great challenges in the past year. In such an environment, the highest achievable goal was to maintain existing policies and legislation, and to ensure that the implementation of existing laws becomes a priority for national and local governments. An example of this is the work our partners in Tunisia are doing towards the development of a specific legal framework on violence against women and girls, using the inclusion of gender equality in the new constitution.

In 2015, we put significant effort into influencing the global sustainable development agenda, working in the Netherlands with the Dutch gender platform Wo=Men. We not only successfully advocated for the design of Sustainable Development Goal (SDG) 5 on gender equality, but also contributed to the development of gender indicators for all 17 SDGs. The existence of a strong set of indicators for monitoring the SDGs will have a direct impact on national-level work: national statistical offices are now required to produce data on the advancement of women's rights and gender equality.

OUTLOOK: MOVING FORWARD

The social transformation Oxfam Novib envisions requires substantial changes in individual beliefs regarding gender equality and women's position in society. A detailed analysis and assessment of our work during the past five years has taught us that our interventions need to move to changing social expectations in this respect. Building a new social norm can often be easier and more strategic than attempting to dismantle a harmful one. What is needed are new 'scripts', fresh perspectives and worldviews that are presented as positive alternatives to the existing, damaging ones. This is one specific learning that Oxfam Novib is taking into its programming moving forward.

Among other projects, we will design and implement a worldwide campaign on violence against women and girls, with a strong focus on measuring the real impact on people's perceptions and actions; for this we use the innovative impact measurement methodology of

the World Citizens Panel developed by Oxfam Novib (see chapter 4, Impact Measurement). We will also develop and implement a program addressing the issues of sexual violence, and the (lack of) access to sexual and reproductive health, specifically in situations of conflict and forced migration. Oxfam Novib will continue to implement its current programs: preventing child marriage in Niger, Mali, and Pakistan as part of a broader consortium with Save the Children and SIMAVI; protecting the rights of the LGBTI community in Zimbabwe, Pakistan, and South Africa; and Women on the Frontline, enhancing women's political participation in the Middle East and North Africa (MENA) region, in collaboration with Hivos, IWPR, and PwC.

CASE

Soundbites supporting women's political participation

In Nigeria, the representation of women in the political structure is only 5 percent, making the country one of the lowest in terms of female political participation in the region. Since 1999 the number of elected women in government has declined consistently, reinforcing women's lack of access to economic resources and decision-making authority and thereby perpetuating their poverty and suffering.

Various factors are responsible for this political marginalization of women, ranging from cultural preconceptions to a lack of experience. Oxfam Novib supported a series of interlinked activities aimed at creating an enabling environment and enhancing women's capacity to participate effectively in leadership. Two projects aimed at raising awareness amongst Nigerians of the benefits of having women in leadership positions, and at motivating women to stand in the 2015 elections. In addition, people – particularly women – were encouraged to vote for women; in some states women make up the majority of registered voters and of young people.

'She Should Run' used short video clips (soundbites) of no more than 30 seconds, in which high-level influencers, activists, and ordinary people encouraged women to participate actively in the elections. With appropriate messaging, the campaign tackled cultural norms and religious misconceptions. The campaign 'Great Voice for Women Leadership' interviewed fifteen role models (men and women) and aired their endorsements and messages – encouraging women's participation in government – on two national television channels during prime time. Campaign videos were also shared through social media and internet platforms.

Though fewer women made it to the top in the national assembly (5 percent, compared to 7 percent in the last general elections), the campaign raised an unprecedented extensive public debate about women's involvement in politics and decision-making. As a result, a wider section of women (middle-class, elite, young) registered to vote and actually voted, in comparison to the 2011 elections. Based on lessons learned, Oxfam Novib will continually nurture women's political understanding and activism in Nigeria, enabling them to engage more strategically in the political process.

CASE

Challenging violence against women through pop culture

Sexual harassment, physical and psychological violence are widespread in Bangladesh. Where globally an already staggering 30 percent of women experience gender-based violence, in Bangladesh this figure is more than 60 percent. Even 80 percent of unmarried women and adolescent girls report experience with sexual violence.

Oxfam Novib's Pop Culture with a Purpose aimed to empower women and girls and challenge the underlying norms that legitimize violence against women; it specifically sought to reduce the incidence of sexual harassment in the Khulna district. 'Edutainment' (entertainment education) was used as a key strategy of the project, combining attractive, high-quality and cutting-edge mass media with on-the-ground community education and mobilization.

In Bangladesh traditional cultural elements such as pot songs (a very popular type of traditional song) were mixed with street theatre shows and three-episode drama series. The various forms of media and culture were all based on the same message: *Don't blame the girls; Listen to girls, Trust and stand by them*. These strategies, alongside a strong basis of community changemakers already formed by local partners, resulted in impactful communication towards girls and boys, parents, teachers, and the broader community, including law enforcement officers and politicians.

As a result of the program, more than 3,000 students (60 percent girls) and 3,000 parents reported changing their values and attitudes towards sexual violence against adolescents. Through a mass campaign, the project reached approximately 500,000 people across Bangladesh.

A rigorous and systemic evaluation, based on a quasi-randomized control design, showed that knowledge among project beneficiaries on various types of sexual violence increased by 158.5 percent in the intervention communities, whereas knowledge increased by 52.4

in the control group. 93 percent of the respondents reported that they were highly influenced by 'drama'. The data showed that the project had an impact on behavior as well. About 95 percent of the respondents said that they would support a girl if she experienced any kind of sexual violence.

CASE

Egyptian radio series produces change in Tunisia

In Tunisia almost half of women report experiencing at least one form of violence in public space in their lifetime, of which 41.2 percent was physical violence and 75.4 percent was sexual violence. Oxfam Novib implemented a pilot project to challenge social acceptance of violence against women and girls in this country. Our World Citizens Panel measured the effectiveness of an edutainment series combined with discussion groups on attitudes, beliefs, and perceptions of social norms regarding violence against women.

Partners organized groups that listened to an Egyptian edutainment radio series called *Worth 100 Men* on the role of women in Arab society. The series stars Mona Zaki, a widely popular actress in the region, in the role of Noha, an Egyptian journalist. She encounters typical issues affecting women in the Arab world, such as sexual harassment, violent relationships, sexism, and corruption. Noha serves as a role model, finding creative and courageous solutions to surmount these problems. Immediately after listening to an episode, open dialogues were facilitated on all the issues addressed by the series. Surveys showed that both men and women liked the series, and liked the discussions even more.

In total 300 people were surveyed, resulting in important outcomes. Following the series, participants were more aware of different kinds of violence against women and were more likely to report being personally acquainted with someone who had suffered violence. Furthermore, participants were less likely to justify different instances of violence against women and more likely to advise others suffering violence to speak out.

There were also some areas with no significant change, such as attitudes that justify women staying in violent relationships, perceptions of social norms (how participants believe others in their communities think about violent relationships), or the way people think about the role of women in society. The impact study concluded that using a regional Arabic edutainment product can produce changes, though a localized product could have an even bigger impact.

CASE

Elimination of child marriage in Niger

Niger holds the sad record of being the country with the highest rate of child marriages, and the – related – highest rate of fertility (eight children per woman). One in every three girls is married before the age of 15. 40 percent of girls aged 15 to 19 years are either pregnant or already mothers. Tolerated by some and criticized by others, this practice is supported by religious and traditional norms, ending the childhoods of thousands of girls and compromising their most basic rights.

Oxfam Novib aims to eradicate this harmful practice and its flagrant violation of women's human rights, by promoting changes in perception, attitudes, and behavior. The 'Eliminating early child marriage' project built the capacities of young and key players among the National Police, the Gendarmerie Nationale, the National Guard, magistrates, and health workers. It also organized community dialogues between women, religious and traditional leaders, and youth. The project focused on children's rights, including their right to protection from gender-based violence and early marriage, their right to education and to sexual and reproductive health.

During the project, 4,000 girls and boys received education on sexual rights and health, and on the detrimental effects of child marriage on health, education, and wellbeing. In 13 villages, 65 community organizations – including school boards, mothers' committees and parents' committees – were trained on gender-based violence and child marriage; all of them pledged to effectively fight child marriage. Community radio stations broadcast hundreds of messages and organized 25 radio debates; a documentary film was projected in all villages. As a result, in the department of Tillabéri 188 cases of potential child marriage were reported and referred through community mechanisms, and 39 cases of interventions to stop child marriage were identified.



People listen to a women who has suffered from domestic violence.

ZARINA REGAINS SELF-CONFIDENCE

Zarina Khatun used to go to a coaching center after school, where she participated in training sessions, workshops, and discussions on violence against women and girls. Zarina, a quiet and serious student, enjoyed attending the center even though it was quite far from her home. She became an active participant and even won a prize in a quiz competition.

Every evening, Zarina returned to her house by rickshaw van. A boy who travelled in the same van always found an excuse to chat with her and take her books, although Zarina tried to avoid contact. After a few days, he suddenly tried to touch her body. Zarina was too shy and afraid to protest, or to tell others what had happened.

“I lost my morale and self-confidence. I thought no-one would help a girl like me, whose father is a poor taxi driver. Besides, I never wanted to bother my parents. It would be better not to protest.”

But as the harassment continued, she finally told her father. To her dismay, he forbid her to go to the coaching center. Zarina thought this was unfair: why should she be punished for this boy’s behavior? But her father was determined: Zarina was not allowed to participate in the project anymore.

Zarina decided to tell her father what she had learned in the project. “Then I recalled the event and said: if I had protested back then, the boy would never have dared to touch my body again.” She realized that she could protest against sexual harassment. Zarina is much more self-confident now.



Photo: Bendicte Kurzen

GENDER & YOUTH

YOUTH ACTIVE CITIZENSHIP

Partners supported under Gender & Youth: 335

Euros spent on Gender & Youth: €22.9 million

One out of every six people is aged 15–24 years; globally there are more youth than ever before: 1.2 billion. Ninety per cent live in low-income countries. Niger (15.4), Uganda (15.7), and Mali (16.2), for example, have some of the world's lowest median ages. In Africa 70 per cent of the population is under the age of 30. Youth has the potential to be a tremendous force for change, but is generally excluded from political processes and often the basic rights of young people are denied.

Young men and women share a number of challenges:

- **Love:** Over a third of young women in low- and middle-income countries are married by the age of 18. Pregnancy is the leading cause of death worldwide for girls aged 15–19. An estimated 2.2 million adolescents (around 60 per cent of them girls) are living with HIV.
- **Learn:** 71 million children of lower-secondary-school age, mostly girls, are not in school. In 47 out of 54 African countries, fewer than half of girls go on to secondary education.
- **Earn:** At 13.1 per cent, the global youth unemployment rate is almost three times the adult rate. More young women are working, but often for less than their male counterparts earn for the same work.

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

OXFAM NOVIB'S APPROACH

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

Human-centered approach

Oxfam Novib works to scale by targeting policy-makers for political and institutional change; transforming existing service providers; replicating innovative models (for example within education and vocational training systems); and most importantly we have a multi-stakeholder approach to ensure wide dissemination of program models. Our youth programs work not only with youth themselves but also with the private sector, governments, families, and communities. We use a human-centered design approach to develop and implement our programs, for example in the program Young@Heart in which we worked with youth to measure impact (see also chapter 4, Impact measurement, and this blog: bit.ly/20BjliQ).

My Rights My Voice

Taking stock of our goals, for the most part we reached our targets around quality education and sexual rights & health rights (SRHR). For some targets we have gone above and beyond our expectations. For example, we planned to provide sexual and reproductive health services to at least 697,000 people over the past five years. In the end we reached over 3.6 million people, more than 1 million of these last year alone! 2015 was also the final year of our My Rights My Voice (MRMV) program. The four-year program that ran in eight countries (six in the last year) reached almost 523,000 people, of whom 80 per cent were young people. The representation of female youth and allies in the program increased significantly from 47 per cent in 2014 to 59 per cent in 2015.

INFLUENCING GLOBAL POLICIES

In contrast to the Millennium Development Goals (MDGs), the new Sustainable Development Goals (SDGs) have a significant increase in goals focusing on youth. Whereas the MDGs emphasized the importance of primary education, the SDGs also highlight the need for affordable secondary and tertiary education, and for technical and vocational education and training. The SDGs acknowledge the value of giving young people the skills they need to succeed. Furthermore, youth are highlighted in SDG 3 (good health and wellbeing) and SDG 8 (decent work and economic growth).

OUTLOOK: MOVING FORWARD

Youth has also become an important focus for both Oxfam Novib and the Oxfam confederation. In June 2015 Oxfam Australia, Oxfam-Québec, Oxfam Great Britain and Oxfam Novib met with over 25 country offices and formed the Youth as Active Citizenship (YAC) Group,

which pledged to work together closely (as well as with youth themselves) on program development and learning around YAC. Since June, Oxfam affiliates in the US, Italy, Denmark (IBIS), and Hong Kong have joined this group along with over 50 countries.

Overall, there is a clear realization that throughout the South the number of youth is increasing – and so is the number of unemployed young people. Figures show that the current number of young people in Africa – 200 million – will double by 2045; here, youth comprise 60 percent of the unemployed.

Youth employment

In the near future we will be working on improving employment for youth, particularly in Somalia, Egypt, Nigeria, Ethiopia, Pakistan, Bangladesh, and Indonesia. Oxfam country offices have also been very vocal about the need to work on youth specifically; they especially look at how the projects they are working on can target youth in order to be more relevant. In early 2016 the YAC group worked closely with the West Africa region on a strategy for youth employment that incorporated research done with youth.

Our goals for the coming years are: to improve young people's skills by working with existing vocational training providers; to create thousands of job opportunities for youth and improve working conditions, and; to transform the enabling environment for young people to ensure that their rights are respected.

CASE

Distance learning promotes girl's enrollment

Afghanistan has suffered decades of war and conflict – and so has its educational system. Of all factors, the lack of quality education and the lack of female teachers have proven to hinder girls' access to education the most. To promote girls' enrollment in secondary schools, the project 'Great Idea' was initiated by Oxfam Novib and co-created by many stakeholders. It combines community involvement and advocacy with an innovative distance learning methodology for hard-to-reach areas. After a successful pilot project in Parwan province in 2011, the education model has expanded to three more provinces and has been implemented in 61 schools.

'Great Idea' supplements the subjects of math, biology, physics, chemistry, and English for secondary schools on a daily level; the content is in line with the Afghan Ministry of Education's new curriculum. Live broadcasts and pre-recorded videos present 20-minute lessons given by (female) master trainers, after which students and teachers can ask the trainers questions through a mobile learning helpline. The prerecorded video lessons can be viewed by a larger crowd by making use of micro

SD cards that can be inserted into most mobile devices. As a result of the project, girls' enrollment improved slightly each year, both boys' and girls' school results improved, and the teachers' knowledge and teaching skills increased.

A crucial part of the project was creating ownership among the communities through radio broadcasts and by involving parents, teachers, and mullahs in group sessions. Parents now feel a sense of responsibility, allow their children to go to school, and discuss the importance of 'Great Idea' with their relatives. Community development councils, politicians, and businessmen procured equipment for 45 schools and dedicated themselves to finding funding to continue the project in the future. Their meetings with Members of Parliament and local authorities resulted in provincial education authorities requesting and obtaining support from the Ministry of Education, although the Government is not able to take over the funding.

CASE

Youth Employment Manifesto

E-motive is an exchange program supported by Oxfam Novib; a global network that allows citizens and communities to solve important issues themselves. It identifies and validates sustainable solutions, tests these tools amongst peers, and shares them with NGOs and grassroots organizations. Since 2006, E-Motive has organized more than 100 exchanges of ideas, knowledge, and best practices between 40 different organizations.

A good example is the development of the Youth Employment Manifesto. In Uganda the organization Citizens Watch-IT (CEW-IT), a consortium of six NGOs, developed a citizens' manifesto to influence the government on issues such as clean water and violence against women. E-motive, in collaboration with CEW-IT, decided to test a Youth Manifesto focusing on youth unemployment, and to work with partners in Brazil and the Netherlands to test the manifesto in their contexts as well.

Despite differences in demographics and economies, Uganda, Brazil, and the Netherlands share a common problem: youth – especially socially-marginalized youth – are the worst-hit by unemployment. Common features include inequity in access to jobs, a lack of skills, and facing discrimination on the job market. Youth organizations, supported by E-motive and experts, identified the most important issues related to youth unemployment in each country, with input from social media and dialogue meetings.

The tool processed their demands and compiled these into a formal document or social contract: the Youth Employment Manifesto. Youth activists and civil

society organizations could then use this to engage with the authorities responsible for setting the agenda on youth unemployment. In all three countries, youth organizations succeeded in putting the complexity of youth unemployment in marginalized neighborhoods on the political agenda.

The shared experience of three different countries has transformed the method into a powerful open-source tool that can now be applied in other countries with similar contexts or for other youth themes. Partners in countries like Vietnam and Spain have already shown interest in using the tool.

CASE

Youth voices in Cambodia

As part of the 'Empowering Urban Youth as Agents of Change' program in Cambodia, Oxfam Novib, in association with partner Committee for Free and Fair Elections (COMFREL), is working to support youth to have their voices heard. The project, called 'Youth Voice' (<http://yvkhmer.org>) gives Cambodian urban youth an online platform to speak out about issues that are important to them.

Assisted by Butterfly Works, Oxfam Novib and COMFREL trained youth on how to campaign through a platform and,

for example, how to produce video animations. During a workshop in April 2015 25 young people tested the platform, gave feedback from youth groups, created a campaign guideline, and finalized the platform identity – including a name (Youth Voice) and a slogan: 'Together for Change'.

Through campaigns initiated on 'Youth Voice', young women and men can address duty-bearers (government, private sector and civil society), holding them accountable for improving access to decent and secure urban livelihoods and for youth-friendly policies and practices.

'Youth Voice' (in Khmer and English) helps young people in Cambodia to organize themselves and speak out about issues that are important to them. Through the platform, young people can obtain support for their campaign by organizing meetups (meetings, flash mobs or gatherings) or by getting people to 'like' or share their cause on social media. They can start petitions and invite people to contribute stories related to the campaign issue.

The platform guides young people in setting up a clear and feasible campaign aim. It helps them to gain support for their cause and measure their successes, and is an easy-to-use tool for maintaining contact with those who support of their campaign.

OUSMANE MOBILIZES YOUTH IN MALI

Ousmane Maiga is 23 years old and Secretary-General of the AJCAD Youth Association in Mali. He is an enthusiastic supporter and implementer of Oxfam's program My Rights My Voice (MRMV). Ousmane talks about the big changes MRMV has made for young people in his community.

"MRMV empowers young people. It supports them to lead activities and to tell their messages directly to duty-bearers. Through MRMV we have led huge social mobilization campaigns on sexual and reproductive health (SRH) and education. We've organized spaces for exchange, information-sharing, and for lobbying politicians on the improvement of young people's education and SRH. I am proud of our advocacy work for the inclusion of the e-learning platform in the school curriculum, and of the creation of AJCAD. Now I know that if young people want change, they can achieve it. We have become real leaders of Malian civil society.

Young people are the first victims of bad services. If we want to see a change in our lives, we have to put ourselves out there. Giving us space allows duty-bearers and community members to better understand our problems. Young people are a source of energy, innovation and activism, and that's what's needed to bring about fast and sustainable change. I hope that young people will continue to campaign for a better Mali, a better Africa, and a better world in which every citizen has access to basic social services and in which their rights are protected."



Photo: Paola Kishnamu/Oxfam



Photo: Giorgos Moutafis

HUMANITARIAN WORK

Partners supported:	74
Euros spent:	€38.7 million

This reporting year has again been a disastrous year for many people around the world: millions of people had to flee their homes or suffered gravely due to conflict and natural disaster. In response to the many emergencies, Oxfam Novib again reached a significant number of people in need around the world with critical assistance, as part of the wider Oxfam humanitarian response and in close cooperation with other Oxfam affiliates. We provide live-saving relief to women, men, and children affected by conflicts and disasters, and empower them to protect themselves from future humanitarian emergencies.

Building back stronger

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

In the Netherlands, Oxfam Novib actively participates in platforms (including humanitarian platforms) and representational bodies. Our humanitarian team contributes to emergency responses through fundraising amongst home donors and the Dutch public, and through our membership of Giro555, the Dutch joint public appeal alliance known as Samenwerkende Hulporganisaties (SHO) as well as our hosting of the Giro555Bureau.

Local humanitarian actors

We continued to invest in strengthening and empowering local and national humanitarian actors around the world. Oxfam Novib strongly believes that humanitarian response provided by these actors is faster, more appropriate, and more efficient. We therefore work to increase the capacity of communities, local organizations, civil society, and local governments to lead in preventing, preparing, and responding to natural disasters. In addition, we urge the international community to support these groups in their leading role during humanitarian crises.

Both in the Netherlands and at the international level, we strongly advocate for reform of the international humanitarian response architecture, shifting from distant, centralized bureaucracies to a response that works at the country level.

Oxfam has scrutinized the humanitarian system and found that it must change in order to remain effective. International humanitarian actors need to revisit their strategies and invest more in working with local agencies to deliver aid. On the other hand, local humanitarian actors need to take leadership with full accountability and transparency. The ‘Strengthening Local Humanitarian Actors Project’ (SLHAP) is a timely one and has reminded National Humanitarian Actors that they are the first duty-bearer for people and communities affected by disaster.

STRONG LOCAL ACTORS: SLHAP

To build the ability of local humanitarian actors to deliver effective humanitarian responses, Oxfam Novib, together with Oxfam America and Oxfam Intermón (Spain), initiated the Strong Local Humanitarian Actors Program (SLHAP). In 2014, the participatory methodology that would become part of SLHAP was piloted in Somalia and El Salvador. In the following year the program was rolled out regionally in Central America, as well as in seven countries: Somalia, El Salvador, Vietnam, Mozambique, Pakistan, Burkina Faso, and Peru.

What is SLHAP? In short: SLHAP builds on previous investments in humanitarian capacity-building, but takes a system approach by looking at the collective capacity in a country. It starts with a Fresh Analysis of the humanitarian country capacity. Participants discuss both positive elements and blockers in the current humanitarian system. On the basis of this analysis, they draft an action plan that maps the way to develop local humanitarian leadership. Overall, this process creates energy and motivation to strengthen coordination between different actors in the targeted countries, however diverse the results are – as the examples below illustrate.

In **Mozambique**, the result is a National Humanitarian Forum. Local NGOs took the initiative during their Fresh Analysis process; the forum should contribute to strengthening the participation of Mozambican civil society organizations in humanitarian work. Three regional meetings reaffirmed the need to create such a forum – in which all humanitarian actors present in Mozambique are welcome, yet civil society has the lead. The forum is increasingly recognized by other local actors, including UN organizations; a representative of the forum has been invited to the World Humanitarian Summit in 2016.

In **Peru**, SLHAP perfectly complements ongoing processes in the country, where Oxfam is mainly focused on building local humanitarian leadership. We brought together local and national humanitarian actors – including members

of civil society, government and the UN – to develop a common national strategy and map the implementation route. Three working groups are moving forward on this route: disaster risk reduction social networks, public investment, and capacity development.

In **Pakistan**, we were conveniently able to support an already-existing network of national NGOs. Our common agenda was to promote the role of local and national actors in humanitarian work. The Fresh Analysis of humanitarian capacity in the country formed the basis for an action plan for this National Humanitarian Network (NHN). The NHN has now started planning its interventions, which include linking to other actors relevant for humanitarian action, such as media, academia, and the private sector.

In **Vietnam**, SLHAP resulted in a provincial emergency coordination network to improve humanitarian preparedness. Here, the process was led by Oxfam partner Ha Tinh Centre for Community Development (HCCD), which involved four other local actors. Together they organized training sessions, including training on community-based disaster risk management. An SLHAP action plan will be actively implemented by other local actors that HCCD has managed to mobilize, such as the provincial army, the private sector, and mass media.

In 2016, SLHAP will continue to support the organization of strong local humanitarian actors. Fresh Analyses will mark the start of SLHAP in Bangladesh, Uganda, Central African Republic (CAR), and Iraq. In Bangladesh and Uganda, a three-year program inspired by SLHAP has recently taken off. In addition, Burkina Faso, CAR, and Iraq have managed to secure funds for their processes.

HUMANITARIAN RESPONSE

The past year has again been a disastrous period for many people around the world. Millions of people had to flee their homes or suffered gravely due to conflict and natural disaster. With more than 60 million people now forcibly displaced, the number has never been higher since World War II. Violent conflicts such as those in Syria, South Sudan, and Nigeria have continued, and new or latent ones emerged in places such as Northern Iraq and Yemen. In Nepal, hundreds of thousands of people fled their homes after a massive earthquake.

Oxfam Novib is managing a broad portfolio of emergency response projects worldwide, including projects funded by Dutch donors and the Dutch public. In 2015 we were involved in a new Giro555 appeal for the Nepal

earthquake, during which the Dutch public raised €25 million (of which Oxfam Novib received €4.3 million). In the course of the year, Oxfam Novib managed ongoing Giro555-funded humanitarian projects in the Philippines (Typhoon Haiyan) and West Africa (Ebola). In addition, Oxfam Novib started up a direct humanitarian response for the refugees and migrants in Greece.

Dutch Relief Fund

In response to the challenges of the humanitarian system and the growing gap between humanitarian needs and humanitarian funding, the Dutch Minister for Foreign Trade and Development Cooperation proposed the initiation of a Dutch Relief Fund (DRF) to increase the effectiveness of Dutch humanitarian aid. The DRF is a pilot funding window for relief operations for the period 2015–2017, with a total volume of €570 million (of which €120 million has been reserved for Dutch NGOs).

Oxfam Novib is part of the Dutch Relief Alliance (DRA), launched on April 24 2015, an alliance of twelve Dutch NGOs with a strong track record in relief work. It has been set up to directly access the funds allocated through the DRF and deliver more effective and efficient humanitarian and relief. Through large-scale, multi-sector programming, the DRA leverages the comparative advantages of each individual member. Member organizations design their joint responses through participatory consultations and a self-selection process.

Joint responses

Only one day after the launch of the Dutch Relief Alliance, Nepal was struck by a devastating earthquake. A consortium of eight NGOs, led by Oxfam Novib, set in motion the acute crisis mechanism of the Dutch Relief Fund. The Ministry of Foreign Affairs approved a total amount of €4 million within hours of the earthquake, effectively launching a six-month emergency operation through to the end of October. Due to a number of different challenges facing the response (monsoon season, blockage at the Indian border), a two-month extension was granted.

Oxfam Novib took part in nine of the eleven joint responses that were funded through DRA, taking the lead in the Ebola and Nepal responses: Central African Republic; Ebola (Liberia, Sierra Leone and Guinea); Ethiopia (El Niño); Nepal; Nigeria; Northern Iraq; South Sudan; Syria; Yemen (see table). Some of the joint responses are now in their second phase. In 2015, the crucial and positive role of NGOs like Oxfam Novib was confirmed in an independent report on humanitarian assistance, commissioned by the Dutch Government.

Humanitarian Response	Period
Ebola Joint Response (Liberia/ Sierra Leone/Guinea)	01.01.2015 – 09.30.2015
Nepal Joint Response	04.25.2015 – 10.31.2015
South Sudan Joint Response I	01.01.2015 – 12.31.2015
Northern Iraq Joint Response I	01.01.2015 – 09.30.2015
Syria Joint Response	05.01.2015 – 02.29.2016
CAR Joint Response	05.20.2015 – 03.31.2016
Nigeria Joint Response	05.16.2015 – 05.15.2016
Yemen Acute Crisis Joint Response	06.01.2015 – 11.30.2015
Ethiopia Acute Crisis Joint Response	11.15.2015 – 05.14.2016
Northern Iraq Joint Response II	10.01.2015 – 09.30.2016
Yemen Joint Response	12.01.2015 – 11.30.2016
South Sudan Joint Response II	01.01.2016 – 12.31.2016

CASE

Emergency relief and long-term recovery in Nepal

On April 25 2015 a devastating earthquake struck Nepal, leaving nearly 9,000 people dead and more than 850,000 houses damaged or destroyed. Hundreds of thousands of women, men, and children fled their homes.

Oxfam responded immediately, working with our local partners and volunteers. We provided thousands of tons of life-saving supplies, including emergency food items and clean drinking water; we set up temporary shelters and emergency latrines. Outside of Kathmandu Valley, our teams battled logistical challenges such as blocked roads and steep mountains to reach communities in remote areas. Despite these obstacles, they managed to provide tarpaulins, rice, water, and sanitation equipment to hard-hit rural districts.

As the earthquake struck just as farmers were about to plant their crops, we distributed rice seeds and agricultural tools to thousands of farmers, enabling them to replant before the start of the monsoon season.

Gradually, Oxfam shifted from emergency relief to long-term recovery. We distributed vouchers to enable the most vulnerable families to buy essential items from local stores. Carpenters, masons, and local women were trained to rebuild and improve their homes. Oxfam set up cash-for-work programs which provided short-term employment in rebuilding community services, and we began work on restoring damaged water supplies to schools and hill communities. By March 2016, Oxfam and its local partners had provided lifesaving support to over 480,000 people in seven districts.

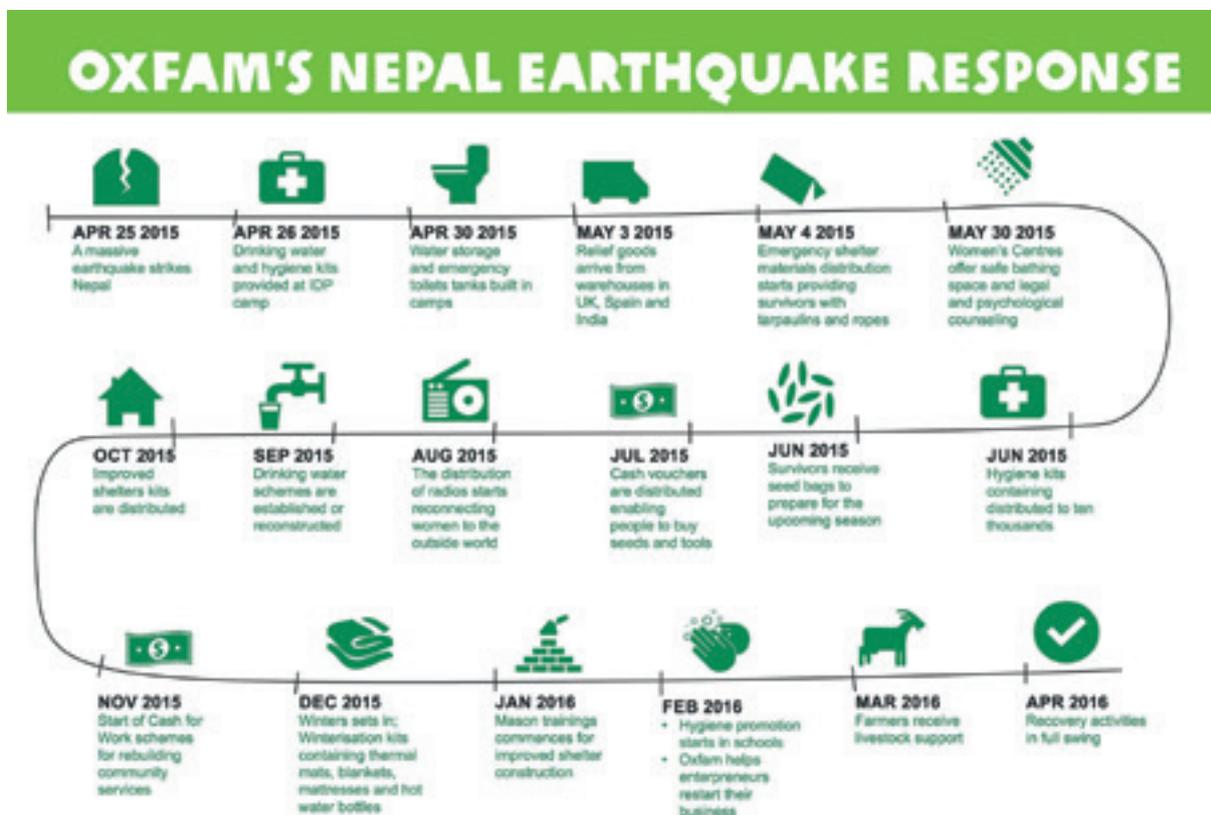




Photo: Giorgos Moutaris

AFGHAN REFUGEE NEMAD REGAINS HOPE

Nemad (22) set foot on the Lesbos beach in October 2015. He is one of the 210,000 refugees and migrants who arrived in Greece in that month alone. Oxfam provided emergency relief in Moria camp, where the young Afghan tried to survive.

Nemad used to work as an English teacher in Afghanistan. “I love speaking English! I learned it on my own with books and by watching films. I had a few books with me, but I had to leave them in Turkey, to get on the boat. The weather was very bad when we got on the boat. It was raining heavily and the wind was strong. Some minutes after we left the Turkish coast, I started crying. It was all dark and people around me were screaming. I felt that I was at God’s mercy and all I could was pray.

The situation in Afghanistan has worsened this year; it is like in Syria; there is no security and no life prospects; you might be alive, but you are not really living there. These four days at the Moria camp have been very difficult; there are no tents for us, unless you have enough money to buy one of those that they sell outside the camp. We were lucky to find this plastic shelter. I slept underneath it with my uncle and aunt and their babies, so at least our clothes did not get completely wet.

I am a courageous boy, like the hero of the Persian book that I read a few months ago. I know I have to be patient, as better days are ahead of us. And when I think of the people who helped us when we arrived on the boat, I regain hope.”

CASE

Responding to the European refugee crisis

In 2015, for the first time since the Kosovo war in 1999, Oxfam Novib provided humanitarian aid on European soil. This painful decision was prompted by the desperate situation of women, men, and children who arrived in Greece after a dangerous journey. Fleeing war and terror in countries such as Syria, Afghanistan, and Iraq, they ended up on European beaches.

The European Union, once a champion of international human rights, showed a shocking inability to respond to this humanitarian crisis, even though the number of refugees arriving in Europe is only a very small percentage of the millions of people on the move worldwide.

Oxfam Novib’s approach was to work on the ground in Greece and simultaneously influence Dutch and European

policies and practices. We started working on the island of Lesbos in September 2015, distributing food and winter survival kits, and constructing shower and toilet blocks at Moria camp and the Kara Tepe reception center. In addition, we provided humanitarian assistance in five camps in the northwest of Greece. Sadly, after the so-called 'migration deal' between the EU and Turkey in March 2016, Moria became a de facto detention center; Oxfam Novib and other humanitarian organizations decided to suspend their operations in this camp.

Oxfam Novib was heavily involved in shaping Oxfam's influencing strategy on migration and refugee protection, including Oxfam's and partners' programs in Greece, Macedonia, Serbia, and Italy. In the Netherlands and at EU level, we stepped up our lobby and advocacy efforts for real solutions to the migration crisis. We made a significant contribution to having a parliamentary motion adopted to secure non-ODA funding for the reception of asylum seekers and, together with Amnesty International, we presented 70,000 signatures demanding 'safe passage' for refugees.

As part of our public and fundraising campaign, our #welkomelingen Facebook videos on Dutch citizen's initiatives to welcome refugees were a hit, with one video even going viral; the fundraising campaign raised some €450,000 (see also chapter 7). At the European level, we played a key role in the development of joint NGO-media work in the run-up to the EU-Turkey deal.

CASE El Niño

In what was already the hottest year ever recorded, the 2015-16 'Super' El Niño became one of the strongest ever. In combination with climate change, the weather phenomenon puts 60 million people at risk of hunger. In October 2015, Oxfam published an alarming report on El Niño effects and continuously called for a coordinated international effort and an immediate increase in the humanitarian response in those countries already in crisis, such as Zimbabwe and Ethiopia.

Triggered by erratic and failed rains and exacerbated by El Niño, the worst food crisis that Ethiopia has known in 30 years has left millions in need of urgent assistance. Almost 8 million people are receiving help from the Ethiopian-Government-led safety-net program, while work is ongoing to reach another 10.2 million people in need of support.

Oxfam has been responding to the current crisis since May 2015. The organization has reached over 280,000 people in Ethiopia to date, with plans to reach a total of 600,000 people across four of the worst affected areas. The provision of emergency food and water assistance is critical, particularly for the 1.7 million children, as well

as pregnant and lactating women. With support of Oxfam Novib, between November 2015 and March 2016 855 of the most vulnerable households received cash for work or unconditional cash to buy the necessary food or other basic needs. In addition, 800 households benefited from Oxfam purchasing animals from poor farmers with still-marketable livestock, to provide vulnerable households with nutritious food.

In the Netherlands, Oxfam Novib lobbied for urgent European action; in February Parliament adopted a resolution calling on the Dutch Government to initiate this action. At the same time the Dutch public was engaged via web stories and social media. Our seeds work in Zimbabwe received good media coverage (see also chapter 3, Food, land & water, and chapter 6), stressing the importance of this program in the light of climate change and El Niño.

CASE Vegetable gardens in Yola refugee camp

North-Eastern Nigeria has witnessed violent conflict since 2013, which has resulted in over 2.2 million internally displaced persons and 7 million people in need of humanitarian assistance. The crisis has seen homes and farmlands destroyed, local government structures affected, families separated, and 20,000 lives lost in four North-East states.

Part of Oxfam Novib's intervention is to give agricultural livelihood support to internally displaced people in an informal camp hosted by St. Theresa Catholic church in Yola, the capital of Adamawa state. This immediate livelihood intervention supports 760 people with vegetable farming. The healthy crops from these gardens help to diversify these people's food intake, build their resilience to food shock, and improve their health.

Before the vegetable farming began, the inhabitants of the informal camp periodically received food items from Oxfam Novib and its local partner. However, food was still in short supply. The farming of vegetables by both refugees and their host families was seen as a potential solution: it would increase dietary intake and serve as a source of income. The church allocated 1.9 hectares of land for the vegetable gardens and Oxfam Novib provided seeds, training on farming techniques, and support with irrigation.

The refugees and their hosts have harvested three rounds of vegetable produce to date, including tomatoes and spinach. About 70 percent of those active in the vegetable farming are women and children. People, especially children, now have improved nutritional intake, and they are able to generate extra income by selling their vegetables on the market. The project is sustainable; the refugees can continue farming with minimal support from Oxfam Novib, as they are now able to generate their own income.



Photo: Saket Munder

OUR FIVE-YEAR GOALS 2011-2015

In 2010 we aimed to realize the following goals in our five-year planning period. Now that this period has ended, what are the results? What did we achieve by the end of 2015?

1. RIGHT TO SUSTAINABLE LIVELIHOODS

Goal Millions of small-scale crop and cattle farmers and fisherfolk have improved their position in the competition over land and water, and earn a better income.

Goal 597,000 people (70 percent of them women) in remote rural areas receive small loans, support in setting up savings groups, or other financial services from our partners.

Goal 123 partners have been effective in lobbying their authorities for better access to land and water, especially for women.

Goal Sustainability takes center stage in the production chains for palm oil, cocoa, coffee, and tea, and the interests of small producers – especially women – are taken into account.

Goal 876,000 people are prepared to mitigate the negative effects of climate change to the greatest possible extent.

Goal Banks and other financial institutions have significantly improved their social and sustainability policies.

- By April 2015, Oxfam Novib had already achieved these goals for the period 2011–2015. In 2015 we reached:
 - 1,078,000 people through work on sustainable production methods.
 - 177,900 people through financial services or training in marketing.
 - 56,700 people through techniques on climate change adaptation.

2. RIGHT TO BASIC SOCIAL SERVICES

Goal Over 700,000 more children (70 percent of them girls) attend primary school and 25,000 more children (80 percent of them girls) attend secondary school, thanks to the work of our partners.

- We had already almost doubled this number by 2014, and by the end of 2015 we counted 267,700 children, mostly girls, attending school thanks to our partners' work.
- Our goal was to provide sexual and reproductive health (SRH) services to at least 697,000 young people. We soon realized that this target was extremely unambitious as we reached it almost yearly. By the end of 2015 we had reached 1,142,700 young people.

Goal In countries where we and/or our partners work with the national authorities, the quality of education has improved.

- In countries where we work with the national authorities, e.g. Bangladesh, Uganda, and Mali, the quality of education and the access to SRH has improved due to the efforts of Oxfam and its partners in lobbying and working with government officials to develop and reform relevant policies.

3. RIGHT TO LIFE AND SECURITY

Goal At least 50 partners have the capacity to deliver humanitarian aid efficiently and effectively, and according to international quality standards.

- In 2015 we developed these capacities with 70 partners.

Goal 10 million people have become less vulnerable to disasters, because the authorities, thanks to the efforts of our partners, provide a social safety net.

- In 2015 alone, 321,400 people benefited from a social safety net.

Goal Our partners and the authorities include women more explicitly in reconciliation efforts and in setting up peace councils.

- In 2015 we enabled 7 partner organisations working in fragile states to better program conflict sensitively and promote women's leadership in conflict-affected areas (conforming to UN resolution 1325).

Furthermore, in 2015 we reached:

- 331,600 people through our work on training them how to protect themselves against violent conflict.
- 928,300 people through humanitarian aid.

4. RIGHT TO SOCIAL AND POLITICAL PARTICIPATION

Goal 772,000 people, particularly women, are now able to claim their political and civil rights because they have access to information that was previously being kept from them.

- We had already exceeded this goal by the end of 2014 and continued to empower people through access to information, using ICT and new media. In 2015 we reached 776,600 people.

Goal 799,000 people, particularly women, have received legal aid from our partners, thus increasing their resilience, self-awareness, and self-respect.

- We also exceeded this goal in 2014. In 2015, we reached another 250,000 people who enjoyed improved access to legal systems as a result. 150,000 of these were women.

At the end of 2015, we can proudly conclude that we have reached most of our five-year goals. Looking at social and political participation, there are many instances in which we greatly exceeded our set targets, for example in enabling citizens to have access to information. Successful innovative approaches leveraging ICT applications are often at the core of these achievements. We had already exceeded our goals for improving access to information by the end of 2014, and in 2015 we once again reached large numbers: 775,000 in total.

5. RIGHT TO AN IDENTITY

Goal 127,000 women play more of a leading role locally and/or nationally.

- By the end of 2014 we had already supported 130,000 women in achieving leadership positions in their communities. In 2015 we reached 12,400 women.

Goal 1,136,000 men and women are aware that women are in charge of their own bodies, and that violence against women is unacceptable.

- We reached over 2 million women and men by 2014. In 2015, we have raised awareness amongst more than 262,300 people.

Goal Due to lobbying by our partners, governments have improved their legislation on women's rights and have embedded women's social and political participation in law.

- Oxfam Novib has contributed to the design of the Sustainable Development Goals (SDGs) and the identification of Gender Indicators. The SDGs provide a clear and strong framework against which national governments will be called to account for their delivery on women's rights and gender equality on their countries.

Goal 100 partners have incorporated equal opportunities for women into their programs.

- By the end of this reporting period, more than 84 partners had been positively assessed on gender-sensitive programming.



Photo: Sven Torfinn

4 MEASURING AND LEARNING

To enable us to constantly improve our programs, Oxfam Novib works with evidence- and knowledge-based processes. We build our Theories of Change, which guide our programs, on existing evidence of what works. During implementation, we closely monitor emerging results and test our assumptions of how change works.

Our monitoring and evaluation system allows for adaptability and learning by using a flexible approach and diverse monitoring modalities, appropriate to the strategies and context of projects and programs. At the same time, we demand that all our projects adhere to the standards described in Oxfam's Common Approach to Monitoring and Social Accountability. In this report, we will focus on two strategies to ensure that our programs are knowledge- and evidence-based: our impact measurement and knowledge hubs.

By closely involving the people we aim to support, our innovative impact measurement provides us with insights into the long-term effects of our work on their lives. To better harvest the wealth of knowledge and experience that Oxfam produces, Oxfam has formed five knowledge hubs that gather, broker, and share knowledge and experience across affiliates and countries. One of these, the knowledge hub for governance and active citizenship, is hosted by Oxfam Novib for the Oxfam confederation.

Evaluation MFS II

The IMPACT alliance, led by Oxfam Novib and including SOMO, Butterfly Works, 1%Club and HIRDA, is one of the twenty alliances that received funding from the Dutch Government's MFS II program. In July 2015, the results of a joint evaluation of this program were published. The evaluation was a unique exercise, with regard to both scope and ambition. Oxfam Novib and partners contributed to the country evaluations of Pakistan, Uganda, Bangladesh, and DRC. Our GROW campaign was part of the evaluation of international lobby and advocacy.

The results of the evaluation, published in July 2015, stated that in general the projects and organizations made a positive contribution to the achievement of the Millennium Development Goals (MDGs). Capacity development costs time, and even more time is needed for these improved capacities to result in an increased contribution to the MDGs, so the evaluation found little evidence of such a 'return on investment' in this relatively short period.

The researchers also identified a number of factors that determine programs' effectiveness. One valuable lesson from the evaluation, for example, is that an

organization's capacity is important to the success of a lobbying program. "An organization must be able to develop a long-term vision, to analyze the environment and then act on this analysis, to cooperate and to maintain relationships," the report said.

IMPACT MEASUREMENT

What is the impact of our work? What works and what does not? These are the key questions Oxfam Novib aims to answer through its impact measurement. We are dedicated to measuring the impact of our work and to constantly learning how to create even more of an impact. For this reason, we conduct rigorous impact assessments of a growing share of our programs. In 2015/16 the impact measurement team has grown to seven researchers, to ensure that impact measurement is included in all our work.

The key characteristics of our impact assessment approach are a combination of quantitative and qualitative research, involvement of all stakeholders throughout the process, and a focus on joint learning. The quantitative research is done through impact surveys using an app on a smartphone or tablet, asking people about changes they have perceived in their lives. For the qualitative research, people are asked to share their 'story of change', explaining the main change in their lives or communities in recent years and how this change has come about.

Shift from countries to programs

Prior to 2015 we carried out country-wide impact assessments, covering multiple projects (which were at various stages of implementation) at the same moment. In 2015/16 we finalized these studies with qualitative studies in Nigeria, Somalia, Pakistan, and Mali, and we are currently working on the study in Sudan. This means that across a total of eight countries, partners and Oxfam have measured their impact, discussed the outcomes and drawn lessons from them. For example, the impact assessment in Nigeria showed that awareness-raising on gender equality and laws is more effective when carried out at the community level than at the individual level. For this reason, Oxfam in Nigeria has shifted the focus in its strategic plan from the individual to targeting communities.

In 2015/16 we shifted from a country-based to a program-based approach, linking the impact assessment more directly to a specific program and its timeline. This enabled us to carry out a baseline study prior to beginning the implementation phase. In the last year of the program we will conduct another

survey which will serve as an endline. This enables even stronger proof of impact. We complement the surveys with in-depth qualitative research on how the impact has come about. In the reporting period we carried out baseline surveys for four programs in Myanmar, Egypt, the African Great Lakes region, and Niger.

These baselines also provide input during the implementation phase. For example, in Myanmar the baseline showed the greatest needs of the target group. This helped the project staff to ensure that the program addresses these aspects. The baseline also showed that in general women are more disadvantaged than men, which led to the project prioritizing support to women in all interventions (see also chapter 3, Conflict and fragility).

Linking up to programs' learning agendas

Oxfam Novib is continuously adapting and improving its methodology. Since our main aim is to support learning among project designers and implementers, we have further integrated impact measurement into the programs' learning agendas. We aim to further focus our research on mechanisms we do not yet fully understand, in order to test our assumptions and better understand how we bring about change.

For example, Oxfam Novib conducted a rigorous evaluation of an edutainment pilot project in Tunisia (see also chapter 3, Women's Empowerment). One conclusion drawn, which is important to keep in mind when scaling up this type of intervention, is that impact is most likely produced through engaging participants in discussion and debate after they have listened to the series, rather than simply exposing them to the series. This conclusion has important consequences for the scaling up of edutainment interventions.

Designing impactful programs

In 2015, we also used the approach to support the design of the new 'Young@Heart' youth program (see also chapter 3, Youth Active Citizenship). In Uganda and Vietnam, we supported youth representatives in conducting an investigate amongst their peers to discover their greatest needs, and how Oxfam Novib could serve them best. A limited number of youth shared their struggles and dreams by providing us with stories. After analyzing the stories with the youth representatives, we worked together to design a survey to investigate whether – and to what extent – these issues are important to youth on a broader scale. We then used the stories and survey outcomes to support the youth program design, grounding it in the actual needs and aspirations of young people.

In 2015 Oxfam Novib started measuring impact in a humanitarian context, supporting the evaluation of two humanitarian programs. For the Ebola Joint Response (Liberia, Sierra Leone and Guinea) we facilitated a 'stories of change' process. In Uganda, we have conducted a survey and a 'stories of change' process to assess the impact of the South Sudanese Refugee Response. We published a briefing note on how to conduct an impact assessment in a humanitarian context, in order to share the lessons learned with a wider audience both within and outside of Oxfam.

To make sure that the results of our research are actually used, we have prepared a series of infographics, briefings, webinars, and learning materials to help improve program design and implementation.

Gender justice through livelihood improvement

Various studies showed the importance of combining gender justice with livelihood interventions for more impact. Our analysis of stories of change from Nigeria and Uganda showed that interventions that involve husband and wife together, address their relationship, and stimulate them to collaborate in improving their livelihood (as we do with GALS, the Gender Action Learning System) seem to bring about more lasting changes in their household's livelihood situation. Many female project participants reported that improvements in the communication and understanding between them and their husbands led to better use of resources, as well as an improvement in their status and influence within the household. Combining this with the provision of material inputs such as loans and farming inputs seems to increase income improvement further. Focusing on livelihood improvement without considering the relationship between the spouses, and working on livelihood improvement with only one spouse, risks bringing about less lasting change.

KNOWLEDGE HUBS

We are a knowledge-driven organization. Knowledge is recognized and used as a strategic asset to achieve our goals. In a relatively complex organization such as Oxfam International, that information and knowledge is not always easily accessible. Our five Knowledge Hubs bring that information and knowledge on themes of strategic importance to Oxfam to the surface, making it visible and accessible.

Knowledge Hubs provide access to real experiences that we can learn from, be inspired by, and make use of in order to increase our impact. In a time of diminished resources, the Knowledge Hubs provide a networked model for learning that enables the use of our institutional memory, harnesses technical expertise, innovates more effectively, and is better at spotting strategic issues for Oxfam to work on next.

Oxfam currently has 5 Knowledge Hubs, addressing the following strategic themes:

- Extractive Industries
- Governance and Active Citizenship
- Resilience
- Violence Against Women and Girls/Gender Based Violence
- Women's Economic Empowerment in Agriculture

Governance & Citizenship

Oxfam Novib hosts the Knowledge Hub on Governance & Citizenship, a dynamic, non-competitive flat network that promotes learning and exchange in two focal areas: civil society space, and tax, budgets & active citizenship. The Knowledge Hub works intensively with 19 country teams, and connects to another 29 on a regular basis. Our current network consists of more than 250 people. Oxfam has over 200 programs that work on governance and the Right to Be Heard. There is a wealth of knowledge and experience available to help us to develop and inspire new programs and bring about the changes we are working for.

In 2015/16 we organized three multi-country learning events – a global one in Ethiopia and two regional events in Southern Africa and Laos – bringing together staff and partners from many countries and regions. These events boost Oxfam's collective ability to understand the challenges of shifting space for civil society, as well as sharpening our tax, budgets, and citizen participation programs. We set shared learning agendas, support program quality, strengthen connections between programs, and create content from which others can learn.

Our Knowledge Hub communicates and shares knowledge globally on a regular basis, e.g. peer-to-peer, in working groups, or through webinars. One inspiring example is our webinar series on tax and budgets, in which six country offices and six partner organizations participated. These online seminars provided a low time-intensive way to share learnings from their work on fiscal justice. The Hub also maintains our institutional memory,

by documenting and gathering evidence of our impact and how we have achieved change. We share this in case studies and research briefs, and we identify useful tools and help to make them available.

Since space for civil society to raise its voice is shrinking, it is important to be aware of how this worrying trend is affecting our partners. We collect and share evidence on the subject in a special Oxfam working group and coordinate our external engagement. We provide staff with insight, guidelines, and tools to help staff understand the issue. In addition, our knowledge hub significantly contributed to shaping Oxfam's first global fiscal justice program, 'Fiscal Accountability for Inequality Reduction' (FAIR), by connecting existing work and building a country-led common approach (see also chapter 3, Governance and Financial Flows).



Photo: Saikat Mojumder

5 TRANSPARENCY AND ACCOUNTABILITY

Corporate social responsibility and socially responsible procurement

Given our clear values – Oxfam Novib strives for a just world, without poverty – we believe in taking responsibility, being accountable for the way we work within our organization, and spending our funds in a lawful, efficient, and ethical manner. Minimizing our environmental impact is part of this effort.

In addition to looking at issues of cost and quality, Oxfam Novib is aware of its corporate social responsibility and seeks long-term strategic relationships with suppliers, involving them in discussions on sustainability issues. We comply with the Dutch Government's sustainability criteria for all our purchases and acquisitions and, wherever possible, go beyond these. For example, we ask suppliers to show us what happens in their supply chains and we enquire about their policies on human rights, the environment, and the treatment of their staff. We take the potential unintended consequences of activities and products into account, in order to minimize negative effects elsewhere in the supply chain.

What are we doing at general management level (The Hague)?

- Much of our work is carried out abroad, so our staff has to travel. Our travel policy aims to reduce the number of air miles as much as possible. We do this by organizing meetings via Skype, webinars, teleconferences, and videoconferencing, and by giving online training sessions to country office staff. When flying is necessary, however, we limit our costs by using travel agents that offer special tariffs for charities. We also compensate for CO₂ emissions by contributing to the Hivos Climate Fund.
- The Oxfam Novib Board of Directors pays close attention to our travel policy and the number of flights taken. We aim to reduce the number of flights even further, using various tools including in-house awareness-raising.
- We reduce our ecological footprint by using green energy from the Amalia windmill park, a 100 percent green and Dutch product. We practice energy-saving measures and we use certified materials as much as possible, for example paper with the Forest Stewardship Council certificate.

Furthermore, we will increasingly combine our procurement with that of other Oxfam affiliates and country offices to achieve economies of scale. We will continue to adhere to sustainable and ethical criteria, look into green logistics, and work with suppliers to improve their supply chains.

Future developments

- In 2015/16, Oxfam Novib selected a new (outsourced) caterer for the office in The Hague. This new supplier will begin serving us in April 2016. Not only does the supplier focus on biological products, but it also aims to reduce food waste and integrate seasonal products from local producers. Of course, Fairtrade products will be used wherever possible.
- Oxfam Novib is looking into a possible cooperation with Dutch social enterprises for the production of emergency supplies for distribution in crisis situations all over the world. These enterprises mainly work with employees who are at some distance from labor market participation, ranging from people with a disability to those who are long-term unemployed.

What are we doing at project management level?

- Oxfam Novib procures its goods and services from local suppliers as much as possible, in order to execute our projects in an economically sustainable way for all parties in the regions in which we operate. We now use a voucher system more and more often; this enables local suppliers to supply their goods and services directly to our beneficiaries.
- In Oxfam Novib country offices, vehicles are increasingly equipped with GPS tracking boxes which allow us to compare fuel usage data. Tracking boxes tend to trigger a better use of vehicles, but they also mean that specific drivers can be trained if the data reveal that they could use their vehicles more economically and ecologically. This will reduce our overall fuel consumption and CO₂ emissions. The tracking box data are being shared with the entire Oxfam confederation to maximize potential savings.
- Oxfam uses the so-called 'Oxfam Guide to Mandatory Processes' that requires, amongst other things, that all suppliers comply with the Oxfam Ethical Purchase Policies. New ethical and environmental terms and conditions for purchasing, including the ILO standards, were developed in 2015/16 and are currently being implemented. By signing these conditions, as part of the agreement, suppliers are both morally and legally obliged to adhere to these standards. In addition, the Guide provides Oxfam with the tools to assess suppliers according to these criteria.

INTEGRITY: FRAUD PREVENTION AND MONITORING

Corruption, defined by Oxfam Novib as the abuse of entrusted power for private gain, is an organizational risk. Oxfam Novib is committed to fighting all types of corruption within our organization and partner organizations. To enable us to live up to this commitment Oxfam Novib has an anti-corruption policy, which includes:

- The code of conduct for all Oxfam employees: all staff must read, sign, and abide by this code of conduct, which forms part of their contract of employment. The code clearly outlines the standards of behavior expected of all staff and defines ethical values and norms. In accordance with the code of conduct, staff must declare any possible conflicts of interest.
- Clear policies against bribery and other types of corruption, holding employees and partners accountable for reporting incidents.
- Holding employees and partners accountable for reporting suspected cases of corruption, providing them with suitable channels of communication and ensuring that sensitive information is treated appropriately.
- Rigorously investigating instances of alleged bribery and other forms of corruption. Taking firm and vigorous action against any employee or partner involved in proven corruption.
- Maintaining and enforcing additional policies and procedures for countering corruption within identified risk areas.
- Strengthening partner organizations to improve their accountability systems and procedures.

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

In 2015/16, 30 cases of suspected fraud were either already under investigation or were reported (35 during 2014/15). Of these 30 cases, 18 were new in 2015/16 and 7 are still being investigated. In total, 23 cases were closed during the financial year. Of these 23 cases closed, fraud was proven in 4, with an estimated total of €372,000 lost.

QUALITY MANAGEMENT SYSTEM

To ensure the quality of Oxfam Novib as an organization, a Quality Management System (QMS) was developed to comply with various external and internal quality standards. We are determined to do our utmost to meet these standards, to enable the organization to perform in an efficient, professional, and transparent manner. In order to achieve this, we use a range of tools and adhere to a range of standards, as explained below.

External audits: ISO:9001 and Partos

Oxfam Novib is measured against a quality management system standard, defined by the International Organization for Standardization (ISO) 9001. Our ISO:9001 certificate is based on the standards set by ISO in 2008.

A new version was introduced in 2015, with a high level structure as its new foundation. Oxfam Novib is currently being audited against these new standards and we are in the process of attaining the new ISO certificate, based on this latest framework of ISO standards. Oxfam Novib is ISO-audited on an annual basis.

Oxfam Novib also complies with the Partos norm, a special ISO norm derived from ISO 9001:2008 for the development cooperation sector in the Netherlands. Partos is the Dutch association of NGOs working in International Development. We comply with the Partos code of conduct in the interests of effective collaborative development.

External audits: Central Bureau on Fundraising (CBF)

The Central Bureau on Fundraising (CBF) is an independent foundation that has been monitoring fundraising by charities in the Netherlands since 1925. Its main goal is to promote trustworthy fundraising and expenditure and to give information and advice to the government and the public.

To obtain the CBF's seal of approval, as we have done, the costs of fundraising must not exceed 25% of the revenues from fundraising in any given year, the board must consist of independent persons, and every financial report must be drawn up according to the same principles. Oxfam Novib's costs of direct fundraising amounted to 19.3% of the income from direct fundraising. The three-year average was 19.6%. Oxfam Novib has the CBF-Seal of approval and is assessed by CBF once every three years.

In the upcoming financial year, Oxfam Novib will be reassessed for the CBF-Seal. Just like the ISO framework, the CBF framework has changed recently. A new Qualification System ('Erkenningsregeling'), which was introduced on January 1, 2016, will replace several certification schemes, including the CBF-Seal of approval. For the new framework, important points are the implementation of strategic goals, impact measurement, and data privacy. Oxfam Novib was already awarded this new Qualification System.

External audits: sector association Goede Doelen Nederland

We are party to and comply with the code of conduct for members of the Dutch charity sector's association Goede Doelen Nederland, on standards of behavior and actions for fundraising organizations.

External audits: INGO Charter and Global Reporting Initiative

Since 2014, Oxfam and Oxfam Novib have been members of the INGO Accountability Charter, committing to a

high standard of transparency, accountability and effectiveness. The Charter defines standards in all areas of NGO work, such as governance, program effectiveness, and fundraising. Signing up to these standards involves annual reporting on commitments using the Global Reporting Initiative (GRI) NGO Sector Supplement, a reporting tool developed to meet the needs of NGOs for annual reporting. The standards relate to how organizations should report and on which topics, mainly with regard to Corporate Social Responsibility issues.

External audits: the Wijffels code

The 'code Wijffels', named after the chairman of the committee that designed it, has been the governance code for charities in The Netherlands since 2005. It provides for checks and balances in order to maintain public trust in charities. In line with this code, Oxfam Novib has separate organs for governance and supervision, arranged in the statutes and the regulations governing the Board of Directors and the Board of Supervisors. The Board of Directors governs the foundation.

Internal audits

Oxfam Novib uses external audits as well as internal audits to monitor compliance and continuous improvement throughout the year. Oxfam Novib's policy has been to internally audit all country offices on a three-year cycle. If deemed necessary, country offices are audited more frequently based on a risk analysis carried out per country.

In 2015/16, Oxfam Novib audited the offices in Mozambique, Cambodia, Somalia, Niger, and Uganda as part of the quality management system and in compliance with external demands. In addition, project audits were held of a sample of all projects, covering internal control processes around approvals, and expenses and transfers to partner organizations. Internal audits follow the main rules and regulations for compliance with institutional donors.

In 2015/16 Oxfam Novib, in cooperation with Mazars (Oxfam Novib's accountants), worked on a new and improved audit approach for internal audits, as well as on our assurance goals for the future. Following the new audit approach, not only our own country offices are audited, but our implementing partners as well. The new approach has an increased focus on risky areas, and we have clearly determined the level of assurance we as an organization require. This approach will be used for all internal audits to be performed in the coming fiscal year. As 2016/17 is an important year for the upcoming transition towards Oxfam's 2020 change process (see chapter 9), Oxfam Novib will audit all countries in which we have a country office. A number of partner organizations with which Oxfam Novib works will also

be audited in this new approach. Country offices and partner organizations are supported in following up on audit results.

IATI Norm

Oxfam Novib complies with the IATI standard for open data and transparency, and has launched Atlas to digitally disclose information on all our projects (<https://atlas.oxfamnovib.nl>). Atlas is a web application that provides access to the database of all our projects. We improved Atlas in 2015/16, enabling users to access project data from both Oxfam Novib projects and projects from Oxfam Great Britain and Oxfam India. Step by step, we are working on our aspiration to disclose details of our global work to all interested parties.

By sharing our project information and making our data accessible, we aim to connect with organizations and individuals similar to us who are committed to transparency. We believe in the following added values of sharing project information:

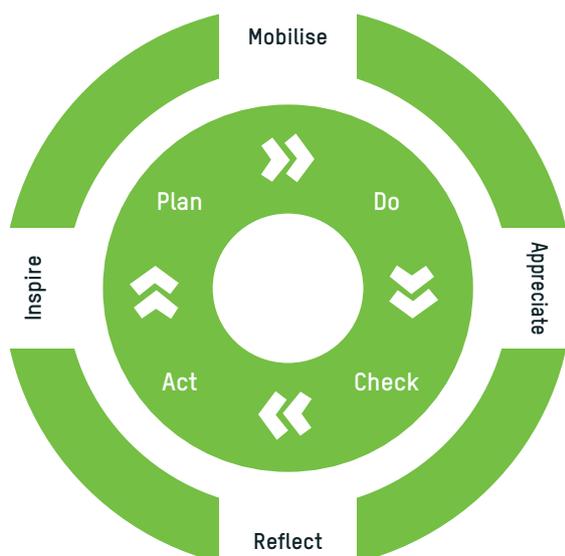
- It provides insight into our work. Tools like OpenAid.nl, D-portal, and IATISTUDIO can be used to compare projects and work by different organizations.
- It offers easy access to a map which showcases which activities are being implemented as well as where, how, and by whom. For example, combining Oxfam data with that of NGOs, governments, and businesses enables all parties to improve their response and avoid duplication of efforts.
- Our partners can see at a glance which other organizations in their country are working on the same goal or with the same target group. They can then join forces and share knowledge.

The policy cycle

The policy cycle is an important tool. Oxfam Novib uses it to manage its strategic goals through to implementation. It provides insight into the status quo and monitors the progress made, which in turn provides input and information for the management team and for the Board of Directors to steer activities, in order to ensure the effectiveness of our actions and results.

It enables Oxfam Novib to:

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



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

The documents Oxfam Novib uses in the policy cycle are all based on lessons learned from the Oxfam confederation and Oxfam Novib's own work, management steer, analyses of the external environment and trends within the Oxfam confederation. They include:

1. The Oxfam Strategic Plan (long-term)
2. Country strategies (long-term)
3. Strategy Letter from the Board of Directors (annual)
4. Annual Plans of Oxfam Novib, countries and units (annual)
5. Monitoring results on programs (twice per year)
6. Balanced Score Card (quarterly)
7. Financial monitoring (monthly)
8. Annual Report (narrative and financial) including auditor's report (annual)
9. Trend and Market analysis (annual)
10. Business Plan 2011-2016

Risk Management

Oxfam Novib works in what can be a complex, multi-level, and dynamic environment, which has the potential to create risks on different levels within the organization. Risk management throughout the organization is therefore considered a high priority. Oxfam Novib has integrated risk management at all organizational levels, as well as in our relationship with our partner organizations.

Oxfam Novib's risk policy is based on the internationally acknowledged management model for risk management, COSO (Committee of Sponsoring Organizations), and on

the risk management policy of the Oxfam confederation. Our objectives are to:

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

Risk at organizational level, and the risk register

Oxfam Novib's risk register identifies potential internal and external risks, classifies the risks, and defines and monitors mitigation measures. We renew our risk register on an annual basis and, in addition, update it biannually. Both renewal and update are carried out in close consultation with the management team and the Board of Directors, before being submitted to the Board of Supervisors. The financial committee of the Board of Supervisors discusses the risk register once a year, and it is also on the agenda of the full Board of Supervisors once a year.

The risks identified in the risk register vary from internal risks like volatility of income – more specifically the end of the Dutch Government's co-funding mechanism – and the increasing reliance as an organization on (institutional) donors, through to external risks such as security issues.

Based on the risks (and sub-risks) mentioned in the risk registers, mitigation measures are determined which are monitored through the Balanced Score Card and through the annual update of the register. In many cases we create internal project teams to deal with these risks, for example:

- To comply with the conditions set by different donors. Oxfam Novib has invested in improving its internal procedures as well as training its own staff and those of partner organizations. In addition, we strictly monitor partners and projects.
- We have set up an integrity task force to strongly emphasize the organization's core values, in order to minimize the risk of unacceptable behavior within the organization.
- Oxfam Novib has embedded a more systematic approach of legal checks in order to make sure all documents are legally solid. This has become increasingly important, as we are now dealing with the requirements of an increasing number of different donors.

Risks at country level: control framework

Wherever needed, Oxfam Novib supports its country offices from our head office in The Hague. We minimize risks through the support and training we provide, as well as through a solid control framework (also based in The Hague). Further, we keep all potential risks in the country offices to a minimum through our internal audit system (see above).

Risks at project level: partner assessments

Risks within the projects we execute are managed throughout the entire process. The Management of Programs and Projects procedure clearly describes our ways of working. When a (local) partner organization implements a project, a financial and governance risk assessment is carried out as part of the assessment of this partner. A uniform risk assessment method called 'Risk Assessment Method Oxfam Novib' (RAMON) is mandatory when taking on a new partner, and an annual update of the findings is obligatory.

RAMON takes the internal and external risks of an organization into consideration and is categorized into strategy, operations, reporting, and compliance. Oxfam Novib manages the risks within projects through this tool, as well as by periodical reporting and field visits. As our local partners are managed through our country offices, potential risks are well-managed from the country itself.

Before taking up a partnership, Oxfam Novib appraises and selects partner organizations and project proposals on the basis of an opportunity & risk analysis and an appraisal process done with partners. This looks at the governance structure, financial & technical capacities and identifies necessary risk mitigation measures for the project proposal. If positively assessed, Oxfam Novib and the partner organization reach an agreement on the reporting, both narrative and financial, to be included as contractual conditions in the financing agreement. Almost all projects are required to submit a statement from an external registered accountant, covering the entire partner organization. The partners' narrative and financial reports are assessed by a program officer and a financial officer. Payments to partners are subject to partner organizations fulfilling the contractual conditions.

Risks at personal level: security

As we work in high-risk, conflict-sensitive and fragile areas, the safety of our employees is paramount. Oxfam Novib provides mandatory security training, a global toolkit for security management, security briefings in-country, and constant monitoring of the security situation in the designated areas. If a security situation does not allow our staff to work in a safe way, our projects continue to be closely monitored from another location.

In order to ensure a safe working environment for all Oxfam Novib employees, the organization complies with an anti-bullying and anti-harassment policy, in addition to the code of conduct every employee has to sign. Oxfam Novib also provides in-house confidential counseling through three confidential counselors, who were selected and approved by the Board of Directors and the Workers' Council.

Photo: Mario Macleau



6 OUR PARTNERS

Oxfam Novib works with a great number of different stakeholders, ranging from our partners and allies in the countries in which we work, through to institutional and corporate donors and the private sector. Cooperation is a key aspect of our work. We have developed a strong approach to ensuring that we build a culture of accountability to these partners. We are accountable primarily to the people and communities with and for whom our programs work, but also to those who fund and advocate for our work.

PARTNERS AND ALLIES

Partners and allies remain at the core of our work. With the transition towards a project organization, which started in 2014, Oxfam Novib is increasingly working with partners and allies in jointly developed programs for which we seek specific project funding. We increasingly work in alliances with other Dutch organizations and collaborate in programs with organizations like SOMO, Butterfly Works, Save the Children, SIMAVI, and Hivos.

Oxfam Novib does not simply play the role of co-funder or project manager in these programs. We also assume responsibility for areas such as influencing, research, managing a joint learning agenda, or capacity-building. Thanks to this approach, Oxfam Novib was awarded the highest amount of funding of all strategic partnerships with the Ministry of Foreign Affairs and entered into a new partnership with the IKEA Foundation, leading to the approval of a 3-year multi-country proposal. In all these programs Oxfam Novib works with a wide range of partners and allies at national, regional, and international levels.

Capacity to strengthen civil society

Practically all of these programs include specific outcomes related to increasing the capacity of civil society organizations to represent citizens and to lobby and advocate. Sustainable change requires a stronger civil society, with the space to operate and the capacity to hold governments and companies accountable. Oxfam Novib also promoted space for organizations to work with changemakers in local and national governing structures, religious bodies, media, and the private sector. Furthermore, we strengthened the lobby and advocacy capacities of civil society organizations, enabling them to influence key public and private sector stakeholders, to advocate for change, and to develop new alternative business models.

To support this work, Oxfam Novib has invested in several tools and guidelines to assess and build our partners' capacity in, for example, civil society building, influencing & campaigning, humanitarian programming,

innovation, linking & learning, the capability to relate, commit and act, to deliver on development objectives and projects, to adapt and self-renew, to be accountable to the local communities, and to maintain coherence.

Sharing expertise

Alongside these efforts, Oxfam Novib has experts providing support in its thematic focus areas: food, land and water, conflict and fragility, good governance and financial flows, gender and youth. We also provide influencing and impact measurement support in the areas of financial management, program and project management, PMEAL (planning, monitoring, evaluation, accountability and learning), and organizational development. On other issues, we access the expertise of other affiliates or external parties. With the help of Most Significant Change (MSC) training trajectories, partners learn – in a visual and interactive way – to evaluate the results of their efforts and to use these materials to advocate and communicate their stories to stakeholders.

As part of the follow-up to the Keystone satisfaction survey carried out amongst the Oxfam partners in 2014, capacity strengthening of partner organizations is a more central part of our funding proposals. In addition, we have started dialogues with partners on the best way to support them, particularly in areas of gender, lobby and advocacy, and contract management. We also organized learning events with our partners.

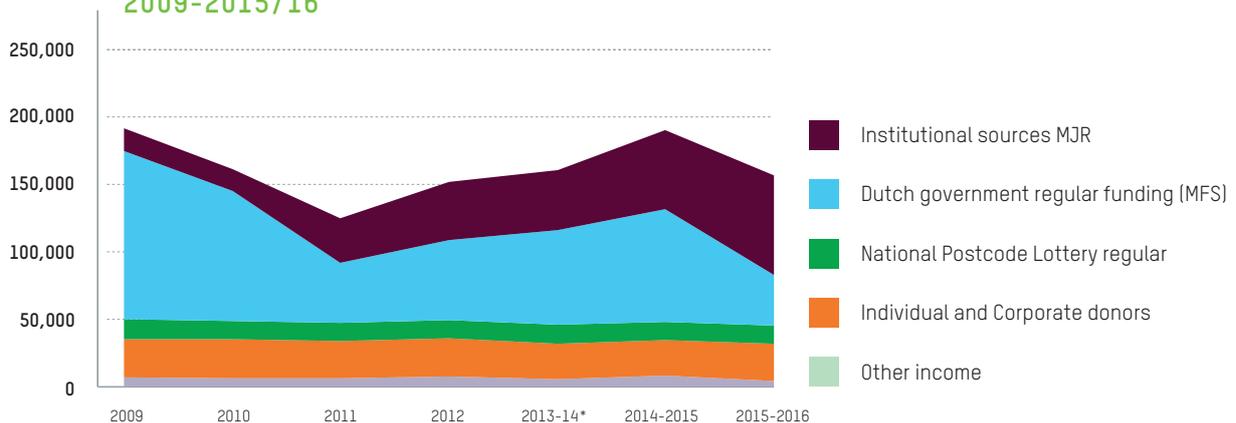
In the Maghreb, Mozambique, and the Occupied Palestinian Territory and Israel (OPTI), Oxfam Novib supported partners in gender mainstreaming, and training in lobby and advocacy focusing on influencing tools. In Nigeria, all new partners were given financial training; all partners were trained in developing an influencing and campaign strategy to launch the Oxfam 'Even It Up' campaign against extreme inequality. And last but not least, we invested a lot of time in supporting partners to produce quality reporting and eliminate ineligible costs.

INSTITUTIONAL DONORS

In 2015/16 Oxfam Novib set out to continue the work it has done and successes achieved on institutional funding and partnership development in recent years. As the 'Revenue by Funding Source' chart below shows, the proportion and amount of income from institutional donors has risen substantially over the past few years. This strong support has made a huge difference to the work Oxfam Novib has been able to do around the world; we have increasingly relied on institutional income to fund and expand our programs to address poverty and injustice.

Raising institutional income and investing in building strategic partnerships with institutional donors both add to the impact we have and benefit the millions of people we reach. Furthermore, they increase the important influence of our lobby and advocacy work on the private sector, governments, and multilateral institutions (see chapter 3, Our work).

REVENUE BY FUNDING SOURCE 2009-2015/16

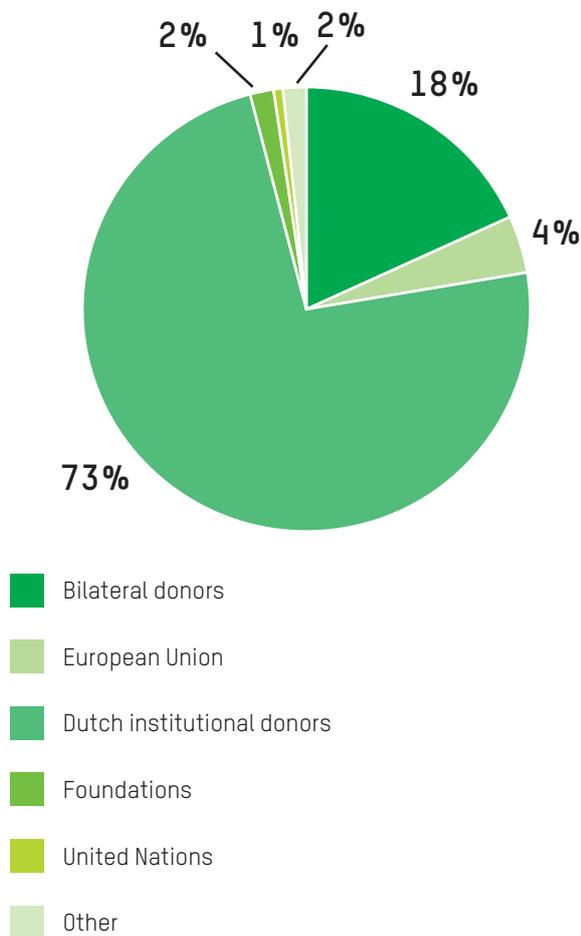


Cutbacks and financial choices

2015/16 was a challenging year for Oxfam Novib's institutional fundraising. 2015 was the last year of the Dutch Government's co-funding system (MFSII), of which the Impact Alliance led by Oxfam Novib has been the largest recipient. Unfortunately the Dutch Government's unique way of funding and cooperating with civil society, which lasted for almost two decennia, has now come to an end. Partly as a consequence of this huge decrease in income, Oxfam Novib had to cut back considerably in 2015 and to implement the largest reorganization in our history, transforming into a project organization increasingly funded by institutional donors.

The year 2015/16 marked a refugee crisis beyond compare in human history, with more than 60 million people worldwide being forcibly displaced. This humanitarian crisis also affected the financial choices made by national governments and multilateral institutions. As a result, institutional donors faced financial pressure to accommodate refugees and reduce the number of funding opportunities (including new funding opportunities), and even ongoing commitments were challenged. In this demanding context, Oxfam Novib managed to maintain the steady growth of its institutional funding, reaching a total amount of €149 million in contracts signed in fiscal year 2015/16 (see chart). This amount includes a new €77 million contract with the Dutch Government (see next diagram).

DONOR DIVERSIFICATION INSTITUTIONAL CONTRACTS SIGNED 2015/16



Dutch institutional donors

In 2015/16 a total of 26 institutional donors awarded us grants and partnerships (see also Annex IV). This includes grants from Dutch institutional donors, including Dutch ministries and embassies, so-called bilateral donors (other national governments), the European Union, the United Nations, and a variety of international foundations. Proportionally the largest group of donors are the Dutch institutions, in particular the Ministry of Foreign Affairs. Together with SOMO, Oxfam Novib entered into the new five-year strategic partnership 'Towards a Worldwide Influencing Network' with the Dutch Government (see also chapter 3, Our Work) for a total contract value of €77 million. The partnership started in 2016.

In total, Dutch institutional donors represent 73 percent of the contracts signed. This donor group includes a total amount of €10 million funding, secured and implemented towards Oxfam's humanitarian programs as a member of the Dutch Relief Alliance (see chapter 3, Humanitarian work). Projects funded by these Dutch donors include

several other Oxfam Novib programs on issues such as the refugee and migration crisis, gender and child marriages, and a single large program in Burundi on food and income security for rural households.

Bilateral donors and the European Union

Other national governments, or bilateral donors represent the second largest institutional donor group for Oxfam Novib's work. The contracts granted in this group include the ongoing support from the Swedish international development cooperation agency (Sida) for our successful civil society program in Mozambique (see chapter 3, Governance & financial flows), as well as funding secured by Oxfam affiliates from their respective governments. We see this as a clear indication of the importance and added value of working as part of a confederation delivering on scale and impact.

The European Union is our third largest institutional donor, granting us several contracts through its humanitarian aid program and its development funding, including an important grant on Sustainable and Equitable Shrimp Production and Value Chain development in Vietnam.

Aims for the coming years

Oxfam Novib is committed to further increasing both its fundraising and its partnership successes with institutional donors, and has built alliances to do so. This will enable us to continue to develop and implement high-quality programs and projects that will benefit many millions of people worldwide, build on-the-ground innovations, and reach many more through our lobby and campaigning work. As the second-largest member of the international Oxfam confederation, our fundraising efforts will also enable Oxfam and its partners worldwide to continue their work.

PRIVATE FUNDS AND CORPORATE DONORS

Dutch Postcode Lottery

In 2015 the Postcode Lotteries were ranked as the third-largest fundraising private charity donor in the world; we are proud to be able to say that the Dutch Postcode Lottery is also one of our most loyal financial supporters. We are once again grateful for its grant of €13.5 million, plus an additional grant of €1.5 million (awarded in February 2015) of support for our Seeds in Zimbabwe project. With the Dutch Postcode Lottery's help, Oxfam Novib has set up farmer field schools, seed banks, and seed and food fairs for women farmers. This is a lifesaving project, more than ever now that the impact of climate change is being exacerbated by an extreme El Niño (see box).

To his surprise, Oxfam Novib employee Thomas Reeve in Uganda received a visit from Quinty Trustfull, presenter of the Dutch TV program *Kanjers van Goud* ('Golden Champions'). Thomas was able to share the impact that our Internet Now project is having on the lives of people in northern Uganda. The program, broadcast in November 2015, showed 'Golden Champion' Thomas receiving a Golden Pennant, the prize awarded by the Dutch Postcode Lottery for services to charity, and a check for €25,000 to be spent on an Oxfam project. Oxfam's pan-Africa program is using this contribution to further the development of an exciting new youth project called Msafara ('Caravan' in Kiswahili). Msafara nurtures future leaders and provides a platform for talented African youth to make their message heard whilst inspiring their peers to take action in their lives.

Seeds in Zimbabwe

Oxfam Novib is extremely pleased with the donation of €1,586,463 we were given at the beginning of 2015 from the extra draw of the Dutch Postcode Lottery. We are using this money for farmer field schools in Zimbabwe, where small farmers learn to cultivate seeds which adapt to the changing climate. The result of this is that their harvests are less likely to fail despite extreme weather.

Female farmers in particular are learning to gain independence from the use of expensive commercial seed which does not perform well. At special seed and food exhibitions, and via food banks, they acquire and share knowledge about seeds which grow well under local conditions and are able to handle the extremes of climate change.

Such knowledge can save lives, particularly now that the weather phenomenon El Niño has hit Africa with devastating force. Zimbabwean farmers are currently experiencing the worst drought in twenty years. Thanks to the seeds they developed in Oxfam Novib's field schools, approximately 30 percent of their crops were able to survive this extreme drought; this was demonstrated in February 2016. In large areas of Zimbabwe the entire harvest was lost; this will inevitably lead to widespread famine.

However painful it may be, the current crisis is generating valuable knowledge for these farmers as they discover which seeds literally bear fruit in the region in the harshest weather conditions seen for many years. In the future, farmers will be confronted with extreme drought or precipitation more and more frequently. Our farmer field schools offer them hope for a future in which they can continue to feed themselves and their families despite a changing climate.

Corporate donors

Oxfam Novib is very proud to be a new partner of the IKEA Foundation, which approved our humanitarian proposal 'Empowering Local and National Humanitarian Actors' with € 7.3 million over 3 years. This is one of the results of Oxfam Novib's new strategy regarding corporate donors, launched in 2014, in which we shifted from a reactive to an explicitly proactive approach. This also resulted in new contracts with among others the GSRD Foundation and the De Baak. We continued to work with our existing and much-appreciated corporate partners, including ASN Bank (on fair trade and microcredit projects in Mozambique), and Nysingh (on legal support). In addition, we successfully engaged 2,000 employees and supporters for our Nepal fundraising appeal, via ASN Bank, Royal HaskoningDHV and Booking.com.

PRIVATE SECTOR

Globalization and market liberalization have made the power of multinational corporations more noticeable and exposed the limits of a national government's power. These corporations can create unsustainable situations that negatively affect workers and communities in many of the countries in which they operate. Conversely, the private sector can also make a positive contribution to people's lives. By promoting economic development and generating wealth and prosperity in a sustainable manner, corporations have the ability to realize a broad range of economic and social rights.

Oxfam Novib has a long tradition of engaging critically and constructively with the private sector, aiming to advance a social justice agenda. We always stress the rights of people living in poverty and the duty of companies to respect and protect those rights. This has led to an approach in which we strive to forge partnerships with champions of social responsibility. The change Oxfam Novib would like to see in companies? A shift from *do no harm* to *do good and show it*. We focus our private sector work on the financial sector, global value chains, and the role of private sector in and around conflict (see also chapter 3, Conflict & fragility).

Small and medium enterprises in Nigeria, Vietnam, and Uganda

Another important component of our work is the cooperation with small and medium social enterprises in countries as Nigeria, Vietnam, and Uganda. We have sometimes even taken the bold step of creating our own company, as we did in the case of SINFA. We set up this social enterprise in Uganda as part of our Internet Now! project, which was financed by the Dutch Postcode

Lottery. The results so far show that in remote areas of northern Uganda 655 young people have been employed in microwork, 7,526 people have received ICT training, and more than 850 people make use of internet each week with peaks up to 1,500 in holiday periods. The work we do with entrepreneurs and small and medium enterprises is also made possible by our network of small and medium enterprises in the Netherlands (see also chapter 7, Entrepreneurs for Entrepreneurs).

Dutch sector agreements on international CSR

In 2015/16 we engaged with the preparation and negotiation of covenants on international corporate social responsibility (CSR) in the Netherlands. The purpose of these processes is to achieve ten sector-wide agreements involving a wide range of stakeholders: companies, labor unions, NGOs, and governments. Oxfam Novib is one of the negotiating parties in the covenant for the Dutch banking sector. Oxfam Novib has also been engaging in the preliminary discussions around the initiation of an International CSR Agreement on Food in the Netherlands (*IMVO Convenant Voedingsmiddelen*) with representatives of the Dutch private sector and the Dutch Government. We expect that in the coming period Oxfam Novib will take an active role in the negotiations for this agreement, alongside other Dutch civil society organizations.

Business and human rights

In 2015 we implemented a global project, in partnership with SHIFT and UN Global Compact Network Netherlands, called the 'Global Perspectives Project'. The project aims to build awareness of the UN Guiding Principles on Business and Human Rights, as well as the capacity to implement the corporate responsibility to respect human rights, among businesses and civil society stakeholders in the South. Workshops have been held in four countries – Indonesia, South Africa, Turkey, and Mexico – with both private sector and civil society representatives. In collaboration with other Oxfam affiliates, Oxfam Novib will develop a global program on the implementation of the UN Guiding Principles on Business and Human Rights.

To move companies – including multinationals – in a more responsible direction, Oxfam Novib also uses consumer activism, media exposure, and the publication of rankings and score cards. Oxfam Novib is a key driver in ranking campaigns such as the Fair Banking Guide in the Netherlands, the Fair Finance Guides in eight countries and the Oxfam flagship campaign Behind the Brands (see chapter 3, Food, land & water).



Photo: Evelien Scholtesman Oxfamiliovb

7 OUR WORK IN THE NETHERLANDS

Operating in a polarized society

When determining Oxfam Novib's positions towards the Dutch public, we realize that we operate in a polarized society. On the one hand we see how populist parties and opinion leaders continue to fuel the public debate with critical and distrustful sentiments against development cooperation – sentiments we see displayed on our social media channels every day. At the same time the Dutch have a long tradition of support for good causes, and the Dutch public still tends to give a relatively large amount to charity in comparison to people in other European countries.

For Oxfam Novib, this means that we encounter both opportunities and a highly competitive donor market where some powerful non-profit brands operate. Though this competition makes it increasingly difficult to recruit new and loyal donors, we also see cause for optimism.

Oxfam Novib often actively takes a position, for instance on the arrival of new asylum seekers in the Netherlands in 2015. While large numbers of volunteers welcomed the refugees, there were numerous people who organized local protests against the newcomers. As the latter achieved significant media coverage, Oxfam Novib decided to showcase positive initiatives towards refugees in an extensive video series under the hashtag #welkomelingen ('welcomers' in English). The series provided a platform and engaged a wider audience for the many local heroes who made extraordinary efforts to care for people on the run from war and persecution. The video series became our most successful social media content in the second half of the year, with one video post reaching over 29,000 people.

Continuous online media presence

In 2015/16 Oxfam Novib managed to halt the trend of declining brand recognition we have seen in the past few years; by now the percentage of the Dutch public that knows our organization is the same as in that of April 2015: 67 percent (72 percent in April 2013). Most probably this stabilization can be attributed to our continued presence in online and offline media in the past year, as we have not organized any big campaigns using mass media targeting a large audience. In 2015/16, 297,779 people visited our website, we built a fan base of 44,500 people on Facebook and 13,800 on Twitter, and maintained contact with some 50,000 people through e-mail. We explicitly invited the Dutch audience to share their thoughts on certain 'hot' issues, for example on our decision to suspend our activities in Moria Camp on Lesbos after it became a detention center.

OUR SUPPORTERS

We are very grateful for the generous support that around 400,000 people in the Netherlands give to our work. Though we cannot do without their financial contributions, we also highly value the non-financial support often shown by these same donors; they share our messages, sign our petitions, and 'like' our Facebook posts.

Supporter's opinion

Throughout the year, Oxfam Novib consults a research panel of approximately 3,000 private donors and/or supporters on various topics such as customer satisfaction. In 2015 we asked these supporters to express their opinion on the Fair Bank Guide and the Fair Insurance Guide. We asked them how familiar they are with this platform, whether they perceive it to be a logical fit with Oxfam Novib as an organization, and to what degree they are willing to take action based on the information received via this platform. The results were that 86 percent think the Fair Banking Guide is a good fit with Oxfam Novib; they appreciate the concept (8.2) and are willing to take action (38 percent actually did); the accompanying website rates lower (7.8), however, mainly because of the 'information overload' on its pages.

Mobilizing and meeting supporters

In 2015/16 we involved some 55 volunteers at festivals such as Pinkpop, Lowlands, and North Sea Jazz; at the International Documentary Festival Amsterdam (IDFA), where Oxfam Novib organized the 'Humans on the Move' session about refugees all over the world; and at sporting events such as the marathon in The Hague and the cycling events 'Limburgs Mooiste' and 'Egmond-Pier-Egmond'. At Pinkpop and Lowlands we focused on climate change and many new supporters became involved with Oxfam Novib. On the eve of the global climate summit COP21 in Paris, we co-organized a People's Climate March in Amsterdam. The march attracted 7,000 participants and a lot of media attention.

The winners of the Oxfam Novib/PEN Award for persecuted writers were announced for the 15th time in January 2016. It was the first year that none of the honorees was able to be present. Their imprisonment, isolation, and travel bans only serve to emphasize the importance of this award, as does the continuing persecution of critical writers and journalists worldwide.

In order to create more focus and impact, we will be present at fewer events in the coming year. Our primary focus will be on raising awareness about Oxfam Novib's work, and the secondary one will be mobilizing new supporters. We will also intensify our

events aimed at meeting with and further engaging our current supporters (both financial and otherwise), thus ultimately building long-term relationships with a loyal supporter base.

Private individual donors

Not only do our supporters contribute to our work through donations or Facebook 'likes'; they also buy presents in our online store and support us via the Publishing House. In 2015/16 we distributed about 48,000 books among our subscribers and through direct sales. We are particularly proud of *Un Buku*, a Suriname story cookbook, which received considerable media coverage. Another bestseller was *The Fishermen* by Chigozie Obiama, which was also nominated for the Man Booker Prize. 47,000 people ordered our popular Oxfam Novib calendar.

Together, our individual and business donors supported Oxfam Novib's work with €25.7 million; this is a stabilization after a few years of decline that began to slow down over the past year. Most income comes from individual donors, gifts, and donations by notarial deed. In the coming five years we aim to consolidate our income from loyal supporters and realize a growth in our overall income.

Inspire and connect with donors

A total of 320,898 people supported us financially in 2015/16. Unfortunately we are seeing a decline in our overall supporter base, mainly because of new donors dropping out during their first year of commitment. To counter this development, we will implement a 'welcome program' in 2016/17 which allows donors to feel more connected, and therefore more committed, to Oxfam Novib. The need to truly inspire and connect with our existing and new supporters is an important pillar of our engagement strategy.

Our focus will stay on acquiring regular givers with the highest potential, and engaging with them in long-term relationships. A prerequisite is that we must ensure that our recruitment methods represent Oxfam Novib in an authentic way: being pleasantly surprising and off-beat is central to our organization's DNA.

Currently Direct Dialogue is our primary fundraising channel for the recruitment of new donors. We aim to shift away from this single-channel dependency; this requires a careful and well-conceived transition, with a lot of testing to discover scalable alternatives. To further diversify our income streams it is essential to develop all segments, including major account giving, and especially legacies and inheritances. In addition, we will continue to work on converting our public campaign supporters and activists into financial supporters.

Legacies and bequests

Leaving a legacy to Oxfam Novib is a promise of a better future for the communities we support. We are therefore very grateful for all legacy gifts we receive, regardless of the size of the gift. In order to answer the many questions people ask us about leaving a gift to our work in their will, and to professionalize our service around legacies and bequests, we appointed a Relationship Manager in 2015. By offering specialized knowledge on issues such as inheritance tax, wording in a will, and of course the impact of a legacy gift, we hope to increase the number of legacy providers and bring this special way of giving to the attention of more supporters.

Individual major donors

Oxfam Novib is also supported by generous individuals and family foundations who contribute to our mission in a special and substantial way. Our major donor relationship managers have built a personal relationship with each and every one of these special givers. We are glad to engage them in our work, for example by taking them on a visit to our projects and by inviting them to special events. In 2015/16 we invested in increasing our network and in building new long-term relationships.

Entrepreneurs for Entrepreneurs

Our business network, Entrepreneurs for Entrepreneurs, has seen rapid expansion since its start in 2009. The network allows Dutch small and medium enterprises to help their fellow entrepreneurs in Africa and Asia to earn a sustainable income for themselves and their families. In 2015/16 some 765 business ambassadors supported our efforts to give these entrepreneurs access to finance and essential training; together they generated €2.1 million. Joining us on this inspiring journey, Entrepreneurs for Entrepreneurs clearly see the value of social return on their support.

In 2015/16 we organized regular meetings to enable our business ambassadors to inspire each other and learn more about Oxfam Novib's work, for example during the Week of the Entrepreneur, and we invited them to our supporter events (see above). In addition, company employees engaged in various sporting challenges, such as The Hague marathon. In Business Panel Meetings our ambassadors co-create new initiatives; in 2015/16 we focused on building a support program for SME Development and Impact Investment activities.

Oxfam Novib joined forces with the Dutch Network Group, a media publishing company focused on the SME market, to inspire more Dutch entrepreneurs to join our network. Five of the most engaged business ambassadors travelled to Vietnam with Oxfam Novib to see the results of our SME work there; in 2015/16



Entrepreneurs for Entrepreneurs in Vietnam.

we were able to create a strong base of ‘super ambassadors’ who had joined us on previous field trips to Uganda (2013) and Cambodia (2014).

Careful handling of complaints

Oxfam Novib follows telemarketing rules, such as the use of the Do Not Call Registry. Donor satisfaction is very important to us; we have special procedures in place for the careful handling of donors’ complaints within set timeframes. In 2015/16 we received 1,113 complaints, which is 14 percent less than the previous year. Almost half of these complaints were about the delivery of products ordered, a significant increase compared to the previous year. We found that the main reason for this was the outsourcing of Oxfam Novib’s order and invoicing process. After fine-tuning these processes, we expect that complaints relating to product delivery will decline. The number of complaints related to fundraising activities, such as the amount of content and number of mailings, decreased from 39 percent in 2014/15 to 29 percent in this reporting year.

Oxfam Sweden

On behalf of the Oxfam confederation, Oxfam Novib has founded an Oxfam office in Sweden. The goal of the Swedish operations is to raise awareness of the work that Oxfam does around the world, engage people in our campaigns, and raise money for projects. Our Swedish office enables more people to get involved with Oxfam’s work. Individuals can become monthly donors, buy gift certificates, or engage on specific issues. Private companies and foundations can become partners, support particular projects, or buy promotional gifts. Since March 2014 we have been working with several field marketing agencies and have reached out to the Swedish public through advertising, fundraising letters, and social media channels.

Oxfam Sweden holds a so-called ‘90 account’. A 90 account is a seal of quality and a warranty for donors. It ensures that the fundraising is managed in an ethical and responsible way, as well as providing a warranty that the money raised will go towards the intended purpose: a just world without poverty. Over the past year the small and dedicated Oxfam Sweden team has been able to generate a total of €2.1 million in revenue, which is €0.2 million higher than the budgeted target.



© Denkschets.nl Illustration of Farah Karimi's lecture at University of Groningen

PRESS

As far as Oxfam Novib is concerned, the media is an essential channel when it comes to publicizing our mission and making it visible to the general public. Newspapers, radio, television, and online news platforms still play a significant role in placing issues on the societal agenda. They do so in close interaction with social media platforms, which have grown into a major source of information – including for journalists. Both politicians and the CEOs of large companies are extremely sensitive to media attention. Consequently, Oxfam Novib's media work is one of the most important foundations of our advocacy. In total the Oxfam Novib's work was referred to in Dutch media almost 2,300 times in 2015/16.

Consulting our experts

More than ten years ago we put the issue of unfair trade on the agenda as a major cause of poverty and inequality. Now, partly thanks to Oxfam Novib, extreme inequality and tax avoidance are constantly in the media limelight and globally there is a call for new policy to tackle these problems. Together with our Oxfam colleagues we provided figures and background information on these issues, and published press

releases and thought-provoking reports in which we established a clear relationship with poverty. Journalists regard our experts in this field as reliable and they regularly consult and quote them. Our Fair Bank Guide is a recurring media hit, although our climate campaign received more attention in the Northern autumn of 2015.

Columns and blogs

In recent years, Oxfam Novib has been one of the few groups in the Netherlands to repeatedly engage in the debate on the decline in political support and budget for development cooperation. Following a number of years in which the media were less interested in focusing on this issue, various columns by Oxfam Novib were published in national newspapers and other media in 2015/16. Our press releases on the necessity for more and higher-quality assistance also generated media attention. Our executive director, Farah Karimi, published various blogs about the migrant crisis in Europe and visited refugee camps on Lesbos and in Jordan and Lebanon. In September 2015 she opened the academic year at the University of Groningen Faculty of Arts with a lecture titled: 'Post 2015: heading towards a new future? From Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs)'.

Inspiring stories

Every two weeks, Oxfam Novib informs journalists of what we are going to publish in the coming period. This Media Alert is well-monitored and regularly results in requests for further information. The sometimes complicated issues that Oxfam Novib pursues are given a human face thanks to our ambassador, cabaret artist and presenter Dolf Jansen. In his shows and media appearances, Dolf draws people's attention to the problems of poverty in a humorous, pithy way. Actress Ariane Schluter also gave a convincing report of her Oxfam Novib trip to DRC on the TV program *Koffietijd* ('Coffee Time'). These kinds of stories ensure that the Dutch public becomes more and more involved in our work, and inspire them to make their own contributions to a fair and poverty-free world.

LOBBY AND ADVOCACY

Oxfam Novib contacts politicians in the Netherlands by mail, phone, and social media, as well as in person. We inform them of our campaigns and publications and provide on-the-ground examples from our partners in the countries where we work. We advocate with Members of Parliament, provide information for parliamentary debates, and take a stand on issues that concern our work (see also chapter 3, Our work) and our mission. In 2015/16, important issues we addressed included the national budgets for international aid and security, migration, emergency aid, climate finance, the new global Sustainable Development Goals, and the unique role of civil society in developing countries. In our influencing work we often cooperate with other organizations such as Partos, the Dutch association of NGOs working in International Development.

Sustainable Development Goals

Oxfam Novib successfully motivated Members of Parliament for several political parties to ask questions of ministers and to organize parliamentary hearings. We are also engaging with ministries (Foreign Trade and Development Cooperation, Finance, Foreign Affairs, Economic Affairs, Infrastructure and Environment) and their respective ministers and state secretaries to inform them of our reports and findings and attempt to influence their policies.

2015 was a critical year in the decision-making process for new global Sustainable Development Goals (SDGs). Influencing the political process – both on content and on strategy – was a priority for Oxfam Novib. We engaged with decision-makers in parliament, for example by updating parliamentarians on the developments in the political process at UN level. We also provided briefing

notes in preparation for a key parliamentary debate on the SDGs in September 2015.

In addition, we worked with the Ministry of Foreign Affairs on a number of issues. These included the negotiations for the final SDG agreement in July 2015 and two side events at the UN in New York (about multi-stakeholder partnerships delivering on the SDGs). Together with the Dutch magazine *Vice Versa* we organized a high-level public debate called 'Raising the Game – Who Will Finance the New Development Agenda?' in June 2015. The debate was well-received and was attended by key stakeholders, including Lilianne Ploumen, the Minister for Foreign Trade and Development Cooperation.

Dutch EU presidency

Prior to the Dutch presidency of the European Union, Oxfam Novib presented a number of recommendations. We asked the Government to take this unique opportunity to steer the EU on a number of global issues that affect all European citizens. Examples of these issues include the implementation of the Sustainable Development Goals (SDGs), addressing climate change – including robust financing – and tax avoidance and global corporate social responsibility. In addition, the Netherlands must do all it can to guarantee the rights of refugees inside and outside the European Union, and to ensure safe routes for them to reach Europe.

In the run-up to the Dutch elections in March 2017, Oxfam Novib is already liaising intensively with political parties regarding their election manifestos. We want the next government to release sufficient funds to achieve the SDGs. We are also advocating an effective approach to the root causes of the refugee crisis and good policy on sustainable and fair trade, fair taxation, and the tackling of climate change.

In 2015/16 Oxfam Novib actively resisted any further misuse of development cooperation budgets. We held discussions and organized activities to try to prevent this budget being used to pay all the extra costs for the reception of asylum seekers during their first year in the Netherlands. Together with like-minded organizations, we organized a petition that was signed by more than 115,000 people. Their plea was endorsed by a motion adopted by the ChristenUnie party.

A second important commitment for which Oxfam Novib has campaigned during the past year is the promise by Minister Ploumen of Foreign Trade and Development Cooperation that, in 2016, she would spend at least 25 percent of the resources for development cooperation via civil society.



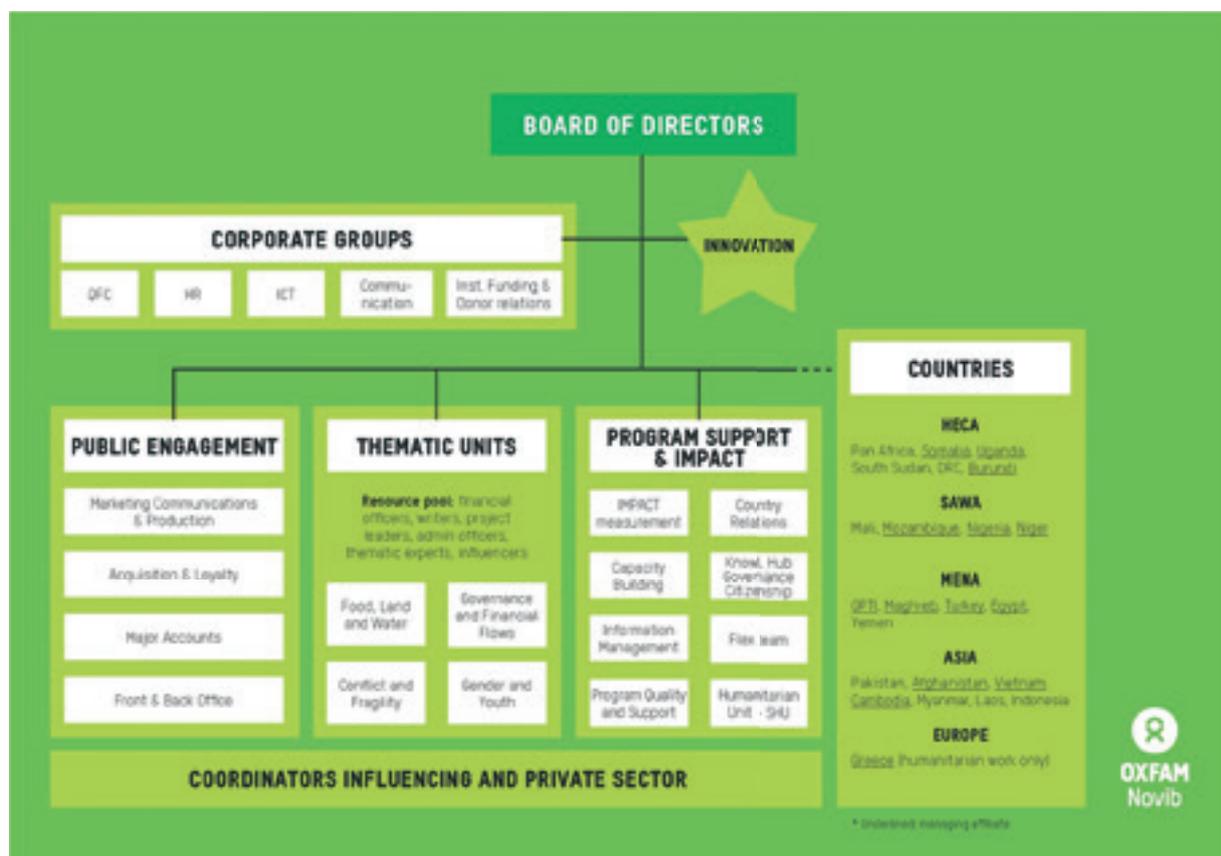
8 HOW WE ARE ORGANIZED

2015/16 was a turbulent year for our organization. We were forced to cut back our expenditures on partners and staff considerably as the co-financing from the Dutch government came to an end. At the same time we worked with other Oxfams to further develop the Oxfam 2020 agenda. In the past year we have implemented the largest reorganization in our history, a challenging and demanding process for all involved, especially for the 72 dedicated colleagues to whom we have had or will have to say goodbye, and for the many people who's temporary contracts were not extended.

Reorganization

Oxfam Novib's new organizational structure was implemented in July 2015. By the end of March 2016, 29 employees had left the organization, supported by a Social Plan that was agreed on with the works council and the trade union involved. Of the other people we have had to let go, five have been placed in the new Oxfam organization, 14 signed a settlement agreement, one will leave through a procedure approved by the Dutch social security organization (UWV), one has retired, two are currently on sick leave, and 20 employees were given a temporary contract extension to enable them to finalize specific tasks in our transition process.

Organizational chart



Oxfam Novib is committed to supporting the affected employees through career reorientation training, guiding them towards a new future; we discuss their wishes, share information on vacancies in the sector, and look for appropriate employment opportunities for them both inside and outside the organization.

In transforming into a project organization increasingly funded by institutional donors, we have fundamentally changed our ways of working and thinking. More than ever we need to demonstrate our added value and will be held accountable for our work. This has resulted in a

strong focus on delivering what we promised, as well as on innovation, impact, and agility.

Employees

The total number of staff on our Dutch payroll is 371, of whom 329 employees work in our office in The Hague and 42 in country offices. The diversity of our workforce in The Hague is considerable, with 38 nationalities; 28 percent come from countries outside Europe. In The Hague 65 percent of the employees are women. In the country offices an average of 25 percent of the workers are Dutch expats.

Oxfam Novib remains committed to being an attractive employer. For 2016 we agreed on a structural salary increase of 1 percent and a one-time 1 percent increase in the current end-of-year gratuity. To enable us to attract candidates for higher-level positions, an additional scale has been introduced.

Oxfam Novib aims to reduce absenteeism as much as possible. The absenteeism percentage for 2015/2016 is 4.01 percent.

In 2015/16 the performance of 61 percent of our staff in The Hague and our international staff was appraised, which involved either 180- or 360-degree feedback. Employees can also provide feedback through team meetings, the works council at the office in The Hague and staff representation structures at country offices.

Training and development

Oxfam Novib's training budget has been made available to all employees, including national and international staff at the country offices. Most requests made for training and development in the last year were granted, including various requests on individual coaching and standard training for languages. Following the completion of the performance management cycle, the HR department received 240 personal development plans. Requests for training have been documented in these development plans.

Oxfam Novib has started to reinvigorate its integrity management system, setting up a task force to reinforce our core values within the organization, examining policies, procedures, and cultural behavior change (see also chapter 5). By the end of March 2016, 296 employees (80 percent) had signed or re-signed the Oxfam Code of Conduct and had discussed the issue of integrity within their teams.

Security incidents

In 2015/16 we saw a further increase in both the number and severity of security incidents in the countries where we work, such as the bombing of an Oxfam warehouse in Yemen, a bomb exploding at the Yola IDP camp in Nigeria, an Oxfam Novib staff member's 'near miss' in Afghanistan, and an evacuation – including family members – from Burundi. We reinvigorated our security policy (see also chapter 5) and visited countries to reconfirm their safety status.

More information on organizational and HR developments is available in our 2015/16 Social Annual Report.

COUNTRY OFFICES

In 2015/16 Oxfam Novib continued its work with other Oxfam affiliates in country offices across 23 countries. These teams collaborated closely with partners and allies to bolster active citizenship and strengthen the voice and the power of people against poverty and injustice. Staff in country offices worked closely with Oxfam Novib teams in The Hague and other affiliate head offices; together we developed country and multi-country (or multi-regional) program strategies and project proposals for donors.

The end of the Dutch Government's co-financing system after almost two decades has greatly influenced our way of working. Our program approach has shifted towards institutional fundraising, in which Oxfam Novib co-develops projects with partners based on each partner's relative strengths and comparative advantages. This new approach has been quite successful in most countries, with increasing levels of institutional funding.

One Oxfam

In the light of Oxfam's ambition to have all countries move toward one Oxfam program and structure (see also chapter 9), country offices embarked on a change process. These changes involve simplifying our work through increased integration and collaboration, with strengthened ability to influence change. We will be more rooted in the countries in which we work, improving impact, accountability, and efficiency. In 2015/16 three country offices started working in this new way: Bangladesh, Afghanistan, and Myanmar. Three other countries – Uganda, Vietnam and Cambodia – are ready to start working as One Oxfam in April 2016. All other countries are planned to 'go live' under a One Oxfam structure in the course of the 2016/17 fiscal year.

Due to decreasing funding and the need to further improve our efficiency and effectiveness, Oxfam Novib phased out of five countries: Sudan, Rwanda, Senegal, Zimbabwe, and Bangladesh. We will remain an implementing affiliate with strategic interest in 23 countries; in 14 of these we will continue to provide back office support (legal, HR, finance and IT) as a so-called managing affiliate.

Outlook

In the coming year, country offices will focus on further strengthening the impact of our work by combining programming on the ground with influencing work and campaigning. They will work in networks and alliances, develop high-quality programs, and forge strategic links with different actors at national, regional, and global levels. Empowering women and youth and their ability to claim their rights are central in all these activities. To increase our impact, we intend to further improve our monitoring, accountability, documentation, and administrative discipline.



9 OXFAM

Photo: Brendan Foster

Oxfam Novib is part of the Oxfam confederation, an international confederation of 18 affiliates and two observer members (Oxfam South Africa and Oxfam Brazil). Together we work in over 90 countries to fight poverty and injustice, as part of a global movement for change. Oxfam affiliates share a common vision, common philosophies and, to a large extent, common working practices. We have joined forces as an international confederation because we believe that we will achieve greater impact by working together in collaboration with others.

During the 2015/16 fiscal year, 25 million people benefited directly from Oxfam programs; 56 percent of these were women and girls; 44 percent were men and boys. This is an increase of roughly 20 percent compared to the previous year – largely due to an increase in our humanitarian work. These are impressive output figures that reflect the growing cooperation and combined efforts within the international Oxfam confederation.

The mid-term review of our Oxfam programs revealed good achievements in our work with partners and communities in the areas of transforming power relations, saving lives, ending violence against women, sustainable food, and resilience. We learned that we can do better on connecting our influencing work in all our work from country to global, in better use of knowledge to drive innovative, effective programs, and on strengthening our partnerships. This will make our work truly transformational.

Oxfam is changing

Oxfam envisions the world without poverty and injustice. In a relentless effort to make this possible, Oxfam is changing to better serve the most vulnerable people in the world. Oxfam's strategic plan for the period 2013-2019, *The Power of People against Poverty*, provides the framework for all affiliates' work in all countries in which Oxfam operates. We aim to shape a stronger Oxfam, one which is more globally balanced, sustainable, accountable, and relevant in every country in which we work. We further enhance our efficiency, impact, and ability to influence by moving towards one Oxfam program and structure in each country under the line management of a single country director. At regional level we will have regional platforms led by an Oxfam regional director who will be responsible for the regional strategy and strategic leadership and line management of country directors.

With the Oxfam 2020 project, we also want to eliminate the duplication of functions between Oxfam affiliates and to set up more shared services centers. The financial saving made thanks to this strengthened 'One Oxfam' practice will be used to further expand Oxfam. Our ambition is to create more North-South balance within Oxfam by adding at least four new Southern Oxfams to

the confederation in the coming years. Oxfam Brazil and Oxfam South Africa are expected to complete the affiliation process by November 2016; explorations with Colombia, Turkey, Ghana, and Indonesia have begun. These new Southern Oxfams might be country offices that have become fully independent, Southern organizations that want to join, or mergers of similar organizations and existing Oxfam country offices. The change agenda also includes the future relocation of Oxfam's international secretariat to Nairobi. By bringing together specialist knowledge, resources, and people from across the world, Oxfam will become more than the sum of its parts.

Oxfam Novib's role

As the second-largest affiliate in the confederation, Oxfam Novib has played a major role in advocating an ambitious agenda for Oxfam 2020 and it continues to do so during the project's implementation. We are part of the governance structure in countries, regions, and at global level, and we take up lead roles in a number of confederation platforms. In 14 countries – Afghanistan, Cambodia, Egypt, Maghreb, Mozambique, Niger, Nigeria, OPTI, Uganda, Somalia, Vietnam, Burundi, Turkey, and Greece (humanitarian work only) – Oxfam Novib is a managing affiliate. This means that we are responsible for business support and the contracting of all Oxfam staff. We also lead the change process towards one Oxfam in those countries.

In The Hague, Oxfam Novib has been reorganized as a result of the Oxfam 2020 ambitions and the significant reduction in funding from the Dutch Government.

We are now a project-based organization, with new, multifunctional teams which will be more agile and better set up to access alternative sources of funding, to provide business support to the 14 countries, and to provide program and influencing support in all of the 23 countries in which we work as an implementing affiliate.

How Oxfam is organized

Oxfam is an international confederation. There is no overarching central body controlling the affiliates' operational and management policies. While bound by the Oxfam International (OI) constitution, each affiliate is independent and retains its own Executive Director, Board and stakeholders. This confederative structure lends itself to a certain flexibility, but also relies heavily on consensus and trust.

Oxfam functions through the Board of Executive Directors (EDs), representatives of the affiliates, a Supervisory Board, and a network of strategic and operational groups and platforms that have clear terms of reference to enable them to deliver on specific work or functions. This inter-affiliate organizational structure, through which Oxfam delivers on its aims, is commonly known as the 'OI Architecture'.

The Board members are the affiliates (the chairs and executive directors) plus Oxfam International's chair. Oxfam International's ED is appointed by the Board, and works with affiliate EDs as a peer to reach consensus and to form recommendations to the Oxfam International Board. A small number of dedicated global platforms report directly to the ED board or one of their sub-committees.

The Oxfam secretariat, currently based in Oxford, United Kingdom, provides leadership, coordination and facilitation to the confederation as a whole and supports individual members where needed. The Oxfam secretariat is also responsible for the line management of the Oxfam regional directors and Oxfam country directors.

Oxfam International has lobby offices close to decision-makers on the international level, e.g. in Washington, New York City, Rome, Brussels, Geneva, Brasilia, and Addis Ababa.

Income and expenditure

Each Oxfam affiliate contributes a maximum of 1 percent of its annual income to Oxfam International's secretariat, 0.3 percent to the Membership Growth Grants Fund, 0.2 percent to the Income Growth Grant Fund, 0.3 percent to Campaign, and 0.5 percent to the Oxfam 2020 agenda. In 2015/16 this came to a total Oxfam Novib contribution of €3.3 million, representing 2.3 percent of the total income of the Oxfam International Secretariat. This funding is used to strengthen and expand the confederation, to plan and develop programs, coordinate aid activities, and for communication, lobbying and campaigns.

In 2015/16 Oxfam Novib had an income of €12.5 million from other Oxfams.

Total income of the Oxfam confederation for the year 2014/15 amounted to €1,050 million.

TOTAL INCOME OXFAM CONFEDERATION 2014/15

amounts in millions of euros	2014/15	%
Oxfam Great Britain	512	48.8%
Oxfam Novib	193	18.4%
Oxfam Spain	82	7.8%
Oxfam America	75	7.2%
Oxfam Australia	66	6.3%
Oxfam-in-Belgium	62	5.9%
Oxfam Hong Kong	25	2.4%
Oxfam-Québec	24	2.3%
Oxfam Germany	22	2.1%
Oxfam Ireland	17	1.6%
Oxfam Italy	16	1.5%
Oxfam Canada	10	1.0%
Oxfam India	10	0.9%
Oxfam New Zealand	7	0.6%
Oxfam France	4	0.4%
Oxfam México	3	0.3%
Oxfam International Secretariat	-80	
	1,050	

INCOME 2015/16 FROM OTHER OXFAMS

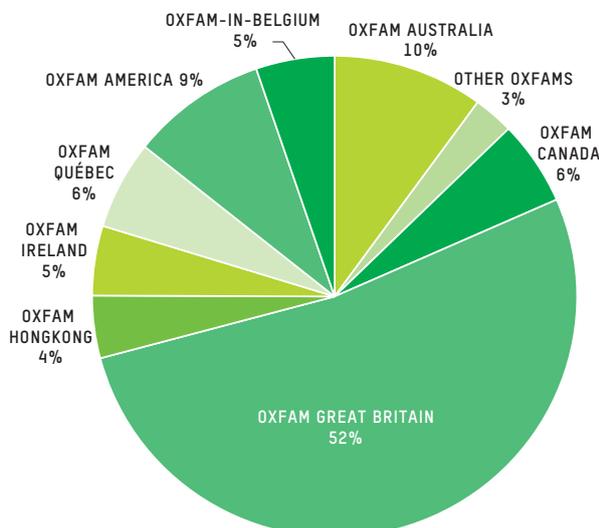




Photo: Jeppe Schilder

10 BOARD OF SUPERVISORS' REPORT 2015/16

Oxfam Novib's Board of Supervisors functions as a sounding board for the Board of Directors, has a supervising role, and is the directors' employer. The Board of Supervisors upholds the principles of the Code of Good Governance for Charities and acts accordingly. The composition and tasks of the Board of Supervisors are laid down in statutes and further detailed in a regulation. Members of the Board of Supervisors are recruited on the basis of an agreed profile and through open advertising. In 2015/16 the Board met six times and held a strategy day in conjunction with the Board of Directors and the Management Team. In addition, Board members regularly join meetings with stakeholders.

Composition and functioning of the Board of Supervisors

The Board of Supervisors has six members and is chaired by Hanzo van Beusekom. In this function he is also a member of the Board of Supervisors of Oxfam International. In 2015 Marianne van Leeuwen and Petra Bijl left the Board of Supervisors. The two new members are Jan van Zijl and Laurien Koster.

To become more familiar with Oxfam Novib's working methods, members of the Board of Supervisors visit several projects during their term in office. In 2015 Hanzo van Beusekom travelled to Kenya, DRC, and Uganda with Executive Director Farah Karimi to visit the Oxfam Novib office, partners, and projects.

The Board of Supervisors as sounding board

The year 2015/16 was characterized by ongoing organizational change processes. The process of further integration into One Oxfam (Oxfam2020) is proceeding as planned. The Board of Supervisors was informed of all major changes. The Board supported the Board of Directors in its strategic choices regarding Oxfam International, and approved final decisions as an affiliate.

Oxfam Novib's internal change process was an important issue this year. A major cut in the funding we receive from the Ministry of Foreign Affairs, in addition to changes in OI and in the world around us, led to a substantial reorganization of our organization. As of July 1, 2015 we started working as a project organization, with new units and new ways of working. The Board of Supervisors was closely involved in this process in a number of ways: by supervising the process, the changes in budget, and the ending of the financial agreement with the Ministry (MFSII), and by supporting new fundraising initiatives.

The Board of Supervisors was also informed of the changes in countries. A major change in 2015 was that three countries (the so-called Asian Fast Track countries) transitioned to One Oxfam in country in Asia (Myanmar, Bangladesh, and Afghanistan). Other countries will follow later.

The Oxfam International (OI) Board of Supervisors holds at least one face-to-face meeting each year. The chair of the Board of Supervisors participates in these meetings on Oxfam Novib's behalf. The Board of Supervisors discusses the proposals for confederation development in its meetings, based on the agendas of the Confederation meetings. The major changes in OI meant that this year the OI Board of Supervisors met twice. Our chair, Hanzo van Beusekom, attended both meetings. In November 2015 the OI Board of Supervisors gave final approval to the new ways of working regarding country programs. The management line will be shifted from affiliates to OI. In March 2016 the OI Board of Supervisors approved the new program and budget.

Oxfam Novib celebrated its 60th anniversary on March 24 and some of the current and former members of the Board of Supervisors joined the festivities. The chair was one of the speakers during the evening program.

The Board of Supervisors in its supervising role

As part of its supervising role, the Board of Supervisors approved the 2014/15 annual account and Board report, the revised 2015/16 budget, the 2016/17 annual plan and budget, and the risk register. The annual report on fraud and complaints and the audit annual report and audit annual plan were also discussed with the Board of Supervisors.

The financial committee, consisting of two members of the Board of Supervisors, prepares advice for the Board of Supervisors on the annual account, the budget, and the financial reports. The committee also monitors the follow-up of points raised in internal and external audits, recommendations in the auditor's management letter, and the updating of the risks register. In 2015 the revised budget was an important issue, based on the decisions made by the Board of Directors in the overall organizational budget (among others: revised organizational chart, formation plan, transition plan, revised budget for Oxfam Sweden, approved budget for change costs).

Apart from being informed by the Board of Directors and the Works Council, and through staff presentations on various fields of Oxfam Novib's work, the Board of Supervisors also stayed informed through the members' individual contacts within the organization and via participation in a number of events and activities.

The Board of Supervisors as employer

The remuneration committee of the Board of Supervisors, consisting of three members of the Board, conducted performance evaluations for the Directors. In 2015 the Board of Supervisors approved Farah Karimi's reappointment as executive director of Oxfam Novib for a further four years.

Compensation

Members of the Board of Supervisors do not receive compensation for their work. The costs of travel, accommodation, and telephone calls are reimbursed on the basis of a regulation applicable to all Oxfam Novib staff members and volunteers. In 2015/16 no reimbursements were paid out.

The 2015/16 composition of the Board of Supervisors is included in Annex II.

Closing remarks

The Board of Supervisors recognizes that the exceptional circumstances of the past year have required a great deal of additional time and effort from Oxfam's staff. Many of you have gone way beyond the call of duty. We sincerely thank all staff members and Executive Board members for the excellent work they have done. Despite the many challenges ahead, we look towards the future with great confidence. Together we will work toward a *just world without poverty*.

Hanzo van Beusekom
Chair, Oxfam Novib



Photo: Saikat Mjunder

11 FINANCIAL SUMMARY

The detailed Annual Accounts 2015-16 can be downloaded from our website oxfamnovib.nl/jaarverslag2015-2016.

3.1 CONSOLIDATED BALANCE SHEET AT 31 MARCH AFTER APPROPRIATION OF NET INCOME

Amounts in thousands of euros

ASSETS	31-Mar-2016	31-Mar-2015
Tangible fixed assets	9,480	9,954
Financial fixed assets	54,949	42,431
Inventories	47	52
Receivables from governments		
- long-term	4,392	3,270
- short-term	9,070	5,208
	13,462	8,478
Receivables	21,257	18,079
Cash and cash equivalents	81,619	104,358
Total	180,814	183,352
LIABILITIES		
Reserves and funds		
- Reserves		
contingency reserve	17,184	16,935
earmarked reserves	51,162	59,069
	68,346	76,004
- Funds	46,192	32,956
	114,538	108,960
Provisions	4,193	6,938
Debts:		
- long-term	463	3,026
- short-term	15,169	10,815
- prepayments from donor organizations	9,105	5,798
	24,737	19,638
Project liabilities:		
- long-term	9,318	5,509
- short-term	28,029	42,307
	37,347	47,816
Total	180,814	183,352

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of euros

INCOME	FINANCIAL STATEMENT 2015-16	BUDGET 2015-16	FINANCIAL STATEMENT 2014-15
Income from direct fundraising	37,845	31,649	30,072
Revenues from third-party campaigns	18,502	15,882	17,840
Government grants - strategic partnership	892	3,893	0
Government grants - co-financing	37,807	37,302	84,486
Government grants - other	62,447	76,885	52,644
Income from interest	2,266	2,896	3,011
Other income	1,502	1,939	5,378
TOTAL INCOME	161,263	170,446	193,431
EXPENDITURE			
Expenditure on goal of 'structural poverty alleviation'			
Projects and programs	110,073	123,536	126,969
Lobbying and advocacy by partner organizations	17,178	19,594	19,725
Lobbying and advocacy by Oxfam Novib	5,521	6,000	5,783
Support provided to partner organizations	4,921	4,526	4,888
Popular campaigning	1,617	2,908	5,472
Public information and marketing	4,807	5,489	5,452
	144,116	162,053	168,289
Costs of generating income			
Costs of direct fundraising	7,310	8,119	6,283
Expenditure on third-party campaigns	270	405	305
Costs of securing government grants	1,891	1,938	1,636
	9,470	10,462	8,224
Management and administration			
Management and administration costs	2,099	2,089	2,452
TOTAL EXPENDITURE	155,686	174,604	178,965
NET RESULT	5,577	-4,158	14,466
Loans and guarantees disbursed	21,163	13,066	7,784
Loans and guarantees repayments received	-6,917	-14,042	-12,282
Microfinance Innovation Fund	2,245	728	2,816
Expenditure on goals - not reflected in statement of income and expenditure	16,491	-248	-1,682
APPROPRIATION OF NET RESULT			
Added / charged to: earmarked reserves	-14,616	-1,516	10,983
Added / charged to: earmarked funds	13,236	-1,713	-5,937
Added / charged to: projects reserve	6,706	-3,766	6,820
Added / charged to: contingency reserve	251	-197	2,636
NET RESULT	5,577	-4,158	14,466

EXPENDITURE ALLOCATION

Amounts in thousands of euros

	GOAL OF STRUCTURAL POVERTY ALLEVIATION					
	Projects and programs	Lobbying and advocacy by partner organizations	Lobbying and advocacy by Oxfam Novib	Support provided to partner organizations	Popular campaigning	Public information and marketing
Grants and contributions	60,963	10,172	-	-	-	-
Fees and other payments	-	-	3,272	-	-	-
Outsourced work	786	131	-	-	-	-
Publicity, communication, other	3,487	552	706	119	451	3,842
Staff costs	23,803	3,142	1,299	3,721	955	794
Provision reorganization	-	-	-	-	-	-
Housing costs	456	44	34	97	23	15
Office and general expenses	19,799	3,063	151	819	148	130
Depreciation	778	74	59	165	40	26
TOTAL	110,073	17,178	5,521	4,921	1,617	4,807
Publicity and communication (except if allocated to goals:)						
Other internal operating costs	44,837	6,322	1,543	4,802	1,166	965
TOTAL INTERNAL OPERATING COSTS						

Maximum size of contingency reserve is 1.5 times the annual internal operating costs



INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and Board of Directors of Stichting Oxfam Novib

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements 2015 of Stichting Oxfam Novib, The Hague, which comprise the consolidated and company balance sheet as at 31 March 2016, the consolidated and company statement of income and expenditures for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY

Management is responsible for the preparation and fair presentation of these financial statements and for the preparation of the directors' report, both in accordance with the Guideline for Annual Reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and with the rules of and following the Dutch Standards for Remuneration of Senior Officials in the Public and Semi-Public Sector Act (WNT). Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the audit protocol WNT. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Oxfam Novib as at 31 March 2016 and of its result for the year then ended in accordance with the Guideline for Annual Reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and with the rules of and following the WNT.

ANNOUNCEMENT ACCORDING TO THE DIRECTORS' REPORT

We have read the Directors' Report in order to identify material inconsistencies, if any, with the audited financial statements. Based on reading the Directors' Report we established that the Directors' Report is consistent with the information in the financial statements and that the Director's Report contains all information required by Guideline for Annual Reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board. We have not audited or reviewed the information in the Directors' Report.

Amsterdam, 4 July 2016

MAZARS PAARDEKOOPER HOFFMAN N.V.

P.J. Steman RA MBA



ANNEX I

COMPOSITION OF THE BOARD OF DIRECTORS

FARAH KARIMI (1960)

Mrs. Karimi started as Executive Director on February 1, 2008. The Board of Supervisors reappointed her to this position in February 2016. As Executive Director and Chair of the Board of Directors, Mrs. Karimi has final responsibility for the strategic direction and organizational development of Oxfam Novib.

Mrs. Karimi holds other positions related to her chairship of the Board of Directors. She is a member of the Executive Board of Oxfam International, the Oxfam EB Operations Committee, the Long Term Development and Knowledge Committee and the Oxfam Finance and Audit Committee. She represents Oxfam Novib in the Board of SH0 (*Samenwerkende Hulporganisaties*, the Dutch umbrella organization for emergency appeals). She is Chair of the Executive Board of the Oxfam Novib Fund.

In 2015 Mrs. Karimi stepped down as a member of the Supervisory Board of IDH (Initiatief Duurzame Handel, the Sustainable Trade Initiative) and as a member of the Supervisory Board of the VPRO, a Dutch national broadcasting company.

TOM VAN DER LEE (1964)

Mr. Van der Lee has been a member of the Board of Directors since August 2009, as Director of Campaigns and Advocacy. He was reappointed to this function by the Board of Supervisors in January 2014. He leads the Public Engagement unit and the thematic units, and is responsible for the crosscutting work on influencing and private sector engagement. Mr. van der Lee chairs the IMPACT alliance.

Related to his membership of the Board of Directors, Mr. van der Lee is chair of the Campaigns Group of the Oxfam network, the Oxfam Private Sector Team and the Board of Oxfam Sweden, and Vice-Chair of the board of Partos, the Dutch association of NGOs working in International Development. He is also a member of the International Press Center Nieuwspoot.

ARNOLD GALAVAZI (1956)

Mr. Galavazi is Director of Operations and as such is responsible for the departments of Quality, Finance & Control, HR, ICT, Institutional Funding and Donor Relations (IFDR), and Facility Services. Mr. Galavazi holds consultation meetings with the Works Council on behalf of the Board of Directors. His other position is as Chair of the Value Board, the goal of which is to oversee and define investment thresholds and to evaluate, prioritize, and select new investments for the Board of Directors' approval.

ALETTA VAN DER WOUDE (1967)

Ms. van der Woude has been Director of the International Department since September 1, 2014, including responsibility for all regional programs and country offices. Since January 2016 she has also been responsible for Oxfam Novib's role in the change process towards one Oxfam in countries and regions.

Related to her membership of the Board of Directors, Ms. Van der Woude is also a member of the Oxfam Program Directors and the Oxfam Change Directors group. Her other positions include membership of the board of STOP AIDS NOW!, Chair of the Steering Committee of Quality Educators for All and membership of the Steering Committee of Universal Access to Female Condoms. The last two steering committees were wound up in late 2015/16 due to the programs being finalized.



ANNEX II

COMPOSITION OF THE BOARD OF SUPERVISORS

HANZO VAN BEUSEKOM (1972)

Mr. van Beusekom was first appointed in January 2010, and reappointed in 2013 until 2016. He has been Chair of the Board since October 2013. He is a member of the Remuneration Committee. On account of his position as Chair of Oxfam Novib's Board of Supervision, he is a member of the Board of Oxfam International and of the Governance Committee of Oxfam International. Mr. van Beusekom is a partner at Clear Conduct, a specialized strategic consulting firm on regulatory practice, risk management, and business conduct. He is also a visiting lecturer at several universities.

MARIANNE VAN LEEUWEN (1961)

Mrs. van Leeuwen was appointed in January 2012 until January 2015, with a maximum period of tenure ending in 2020. She chaired the Remuneration Committee until June 2015.

Mrs. van Leeuwen currently serves as a member of the Supervisory Boards of Cito, ANP news agency, Sonepar/Technische Unie, and AEB Amsterdam.

Mrs. van Leeuwen stepped down from the Board of Supervisors of Oxfam Novib in June 2015.

PETRA BIJL (1961)

Mrs. Bijl was appointed in November 2012 until November 2015, with a maximum period of tenure ending in 2021. She was appointed on the recommendation of the Works Council.

Mrs. Bijl is an independent consultant, coach, and trainer with Essential Transformation.

Mrs. Bijl stepped down from the Board of Supervisors of Oxfam Novib in June 2015.

JOYEETA GUPTA (1964)

Mrs. Gupta was first appointed in November 2012 until November 2014, with a maximum period of tenure ending in 2019. She is a member of the Remuneration Committee.

Mrs. Gupta is Professor of Environment and Development in the Global South at the University of Amsterdam (UvA) Faculty of Social and Behavioral Sciences, and at the UNESCO-IHE Institute for Water Education in Delft. Her other positions include Vice-Chair of the Committee on Development Cooperation and member of the Advisory Council on International Affairs.

KEES TUKKER (1955)

Mr. Tukker was first appointed in November 2012 until November 2014 with a maximum period of tenure until 2019. He is member of the Financial Committee.

As an independent consultant and advisor, Mr. Tukker has worked for organizations in the media and in mental health care. As a media professional he has held several leading positions in major public broadcasting organizations. He also works on several books, including a study on one of the leading figures in the food supply system in the Netherlands during World War II.

PETER VERBAAS (1959)

Mr. Verbaas was first appointed in November 2012 until November 2015, with a maximum period of tenure ending in 2020. He is Chair of the Financial Committee.

Mr. Verbaas teaches at Nyenrode University and the Center for Private Wealth Management, Banking and Governance. He is a partner at Charistar consultancy on philanthropy, shared value, and impact. His other positions include non-executive of VU Medisch Centrum Fonds, member of the Advisory Committee of Waarborgfonds Sociale Woningbouw, member of the Supervisory Board of ASN Novib Microkredietfonds and member of the non-executive board of UBS Bank Nederland.

JAN VAN ZIJL (1952)

Mr. van Zijl was appointed in June 2015, with a maximum period of tenure ending in 2023. He was appointed on the recommendation of the Works Council.

Mr. van Zijl is a former Member of Parliament. In the reporting year Mr. van Zijl was Chair of the MBO Council and Chair of Samenwerking Beroepsonderwijs Bedrijfsleven. His other positions include Chair of Vluchtelingenwerk, Chair of the Foundation Learning from Each Other (an NGO in Peru) and member of the Advisory Board of Foundation Instituut Gak Fund.

LAURIEN KOSTER (1950)

Mrs. Koster was appointed in June 2015, with a maximum period of tenure ending in 2023. Mrs. Koster is chair of the Remuneration Committee since June 2015.

Until her retirement, Mrs. Koster was the Chair of the Netherlands Institute for Human Rights. Previously she was, amongst others, President of the Court in Alkmaar and has worked as a judge and a lawyer for over 27 years. Mrs. Koster is also member of the Advice Council of the Advanced Master Human Rights of the University of Leiden.



Photo: Saikat Mojumder

ANNEX III

HOW OXFAM NOVIB REPORTED ON THE GRI IN 2015-2016

PROFILE DISCLOSURES		SECTION IN ANNUAL REPORT
1	Strategy and Analysis	
1.1	Statement from the most senior decision maker of the organization about the relevance of accountability to the organization and its strategy.	Part 1. Executive Board report. Part 2. Directors Report.
2	Organizational Profile	
2.1	Name of the organization	Part 1. & 2. Cover pages.
2.2	Primary activities (e.g. advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).	Part 1. Our mission and our approach.
2.3	Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	Part 2. Organizational chart.
2.4	Location of organization's headquarters	Part 1 & 2: Colophon on back of covers.
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the accountability issues covered in the report.	Part 1. Organizational chart.
2.6	Nature of ownership and legal form. Details and current status of not for profit registration.	Foundation.
2.7	Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders – consumers – beneficiaries).	Part 1. Our partners
2.8	Scale of the reporting organization including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations) total capitalization: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organizations); and scope and scale of activities, or quantity of products or services provided.	Part 1: Executive Board Report. Our work in the Netherlands. Financial summary. Our partners. Oxfam. Part 2: Directors Report Consolidated Financial statements.
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Part 1. Letter from the Executive Director. Part 1. Letter from the Executive Director. Part 2. Directors Report.
2.10	Awards received in the reporting period.	Our partner the Tunisian General Labor Union is one of the Tunisian Quartat that won the 2015 Nobel Peace Prize.
3.	Report Parameters	
3.1.	Reporting period (e.g., fiscal/calendar year) for information provided.	Part 1 & 2. Cover pages
3.2.	Date of most recent previous report.	Part 1 & 2: April 2014 – March 2015
3.3	Reporting cycle (annual, biennial, etc.).	Annual.
3.4.	Contact point for questions regarding the report or its contents.	Part 1 & 2: Colophon on back of covers.

PROFILE DISCLOSURES		SECTION IN ANNUAL REPORT
Report Scope and Boundary		
3.5.	Process for defining report content. Part 1. Oxfam Novib's approach	
3.6.	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Part 1. Our work
3.7.	State any specific limitations on the scope or boundary of the report.	No specific limitations.
3.8.	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Not applicable.
3.10.	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	Not applicable.
3.11.	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Part 1. Letter from the Executive Director, Governance and Financial Flows Part 2. Consolidated Financial Statements. The Board of Supervisors as sounding board
3.12.	Table identifying the location of the Standard Disclosures in the report. (Only necessary if there is more than one document.)	This table, which is annex of part 1.
3.13.	External assurance for the report e.g. auditing	Part 1. Quality Management System.
4.	Governance, Commitments, and Engagement	
4.1.	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Part 1. Annex 1. Composition of the Board of Directors
4.2.	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Report the division of powers between the highest governance body and the management and/or executives.	Part 1. Annex 1. Composition of the Board of Directors
4.3.	For organizations that have a unitary board structure, state the number of members of the and/or non executive members highest governance body that are independent and/or non executive members.	Part 1. Annex 1. Composition of the Board of Directors
4.4.	Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	Part 1. How we are organized.
4.5.	Remuneration	Part 1. Oxfam Novib. The Board of Supervisors as employer.

PROFILE DISCLOSURES		SECTION IN ANNUAL REPORT
4.6.	Conflicts of interest for governing bodies	The Board of Supervision decides in cases of possible conflict of interest regarding the Board of Directors. The chairperson of the Board of Supervision decides in case of possible conflict of interest of one of its board members. There were no such cases in 2015-2016.
4.8.	Internally developed codes of conduct	Part 1. Integrity: fraud prevention and monitoring.
4.10.	Evaluation of the governance body	Part 1. Integrity: fraud prevention and monitoring.
4.12.	External charters or principles endorsed by the organization	Part 1. Quality Management System.
4.14.	List of stakeholder groups engaged by the organization.	Part 1. Our partners.
4.15.	Basis for identification and selection of stakeholders with whom to engage.	Part 1. Our partners.
4.16.	Active communication with stakeholders	Part 1. Our partners.
4.17.	Key topics and concerns raised through stakeholder engagement, and organization's response.	Part 1. Our partners.
PERFORMANCE INDICATORS		
Program Effectiveness		
NG01	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	Part 1 Measuring and learning
NG02	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	A procedure for complaint handling from partners about Oxfam Novib is part of the contract signed between Oxfam Novib and the partner organization. General public and private donors can contact the information and service department through e-mail, telephone or an online contact form.
NG03	Program monitoring, evaluation and learning. System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated.	Part 1 Measuring and learning
NG04	Gender and diversity. Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle.	Part 1. Executive Board Report Part 1 Measuring and learning
NG05	Advocacy positions and public awareness campaigns Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	Part 1. Our work in the Netherlands.
NG06	Coordination with other actors Processes to take into account and coordinate with the activities of other actors.	Part 1. Our mission and our approach
Economic		
NG07	Resource allocation	Part 2. Consolidated Financial statements
NG08	Sources of funding by category and five largest donors and monetary value of their contribution.	Part 2. Consolidated Financial statements
EC7	Local hiring Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Part 1. How we are organized

	PROFILE DISCLOSURES	SECTION IN ANNUAL REPORT
	Environmental	
EN16	Greenhouse gas emissions. Total direct and indirect greenhouse gas emissions by weight.	Part 1. Corporate social responsibility and socially responsible procurement.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Part 1. Corporate social responsibility and socially responsible procurement.
	These two Environmental Indicators are recommended	
EN26	Initiatives to mitigate environmental impact. Initiatives to mitigate environmental impacts of products and services.	Part 1. Corporate social responsibility and socially responsible procurement.
EN29	Environmental impact of transporting Significant environmental impacts of transporting products used for the organisation's operations, and transporting members of the workforce.	Part 1. Corporate social responsibility and socially responsible procurement
	Labor	
LA1	Total workforce, including volunteers, by employment type, employment contract, and region.	Part 1 How we are organized.
NG09	Mechanism for workforce feedback and complaints, and their resolution.	Part 1 How we are organized.
LA10	Average hours of training per year per employee by employee category.	
LA12	Percentage of employees receiving regular performance and career development.	Part 1. How we are organized.
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Part 1. Report Board of Supervisors 2015/16
	Responsibility vs. Communities / Anti Corruption Policies	
S01	Impact of operations on communities, Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	Part 1. Measuring and learning. Impact Measurement
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	
S04	Actions taken in response of incidents of corruption.	Part 1. Transparency and accountability. Integrity: fraud prevention and monitoring.
	Product responsibilities	
PR6	Ethical fundraising and marketing communications. Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.	Part 1. Transparency and accountability. Quality Management System.
	Gifts in Kind Further recommendation In order to report fully on the Charter Principle, Member organizations utilizing Gifts in Kind shall have policies that clearly describe the valuation and auditing methods used, to ensure that the value of assistance is accurately stated.	No policy available because this hardly occurs.



Photo: Benedicte Kurzen

ANNEX IV

LIST OF DONORS

axfood

BILL & MELINDA
GATES foundation



Funded by
European Union
Humanitarian Aid
and Civil Protection

.be



Government
of Canada



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



IKEA Foundation







Empowered lives. Resilient nations.



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Lay-out
Marl Point

Cover Photo
Benedicte Kurzen