

OXFAM NOVIB ANNUAL REVIEW

OUR WORK IN 2014-2015



OXFAM
Novib

**OUR ANNUAL REVIEW APRIL 2014 - MARCH 2015
HAS THREE PARTS:**

- **PART 1, OUR WORK** in 2014-2015,
about our program work
- **PART 2, ABOUT US** in 2014-2015,
gives an insight in Oxfam Novib's institutional
information
- **PART 3, FINANCIAL STATEMENTS** 2014-2015,
presents the full financial overview

You can download this Annual Review on
our website www.oxfamnovib.nl.

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DIRECTORS' REPORT

The Power of People against Poverty, Oxfam's strategic plan 2013-2019, is our source of inspiration. We hold the deep conviction that the power of people to take their destiny into their own hands is the ultimate response to injustice and poverty. We are convinced that it is possible to end extreme poverty; to reduce the huge number of 807 million people going to bed hungry every day to zero by 2030.

The ambition to end injustice and poverty requires that the entire world community effectively pursues this effort; that countries come to good agreements on the sustainable millennium goals and that organizations like Oxfam Novib continue to work hard to realize these goals. We can do this thanks to the support of half a million volunteers, activists and individual donors, who, like us, find it intolerable that the accident of birth decides if a person meets justice or injustice. Only through the power of the voice, the power of the will and the resilience of people themselves, can we fight glaring inequality and injustice. This motive unites us and turns people into ambassadors of Doing It Yourself, from Lagos to Lahore, from Delhi to Dhaka, and from Timbuktu to Tilburg.

FLASHPOINTS AND RISING INEQUALITY

Unfortunately there are many obstacles on the road to sustainable and inclusive development. Last year an unprecedented number of armed conflicts have dominated the news. We have witnessed the rise of IS and the related escalation of violence in Iraq and Syria. Civil wars have broken out in South Sudan, the Central African Republic and Yemen. Nigeria has had to bear the terror of Boko Haram. And again we have seen war in and around Gaza, and fragile states like Afghanistan, Democratic Republic of Congo (DRC), Libya and Somalia have remained very unstable. The terrible dictatorship in Eritrea is only adding to the growing number of human rights violations. In Europe we have seen the annexation of the Crimea, in connection with which the Netherlands experienced loss first hand when 298 people, mostly Dutch, were killed in the crash of Malaysian Airline MH17 in Eastern Ukraine. Oxfam Novib also mourned the death of our ex-colleague in this crash.

For the fourth year in a row, a terrible civil war has raged in Syria. Indiscriminate violence, criminal acts of terror and even chemical weapons have been used, killing at least 220,000 people and forcing 4 million to flee their country to overburdened neighboring countries. Oxfam continues to provide humanitarian aid to Syrian refugees in Lebanon, Jordan and Syria. The number of refugees and displaced people is today higher than during World War Two. No wonder that some of them are trying to reach Europe, resulting in the tragic drowning of many boat refugees.

West Africa has had to deal with the huge humanitarian and economic impact of the Ebola outbreak. As a member of SHO, the Dutch umbrella organization for emergency appeals, Oxfam Novib has actively contributed to the fight against Ebola, which hit above all Guinea, Liberia and Sierra Leone very hard. Of the 26,600 infected patients over 11,000 have died. Fear for infection, protracted travel bans and closed borders have wreaked havoc on the economy. The Dutch donated more than € 10.3 million to the Giro 555 appeal *Stop the Ebola disaster*.

ECONOMIC RECOVERY AND DISASTROUS GLOBAL WARMING

From an economic angle, last year also brought a sorely needed economic recovery to many countries. The impact of years of stagnant wages and rising unemployment is still tangible and has sharply increased inequality in very many countries. On the eve of the World Economic Forum in Davos, Oxfam published a report revealing that in 2016 the richest 1 percent of the world's population will own as much as the remaining 99 percent. Extreme inequality deprives people not only of access to basic human rights, but also damages economic growth. Oxfam therefore launched the *Even It Up!* campaign and continues to fight tax evasion.

It is not only the flashpoints and rising inequality that overshadow economic recovery. Climate change continues unabated, also fuelled by an unexpected sharp drop in the price of oil. Preventing a warming of the Earth by more than 2 degrees Celsius appears well-nigh impossible and the number of extreme weather events – severe droughts, huge floods and frequent super storms – continues to increase. Since the failed summit in Copenhagen climate related disasters have cost the lives of 112,000 people and another 650 million people have had to face the serious consequences. It is absolutely necessary for Paris 2015 to deliver an ambitious and binding climate treaty.

Alas, the impact of climate change again manifested itself in disasters and hunger in already vulnerable regions, such as the Horn of Africa and the (western) Sahel countries, but also on the Vanuatu islands, where cyclone Pam partially or totally destroyed 90 percent of the buildings.

REDUCING FOREIGN AID DOESN'T HELP EITHER

On a global level, conflict, climate change and extreme inequality pose major challenges for many people, therefore also for the development sector. A strong civil society in Southern and Northern countries can help to overcome these challenges.

In this light it is very unfortunate that the Dutch government decided to reduce its foreign aid budget by € 1 billion, which includes a disproportional cut in funding for NGOs. The Netherlands is no longer a top 5 donor country. Combining aid with trade in one government post has increased the focus on private sector engagement and funding; which is in many instances not the best way of reaching the poorest in the world. Even minister Ploumen herself admits that the “trickle down doesn’t work”. Oxfam Novib has also been critical of the decision to no longer treat climate finance as additional to the ODA (official development assistance) budget, but fund it in the future from the reduced foreign aid budget.

Together with other Dutch organizations and Partos, the branch organization, we continue to advocate for restoring the Dutch position as top 5 donor and a development agenda that is truly inclusive and also mainstreamed in other policy areas. Both from a global and a local perspective it is crucial that the Dutch play a prominent role in securing global public goods for everybody.

OPPORTUNITIES FOR CHANGE

Last year has also brought new opportunities for change. We have seen substantial progress on a number of millennium goals. The number of people around the world living below the poverty line of \$ 1.25 per day has fallen to below the 1990 level, more than 90 percent of children are enrolled in primary education and a substantial expansion of malaria interventions has led to a 42 percent decline in global malaria mortality rates. But not all goals have been met and a new post-2015 agenda is needed. A lot of progress has been made to reach a consensus on 17 new Sustainable Development Goals (with 169 specific targets). This new agenda could give a much needed boost to all existing development efforts. However, it also needs national follow-up in countries.

It is therefore promising to see that new elections in countries such as, Nigeria and Tunisia have brought a democratic change in government, without causing a large outbreak of violence. In these and in other countries civil society is raising its voice. More and more attempts to reduce the space for civil society are met with resistance and outcries of international solidarity.

We also see step by step progress in the way multilateral institutions and governments are getting a better grip on the financial sector and are collectively increasing their efforts to curb illicit financial flows and tax evasion. A good example is the work the OECD has instigated on base erosion and profit shifting.

A last positive highlight is the decision of the UK government to increase its foreign aid budget to 0.7 percent of GNI and even incorporate this policy into law. This may encourage the Dutch government – which is now falling short of this commitment – to agree with the decision of the EU to uphold the 0.7 percent target in the upcoming summit on development financing.

EMPOWERMENT, ACCOUNTABILITY AND GENDER JUSTICE

The challenges and opportunities mentioned above underline the need for the rights-based approach that Oxfam Novib uses in all its sustainable and inclusive development work. Together with our partners we intervene on

three levels - humanitarian relief efforts, structural development projects and influencing work - using three principles of change: empowerment, accountability and gender justice. We believe in the power of people to organize themselves; harnessing this power and strengthening their voices also empowers them to hold duty bearers accountable. Empowerment and accountability have proven to be even more effective combined with gender justice. Inequality between the sexes and within families is also an obstacle to positive change. Working with young girls and women has more often than not proved to generate more impact than only working with men.

In this Annual Review we present a selection of our programs and projects that illustrate the effects of this approach, such as our microfinance program reaching 300,000 small producers per year (of whom 70 percent are women). The Oxfam Novib Fund makes loans to 70 microfinance institutions (MFIs), of which more than half is located in Sub-Saharan Africa, and trains MFIs in new financial products to meet increasing needs for savings and insurances. Financial inclusion empowers our beneficiaries – mostly female food producers – to better their lives and that of their communities and children.

Another example is the *Peace My Right* project in Pakistan that has succeeded in bringing together 36 local community-based organizations representing different ethnic and religious backgrounds. In response to the Ebola outbreak, we have scaled up the Community Health Volunteers program, resulting in 350,000 people having increased knowledge of prevention methods.

A good illustration of lifting local issues to the global level is our *Behind the Brands* campaign, in which over 700,000 consumers have taken action directed to ten food giants, leading to corporate policy changes that have benefited female workers in the cocoa sector and have led to zero tolerance for land grabbing. Our Fair Bank Guide has turned out to be a successful instrument to influence the policies of the 10 biggest banking groups in the Netherlands, with 165 measurable policy improvements. With Sida funding, the Fair Bank Guide has now expanded to six other countries.

THE RIGHT PRECONDITIONS

Enabling our work and that of our partners requires the right preconditions. We have to be effectively organized, employ the right people, acquire enough funding and keep on innovating.

In terms of our organization, we are engaged in large change processes. Because many issues of sustainable development cut across borders there is a continuous need to further internationalize Oxfam Novib. As the largest but one affiliate in the confederation we gave the lead in advocating an ambitious agenda for Oxfam 2020. The agenda includes, among others, relocating our international secretariat to Nairobi, and creating new Oxfam affiliates in the South.

Alongside countries such as Brazil, China, India, Mexico and South Africa, we want to add new affiliates in Colombia, Ghana, Indonesia and Turkey to our Oxfam confederation. We are also investing in the confederation’s financial sustainability, through more strategic and financial collaboration in every kind of fundraising, by opening fundraising offices in countries such as South

Korea and Sweden, and by setting up shared services.

An important point on the horizon is for all country programs of Oxfam to become independent affiliates of the confederation. This demands a deeper integration of the work in countries, which means, among others, the introduction of a new and cost-effective model for steering Oxfam countries and regional programs, and a strengthened mandate of Oxfam country and regional directors.

The confederation has grown from 17 to 20 members, and three still have the observer status. This is true for Oxfam Brazil, Oxfam South Africa and for the Danish IBIS that wants to join as Oxfam Denmark.

This has happened under the leadership of Uganda-born Winnie Byanyima as executive director of Oxfam International, who has acquired much authority in a short time, and is ranked in the top of many a list of the world's most influential women.

Because we are growing as a confederation and are active in more than 90 developing countries, we can work with much impact on realizing our strategic plan, *The Power of People against Poverty*, for the period 2013-2019. The strategic intent of this plan is to build a *Worldwide Influencing Network*, which is supported by the launch of www.act.oxfam.org, a digital platform that enables all affiliates, countries and partners of Oxfam to publish petitions online, and which has by now drawn over 400,000 participants.

TRANSFORMATION OF OXFAM NOVIB

The ambitious Oxfam 2020 agenda means that Oxfam Novib has to adapt its own organization. To be future proof, we work to increase our agility, impact and innovative capacity. At the same time, government cutbacks have consequences too. The ending of the co-financing program (MFS II) on December 31 2015 is a huge blow to Oxfam Novib and its southern partners: € 55 million less to help people fight inequality and poverty!

The necessary phasing out of a large part of our current partner funding is leading to a huge destruction of capital, which we very much regret. Despite considerable lobby efforts, we were unable to prevent the minister from proceeding, although she has now strengthened her commitment to spending 25 percent of her budget through civil society organizations (in the North and South). The impact on our own staff is also very big. Reorganization is happening both at our head office and at our country offices. The head office alone will have to lose 72 FTEs.

This new reality, in combination with the Oxfam 2020 ambitions, means that we have decided to totally remake Oxfam Novib and turn it into a real project organization. We believe that through reorganizing, restructuring, cultural change and building new multifunctional teams, we will better enable ourselves to deliver on our mission and access alternative sources of funding.

We have a lot of appreciation for the very constructive manner in which staff, the Works Council, the Trade Union and the Board of Supervision have assisted in developing and implementing this comprehensive change process.

Oxfam Novib has, in alliance with SOMO (already our partner in the IMPACT alliance, see below), successfully qualified as a strategic partner in lobby and advocacy of the Dutch government. Our proposal received the A status, the highest possible ranking. The target amount of € 15.6 million per year for the coming five years is also the highest amount the minister has allocated to the 25 selected alliances.

FUNDING OUR WORK

After five years in which the average household income in the Netherlands has fallen as a result of the financial crisis, this year saw some recovery of purchasing power. The downward trend in the charity donations of Dutch women and men has, however, not been reversed. Yet, last year we have again succeeded in raising € 25.7 million with individuals and businesses in the Netherlands. Last year's drop was considerably less than the previous year's, but still amounted to 4.6 percent.

The slower drop in private donor numbers raises hopes, and we were able to conclude an excellent year in terms of donor numbers. The number of donors who upgraded to the so-called partner plan was also higher than planned. The lower income from bequests is less easily explained, but is exceptional compared to past years and hopefully a one-off.

The growth of our network of Company Ambassadors is continuing. By now 800 businesses have signed up to Entrepreneurs for Entrepreneurs and are contributing to enhancing access to (micro)finance for small enterprises in developing countries. Several of them visited Cambodia last year to see what their support delivers people in practice. Less successful were the efforts to enter into partnerships with bigger businesses, although there are several promising opportunities for the coming year.

It is great that we were able this year to rely again on the support of one of our most loyal and biggest supporters: the Dutch Postcode Lottery. As one of its ancient beneficiaries we have not only received a contribution of € 13.5 million, but were also allocated € 1.5 million from the extra draw, for the Seeds Project in Zimbabwe. As the government is focusing on cutting back considerably, the importance of private sources of funds, such as the Dutch Postcode Lottery, is rising. The contribution of the lottery and its participants is unique, as it is not only multi-annual, but the charities themselves decide on how to spend it, based on their expertise.

INCREASE IN INTERNATIONAL FUNDRAISING

In contrast to fundraising in the Netherlands, we have again succeeded in increasing our international funding. The extra investments and efforts of our staff and partners in institutional fundraising have paid dividend. It is the outcome of improvements in program development, but also in the growing knowledge and skills of, above all, local staff at our country offices. Obviously, the result is an increased trust of large institutional donors in our ability to play an effective, impactful and innovative part.

A lot of creativity, perseverance and building on past results have contributed to a growth in institutional funding by 6 percent in 2014-15. Total proceeds rose to € 69.5 million in 2014-15.

We, of course, very much appreciate the trust large donors place in us. Thanks to donors such as DGIS, the UN, DFID, Sida, ECHO, DIFID, Comic Relief, Gates Foundation and Ford Foundation, we were able to improve the lives of many people and together put sustainable development on track.

CONSTANT INNOVATION AS THE NEW NORMAL

Oxfam Novib is not only renewing itself, but is also constantly improving its interventions and activities to further increase its impact. Many new innovations have been launched in our programs, campaigns, fundraising and ways of working.

Last year *the Knowledge Hub Governance and Active Citizenship* was successfully launched. It enables us to play a broker's role for the entire Oxfam network in sharing and developing the work on good governance, in strengthening the voice of civil society organizations in the South and in defending civil society space.

We have also founded the *Inclusive Impact Investment Ltd.*, which enables us to directly access funds to invest in local small and medium enterprises in development countries. Through loans, investments or participations – on top of our existing work on microfinance – Oxfam Novib wants to empower local entrepreneurs in developing countries to grow in a socially responsible manner.

We use the *World Citizen Panel* to research the impact of this and other program work. It is a digital tool that is able to measure results at the level of the direct beneficiary. We are glad to have the insights revealed in the WCP reports, and notice that more and more donors and client organizations are appreciating this method.

On behalf of the entire confederation, Oxfam Novib has assumed the responsibility for setting up a fundraising office in Sweden. Following an extensive exploration of the market, a business case was developed, staff hired and fundraising begun. After a few delays that any start-up encounters, we are scaling up the recruitment of new private donors. Meanwhile the threshold of 4,400 donors has already been surpassed.

To make our impact yet better visible to all stakeholders, Oxfam Novib works with Open Data. All our core figures have become digitally accessible through the well-known *IATI standards*. By launching the digital tool Atlas, we now also provide direct access to relevant information on the projects in the countries where we work.

Through the project *The Future Starts Now* we will continue until the end of December 2015 to give a solid boost to innovation in our programmatic development and in our capacity to develop innovative project proposals that catch the eye of external funders.

RESULTS OF IMPACT ALLIANCE PARTNERS

Oxfam Novib leads the IMPACT alliance, a group of organizations which receives funding from the Dutch Ministry of Foreign Affairs until the end of 2015. As a collective we will continue to work until December 2015, after which the collaboration will diversify. SOMO will continue to be an alliance

partner in our strategic partnership with the Dutch ministry. With others, like Butterfly Works, we will collaborate in a programmatic approach on country level and/or in joint institutional funding opportunities.

As a result of SOMO's publications on the actual effect of certification schemes on working conditions, Unilever has developed an action plan to improve the safety of female workers, and Rainforest Alliance has announced improvements to its social auditing practices. Thanks to the Bits teaching methodology, co-created by Butterfly Works, a total of 420 students in East Africa and South Asia have learned ICT skills, improving their opportunities to earn an income. Alliance partner HIRDA has succeeded in giving 3,000 children in Somalia access to quality education. Fairfood International has launched several reports on the global food industry and 1% Club has successfully developed a corporate social responsibility platform.

LOOKING AHEAD TO 2015

2015 is a critical year for every person on our planet. In September world leaders at the United Nations General Assembly will agree to a new set of global sustainable development goals for 2030. Goals on greater gender equality, universal health and education, and ending extreme poverty will probably be included, but these goals are threatened by extreme inequality and catastrophic climate change. Therefore, Oxfam Novib continues to call for explicit, stand-alone aims on these two issues.

The Climate Summit in Paris in December will probably be the most important meeting of this year. Inequality intersects with climate catastrophe as disasters hit the poorest the hardest and risk is redistributed towards the weak and the frail. A re-purposed, green economy is both feasible and deeply desirable. We will continue to campaign for the interest of the poorest people; together we can change minds and hearts.

IN CONCLUSION

As directors we are privileged to be working with very motivated colleagues, whose relentless energy and engagement overcome insecure times, and who continue to commit to Oxfam Novib's mission. The human capital we employ is a crucial asset to ensure Oxfam Novib's added value. The change processes we had to initiate have asked and will ask a lot of the resilience and adaptability of our staff. We are very proud of our staff members who know what it means to be a change-maker. We sympathize with colleagues facing redundancy due to the ending of the MFS funding. Oxfam Novib owes them a huge thank you, for their passion and for the quality and impact of their work.

Special thanks are due to our colleague Theo Bouma, who has exchanged his role as director of the International Department for a position with Oxfam International's secretariat. He is now leading the creation of new southern Oxfams and we are happy that he continues to disseminate our mission in that role: a just world without poverty!

The Hague, 2015

Farah Karimi, executive director

Arnold Galavazi, director operations

Aletta van der Woude, director international department

Tom van der Lee, director lobby & campaigns



Photo: Sven Torfinn

OUR MISSION

Our mission is to create a just world, without poverty. Our approach is to work in partnership with local organizations in developing countries, building and matching their capacity to help citizens to fight for their own rights. At the same time we influence governments, the private sector and other agencies that have the power to affect poverty and injustice, often as part of the Oxfam confederation and in collaboration with local partners. And we enthuse citizens in The Netherlands to make a difference in their roles as donors, volunteers, activists and consumers.

OUR APPROACH

Nobody chooses where he or she is born. Whichever country someone happens to grow up in, Oxfam Novib believes all people have the same human rights. We also believe that human rights are not just an abstract concept – respecting and protecting human rights enables people to build independent livelihoods, escape poverty, participate in their society and use their potential fully.

In all our sustainable and inclusive development work we take a rights-based approach – in other words, we think of our role not as providing for people, but as working to resolve the power inequalities that hold people back from providing for themselves. We believe that a rights-based approach can help to transform poverty, disempowerment and conflict, because we are convinced that empowered citizens are the driving force behind positive changes. Enabling people to help themselves is the best road to sustainable development.

Oxfam Novib approaches poor and marginalized people as rights holders. In our programs we intervene on three levels, together with our partners: we provide humanitarian relief where needed; in our structural development projects we work on strengthening people's resilience, by better preparing them for disasters, by involving them in conflict transformation and by working with them on raising food security; in our influencing work we strengthen the voice of people to enable them to claim their rights and ensure that they are being heard.

In all the different types of interventions we use three principles of change: empowerment, accountability and gender justice. People possess the power to keep on going, to survive or even improve their fate or that of their children. Harnessing this power is a huge source of positive change. Strengthening their voices also gives people the power to hold decision makers accountable. Duty bearers, both in the public and private sector, must walk the talk when it comes to corporate social responsibility and transparency; they should remove obstacles to inclusive development. Inequalities between the sexes and within families are also an obstacle to positive change. Working with young girls and women has more often than not proved to generate more impact than only working with men.

Inspired by the work of the Indian economist and Nobel Laureate Amartya Sen, we have developed the following five programs based on fundamental human rights:

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

We are part of the international Oxfam Confederation and the lead member of the IMPACT alliance, a grouping of Dutch organizations that currently receives funding from the Dutch government (MFS II).

THE FUTURE OF OXFAM NOVIB AND THE OXFAM CONFEDERATION

As the second largest member of the international Oxfam confederation, Oxfam Novib gave the lead in advocating an ambitious agenda for Oxfam 2020. In line with this vision and Oxfam's strategic plan for the period 2013-2019, *The Power of People against Poverty*, the confederation is currently undergoing a profound process of change.

Oxfam 2020 aims to create a stronger Oxfam that is globally coordinated, sustainable, accountable and relevant in every country in which we work – an Oxfam that speaks with one voice and works on one shared plan. It involves simplifying our work through greater integration and collaboration, becoming more rooted in the countries where we work, and strengthening our ability to influence change by sharing knowledge.

The change agenda includes relocating Oxfam's international secretariat to Nairobi, and working towards Oxfam country offices in the South becoming independent affiliates of the confederation. Currently, these country offices are run by one affiliate of the confederation as managing affiliate, with a limited number of other Oxfams present as implementing affiliates.

In the last year the confederation has already grown from 17 to 20 members, while three still have observer status – Oxfam Brazil, Oxfam South Africa and the Danish organization IBIS, which wants to join as Oxfam Denmark. Alongside countries such as Brazil, India and Mexico, the intention is to add new affiliates in Colombia, Ghana, Indonesia and Turkey.

We are also investing in the confederation's financial sustainability, through more strategic and financial collaboration, by opening fundraising offices in countries such as South Korea and Sweden, and by setting up shared services.

Oxfam Novib is currently being reorganized as a result of the Oxfam 2020 ambitions and the significant reduction in funding from the Dutch government taking effect in 2016. Oxfam Novib is becoming a project-based organization, with new, multifunctional teams which will be more agile and better set up to access alternative sources of funding. There will be a greater focus on influencing. The Dutch government has selected Oxfam Novib and SOMO as strategic partners to work on lobby and advocacy.

THE IMPACT ALLIANCE

Oxfam Novib is a member of the IMPACT alliance, a grouping of Dutch organizations which currently receives funding from the Dutch government (MFS II). The alliance includes SOMO, Butterfly Works, 1% Club and HIRDA, and Fair Food International as a candidate member. SOMO, the Centre for Research on Multinational Corporations, has worked with Oxfam Novib for many years on private sector related research and activities. Butterfly Works is a social innovation studio that creates communication and education projects in emerging economies. HIRDA, is a non-profit organization founded in 1998 by members of the Somali Diaspora in the Netherlands, and now supports over 40 schools in Somalia.

As the alliance's lead agency, Oxfam Novib accounts to the Ministry on spending the subsidy. The alliance meets several times a year, to monitor the progress of activities and to discuss new activities. Case studies about the work of our IMPACT alliance partners can be found below.

SOMO: BETTER WORKING CONDITIONS THROUGH CERTIFICATION SCHEMES

There is a growing market for products certified for their sustainability and ethical production. Most supermarkets in Western countries now stock numerous certified products, and big food companies are increasingly willing to accommodate certification. Sustainability standards have managed to capture significant shares of the global production of some commodities, such as coffee (40 percent), cocoa (22 percent), palm oil (15 percent) and tea (12 percent).

However, relatively little attention is paid to whether such certification schemes have an effect on working conditions, especially in large-scale agricultural production for export. In 2011, SOMO published research on problematic working practices on a tea estate owned by Unilever in Kenya. Unilever committed to implementing a range of changes – but in 2013, a SOMO-supported documentary screened on the ARTE channel showed that sexual harassment was still taking place.

In response, over the last year Unilever has developed a new action plan to improve the safety of female workers – and Rainforest Alliance, which had certified the plantation, announced improvements to its social auditing practices, including new protocols such as the use of female auditors, conducting interviews in confidential settings and interviews with high-risk workers. These developments show the need for persistence and continued engagement and research.

BUTTERFLY WORKS: TRAINING YOUTH TO SEIZE OPPORTUNITIES IN ICT

By the end of last year, a total of 420 students were learning from 18 trainers in six Bits schools across East Africa and South Asia. Co-created by IMPACT alliance partner Butterfly Works, the Bits teaching methodology is based on experiential learning and sharing, which allows students to learn skills in information and communications technology that will stand them in better stead in earning an income.

The ICT sector is potentially the best chance of work for many young people in economies with high rates of youth unemployment, but those from disadvantaged backgrounds struggle to learn the skills the market demands or to convince others of their professional skills. Bits is one of several Innovation for Education projects Oxfam Novib has funded in partnership with Butterfly Works. The first Bits school has been running in Kenya since 1999, and its alumni have gone on to internships and jobs with reputable companies.

The program advanced in 2014 with the development of a curriculum that includes 275 lessons, a manual on the teaching method, and the Bits Academy platform, which allows the various Bits schools to learn from each other. The development of the Bits Academy involved creating new technology to fit the needs of the Bits schools, a collaborative process from which lessons have been learned for technical development in other projects.

HIRDA: EXPANDING EDUCATION SUSTAINABLY IN SOMALIA

HIRDA firmly believes in the positive impact of educating girls in particular. In the last year the organization has already almost fully met the five-year goals set for its work in Somalia for the 2011–2015 funding period, including giving 3,000 children access to quality education.

HIRDA will continue its work, notably the sponsorship program which has enabled 260 students per year in five areas of South-Central Somalia – Kismaio, Baidoa, Mogadishu, Bardera and Abdudwak – to go to school and create a better future for themselves. The program's beneficiaries, all poor and most of them girls, not only had their school fees paid but also additional costs, such as uniforms and books.

Other activities include refurbishing schools, developing curricula, training teachers to teach in a more child-friendly way, and improving the school administration system. HIRDA works hard to make sure that

the community feels a strong sense of ownership and responsibility, given the lack of formal institutions in Somalia: this is the only way in which education projects can be sustainable.

FAIRFOOD INTERNATIONAL: CHALLENGING THE GLOBAL FOOD INDUSTRY

Fairfood International's strategy for advocacy towards the corporate sector is based on country/product combinations: Morocco/tomatoes, Nicaragua/sugar cane, Thailand/shrimp, Philippines/pineapple, and Madagascar/vanilla. Fairfood conducts research and engages with allies and local partners to advocate for sustainability in companies and campaign against them when needed.

In the last year, three reports and articles were written to communicate various issues related to the global food industry. As part of World Food Day on 16 October 2014, Fairfood participated in the Eat This event in Amsterdam, during which it gave a master class on the pineapple sector and highlighted work on the issue of living wages in food supply chains. Fairfood also prepared the launch of its Living Wage campaign.

1% CLUB: PLATFORM FOR RAISING MONEY AND KNOWLEDGE

1% Club is a "do good" crowdfunding platform that allows people with smart projects to raise money and knowledge online. 1% Club is growing fast and wants to be financially sustainable by making world-improving ideas accessible to everyone. The launching customer for the 1% Club's corporate social responsibility platform is Booking.com, the world leader in online reservations for hotel accommodations.

The Booking Cares platform was developed at the request of the employees themselves for Booking.com to make a contribution to society. It enables the 8,000 employees in 150 offices in 65 countries to give their time, knowledge, skills and talent for a sustainable tourism project. Oxfam Novib is Booking.com's partner for emergency response: if a catastrophe strikes somewhere in the world, all Booking.com offices fundraise for Oxfam. After the first six months of the Booking Cares platform, 65 percent of the company's employees are active and nearly 2,000 employees have participated in one of 168 sustainable tourism projects in 82 cities worldwide.

HUMANITARIAN WORK

The last year has seen humanitarian crises across the globe. In 2014, among other interventions, we supplied water to 300,000 people in Gaza; reached half a million people in West Africa with clean water, health education and protective clothing for health workers; helped over 500,000 people in South Sudan with food, clean water and sanitation; and worked on reconstruction in the Philippines after 2013's super-typhoon Haiyan, helping people to build wells and schools, distributing water kits and mosquito nets, and running a job creation program for over 500,000 people.

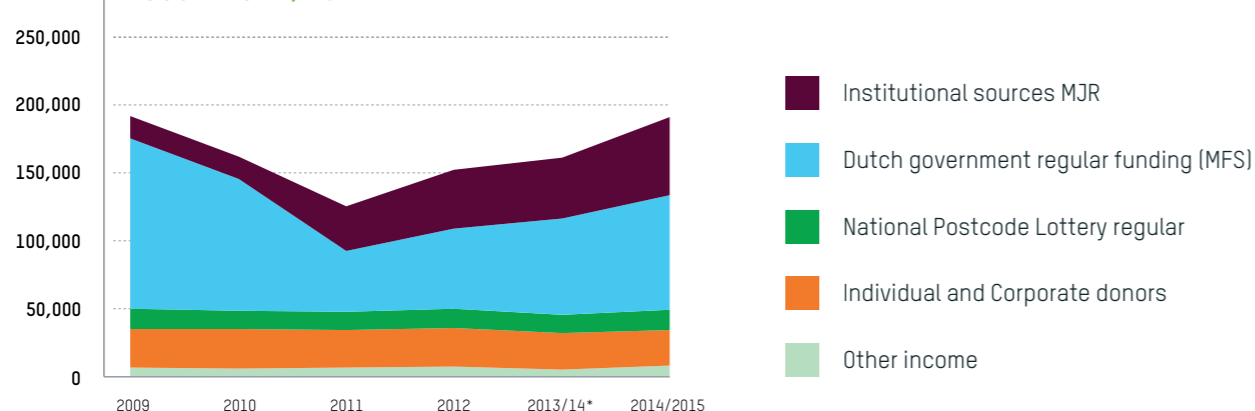
Oxfam Novib believes that the humanitarian sector needs reform. The current system, directed and implemented by the United Nations and international NGOs, can no longer meet the urgent demand for aid – it responds too slowly and bureaucratically, and undervalues the role of local institutions. They know the context and can therefore act quickly and effectively, but they often lack the power and resources. The international community directs less than 1 percent of its humanitarian investments to local capacity building.

We are advocating reform that implies a new role for international organizations like Oxfam: ensuring that local organizations get the power and the space to implement and lead relief operations, as well as preventing disasters and crisis. We build their capacity and strengthen them where necessary, to be able to respond in a timely and quality manner. And during large-scale humanitarian crisis, where additional capacity is needed for large-scale humanitarian aid (that goes beyond the present capacity in the country), Oxfam will complement local capacity by providing humanitarian aid in close partnership with local organizations.

INSTITUTIONAL FUNDRAISING

In recent years Oxfam Novib has successfully diversified its sources of income as the financial landscape for development cooperation has changed profoundly. As the figure 'Revenue by funding source 2009–2014/15' shows, the proportion and amount of income from institutional donors has increased substantially over the past five years. We will continue to focus on ways to further develop, improve and succeed in our institutional fundraising and implementation in years to come.

REVENUE BY FUNDING SOURCE 2009 - 2014/15

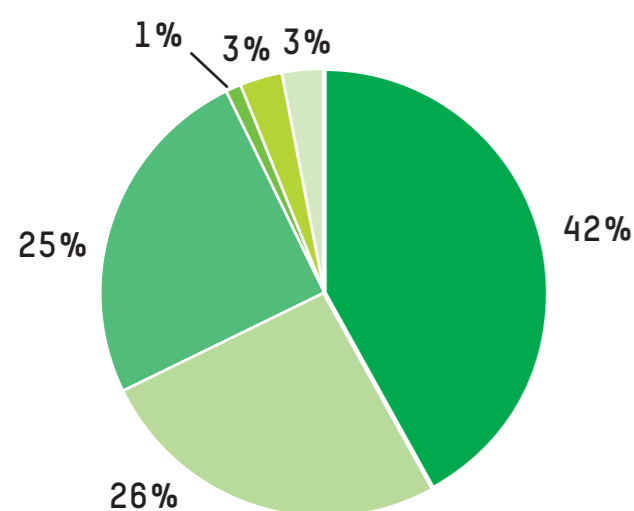


In 2014-2015, a total of 31 different institutional donors have awarded us grants. This includes grants from Dutch institutional donors, including Dutch ministries and embassies, so-called bilateral donors (other national governments), the European Union, United Nations and a variety of international foundations. The major institutional donor group was bilateral (or non-Dutch national) governments, ranging from Australia to Sweden. This

includes a large amount of funding received through our Oxfam affiliates and their institutional donors for the benefit of our programs.

The European Union formed the second largest institutional donor last year, granting us several contracts including € 7 million for a *Promoting Durable Peace and Development* program in the highly conflict-prone province of Kachin in Myanmar. The total amount in contracts signed for the EU increased substantially compared to the previous financial year, from € 7.5 million to € 17.7 million. The Dutch government was our third largest institutional donor over the past year, granting us - in addition to the MFS II funding - € 14.8 million for a variety of projects, including a large contribution to address the Ebola crisis in Western Africa.

DONOR DIVERSIFICATION INSTITUTIONAL FUNDRAISING CONTRACTS SIGNED 2014/15



- Bilateral donors
- European Union
- Dutch institutional donors
- Foundations
- United Nations
- Other

BUSINESS FOR DEVELOPMENT

Launched at the end of 2013, Oxfam Novib's new Business For Development (B4D) unit has in the last year advised ten country offices and worked with local staff on (inter)national value chains covering the sesame sector (Niger), cocoa (Laos), aquaculture (Vietnam), seeds and vegetable gardening (Egypt), business and human rights (Indonesia, Nigeria) and palm oil (Indonesia).

Oxfam Novib has a long tradition of campaigning for corporate social responsibility, and its experience of partnering with companies started in 2000. Our approach is to work with frontrunner companies to elaborate voluntary standards and develop alternative business models to stimulate systemic change in entire sectors. For example, we have formal seats on standard-setting bodies like the Round Table for Sustainable Palm Oil and the Aquaculture Stewardship Council, while we also work with local partners lobbying for these standards from the outside. We are now also developing partnerships with frontrunner companies in aquaculture and palm oil to make these standards work for smallholder farmers.

ENGAGING THE PRIVATE SECTOR

In the last year, the private sector engagement team has developed a private sector resource kit based on lessons learned over the last ten years, and has attracted significant institutional funding - especially from Swedish international development agency Sida, for a gender sensitive value chain development program in palm oil and aquaculture, and from Netherlands Enterprise Agency for gardening in Egypt.

We have worked with the Dutch Association of Investors for Sustainability on shareholder activism in Asia, and with Global Reporting Initiative (GRI) on strengthening civil society to monitor the performance of Asian companies in corporate social responsibility. The joint research report *Informing decisions, driving change: The role of data in a sustainable future* was published together with GRI in May 2015. We have published a position paper on FAIR farming principles, on which programming for palm oil in the Democratic Republic of Congo, Nigeria, Myanmar and Indonesia will be based. FAIR stands for Freedom of choice, Accountability, Improvement and Respect for rights. With NUTRECO, a pilot project was developed for small-scale fish cultivation in Nigeria.

We have also asked stakeholders for feedback, which confirmed that our private sector partners were looking for both critical feedback and co-creation of development projects. On social issues, stakeholders valued Oxfam Novib's work on the inclusiveness of women, while some of our other priorities - such as labor rights and living wages - were lower on their agenda. We will take our social justice agenda forward in the partnerships we are developing with companies: more information is available on our website www.oxfamnovib.nl/privatesector.

SUPPORTING SMALL AND MEDIUM ENTERPRISES THROUGH IMPACT INVESTMENTS

Oxfam Novib's Impact Investments is a two-year pilot project that aims to improve livelihoods in Uganda, Nigeria and Vietnam through the development of small and medium enterprises (SMEs). The project consists of an investment fund that provides loans and equity to entrepreneurs with an economic and social impact, and a business development program to support those entrepreneurs in growing their business and accessing finance - the hypothesis being that connecting the provision of capital with business coaching and training is a potential recipe for success. We actively measure the impact through our innovative tool the World Citizens Panel (see page 44).

After a first six months of developing the set-up in 2013/2014, Oxfam Novib's Impact Investments project

has truly taken off in the last year. Investment procedures and tools have been developed and tested, and investment criteria and assessment processes have been streamlined. Approximately 160 companies have been assessed in the three countries and eight investments are in the pipeline. 15 small and medium enterprises are now supported in Vietnam and Uganda with business coaching and training, including Dragon Co (see page 23), with ten more in the pipeline in Nigeria.

Oxfam Novib's Impact Investment team has documented and shared its learning on SME development in a mid-term review in October 2014, and through various national and international workshops, seminars and conferences in Vietnam, Nigeria, Uganda, Nairobi, Bangkok, Singapore and the Netherlands. Before the end of 2015 the Oxfam Novib's Board of Directors will take a decision on the follow-up, on the basis of results of and learning from pilot.

CHECKING THE ACCURACY OF AQUACULTURE CERTIFICATION

Worth an estimated 60 billion dollars globally, aquaculture - the growing of seafood, especially shrimp - is expanding quickly, especially in Asia. While this is providing welcome new opportunities for rural poor to make a living, working conditions can be poor and wages low. Shrimp farms can also have serious negative effects on neighboring rural communities, including pollution and water shortages.

Certification schemes exist to assure consumers that the seafood they buy has been produced in a responsible way. But how can consumers be confident in the certification process? Early 2015, the Swedish retailer Axfood approached Oxfam Novib to help it assess the reliability of an Aquaculture Stewardship Council (ASC) audit - on environmental sustainability and social responsibility - of a farm in Vietnam they were interested in buying shrimps from. Oxfam had been involved with defining the criteria and indicators that go into ASC certification.

We performed the necessary assessments and concluded that the official audits had missed some concerns, particularly around social security payments for short-term workers, temporary water shortages for neighboring communities when the farm is filling up its shrimp ponds, and declining crab catches around one of the farm's main water outlets.

The resulting written recommendations have given clarity to the farm's management on what it needs to do to win new business, and to Axfood on how to act responsibly as a buyer. They are also being used as a learning experience to improve the ASC auditing process.

COCOA PROJECT SHOWCASES WIN-WIN PARTNERSHIPS

By the end of 2014, almost 6,000 small-scale cocoa farmers in Nigeria – 28 percent of them are women – had obtained Utz certification, indicating the use of sustainable farming methods, thanks to a partnership of Oxfam Novib, cocoa trader Continaf and Nigerian farmers' association FADU. The project's training gave farmers important new knowledge about good agricultural practices, and there are farmers whose yields have gone up from 350 kg per hectare to around 600, with an improvement also in the quality of cocoa beans.

By establishing direct relationships with small farmers, Continaf now has a certified and traceable source of cocoa – it no longer needs to pay intermediaries, who cannot guarantee that the beans they sell were produced under acceptable conditions. Mr Gbenga Olasupo, a project beneficiary, said: "I am seeing a great increase in production. Last year I got more than two tons of cocoa where I got only about one ton before... People around here are hearing from us about the project and its value so they want to join and deliver cocoa too."

The success of this partnership shows that it is possible to combine commercial motives and development objectives, provided the parties respect each other's expertise and mandate and are willing to put in the time and commitment to make it work.

GATHERING PERSPECTIVES FROM THE GLOBAL SOUTH

The last decade has seen a rapid increase in public awareness in industrialized economies of the negative impacts that business can have on human rights. However, that awareness has been slower to spread to emerging and developing economies. In February 2015, we began a two-year project to explore perspectives from emerging economies on the UN Guiding Principles on Business and Human Rights.

An initial workshop in Jakarta, Indonesia, saw around 30 local business leaders and 30 civil society leaders discuss human rights issues such as water, sanitation and land rights. For many, it was the first time they had been in the same room with each other. Workshops will also be held in South Africa, Mexico and Turkey and the results will feed into an update of the 2010 UN Global Compact Network Netherlands publication, which was much appreciated and used by the private sector and NGOs. How to Do Business with Respect for Human Rights. The hope is that this publication will give more insight on how the UN Guiding Principles on Business and Human Rights can be put into practice, with concrete examples from the countries mentioned.



Photo: XXXXXXXXX

PROGRAM RESULTS

In the following pages, you can read about our most significant successes and learning experiences from 2014-2015. For each of our five programs – addressing the rights to sustainable livelihoods, basic social services, life and security, social and political participation, and identity – an introduction frames the issues tackled by the program, and shares recent trends and progress towards the goals we set ourselves for the period 2011-2015. Notable case studies are briefly presented, and further sections describe results from our work across regions and in the Netherlands in 2014-2015.



Photo: Kiyauk Jami

PROGRAM 1

THE RIGHT TO SUSTAINABLE LIVELIHOODS

The sustainable use of land, forests and fisheries is crucial to poverty reduction, food security, and economic stability and inclusive growth – hundreds of millions of people make their livelihoods from small-scale agriculture, forestry and fishing.

The rural poor face increasingly difficult challenges, from the effects of climate change to unfair international trade and financial systems and competition from large-scale industrial producers. The struggle for land, water and food is getting harder and harder. Often, poor people turn to short-term survival strategies that further undermine the sustainability of their livelihoods.

For rural livelihoods to be sustainable it is necessary to increase the productivity of both land and labor, to diversify production, and to look for ways to add value through processing whenever possible. It means access to credit and other financial services that can help to grow small businesses. It means helping poor people to retain a greater share of the final value of products, by improving their access to markets, and by achieving a fairer balance of power between buyer and seller.

It also means ensuring that all of this is done in a way that is environmentally sustainable, socially just and promotes greater equality between women and men – women do much of the work in rural areas, yet laws and culture often restrict their economic opportunities and incentives.

OUR FIVE-YEAR GOALS

What are we hoping to achieve by the end of our 2011-2015 planning period:

- Millions of small-scale crop and cattle farmers and fisher folk have improved their position in the competition over land and water, and earn a better income.
- 597,000 people (70 percent women) in remote rural areas receive from our partners small loans, support in setting up savings groups or other financial services.
- 123 partners are effective in lobbying their authorities for better access to land and water, especially for women.
- In the production chains for palm oil, cocoa, coffee and tea, sustainability takes center stage, and the interests of small producers, especially women, are taken into account.
- 876,000 people are prepared to mitigate the negative effects of climate change to the greatest possible extent.
- Banks and other financial institutions have significantly improved their social and sustainability policies.

TRENDS IN 2014-2015

Pressure on both land and water continued to increase in the last year, putting more livelihoods and human rights of marginalized communities at risk. However, we

have also seen a rising awareness and acceptance of the importance of these issues among governments and multilateral agencies, as reflected in discussions around the Sustainable Development Goals.

There is also growing recognition in the private sector of the role companies have to play in supporting the right to sustainable livelihoods, with recent commitments on issues such as land grabbing and deforestation from multinational companies, including Pepsi, Nestlé, and Unilever, Cargill and Wilmar – companies targeted by Oxfam’s Behind the Brands campaign (see page 47).

However, much more remains to be done: notably, in the last year there has been some but not enough progress on increasing the transparency of the financial sector; tax avoidance and evasion remain a daily reality; and the role of the financial and corporate sector in setting food prices still goes largely unacknowledged.

Partners supported:	272
Euros spent:	€ 51 million
People reached:	
By work on sustainable production methods:	1.1 million
By financial services or training in marketing:	97,000
By techniques on climate change adaptation:	41,000

PROGRESS TOWARDS OUR FIVE YEAR GOALS

- The program “The Right to Sustainable Livelihoods” has already reached the aforementioned goals for the period 2011-2015. However, in the years to come, Oxfam Novib will continue working on these themes, as there is much more to be achieved. Our experience in impact measurement will help us adapt our strategies to become even more effective.
- Oxfam Novib has continued to support more than a million small producers through training, introduction of locally adapted seeds and linking farmers to markets. For example, in a pilot project, supported by the International Fund for Agricultural Development, an organization of the United Nations, 48 farmers’ field schools were started in 2014, helping 2,230 families in Peru, Zimbabwe, Laos and Vietnam to manage local varieties of seeds.
- Women are crucial in agricultural production and value chains. The WEMAN program has achieved important



advances in improving women's income and strengthening their position in households. In 2014, the program reached 45,000 men and women in Africa.

- We continued to influence the private sector and international institutions, such as the International Finance Corporation, to take the interests of small agricultural producers into account with their investments, especially related to land. Following the success of the Dutch Fair Bank Guide, we expanded this initiative to six new countries.
- Our microfinance program reaches more than 300,000 small producers per year. The Oxfam Novib Fund, managed by Triple Jump Advisory Services, has loans outstanding to 70 microfinance institutions (MFIs), of which more than 52 percent are located in Sub-Saharan Africa. Via Triple Jump, Oxfam Novib supports MFIs in new financial products to meet increasing needs for savings and insurances. Through our local partners, specialized in business development services, we supported small and medium sized enterprises that directly improved the lives of between 6,000 and 15,000 small scale farmers, women and youths in Vietnam.
- In Pakistan, Oxfam has developed a common agenda with four partners to lobby the national government on climate change and food security. A petition in the provinces of Punjab and Sindh gathered more than 5,000 signatures. In a speech in November 2014, the country's Prime Minister, Nawaz Sharif, included observations from Oxfam in a speech linking agriculture and climate disasters to poverty and hunger, and calling for increased cooperation across the South Asia region.

MINISTER CONGRATULATES OXFAM NOVIB AND HER PARTNERS WITH FIVE YEARS OF THE FAIR BANK GUIDE

In December 2014, we celebrated the fifth anniversary of the Dutch Fair Bank Guide in a meeting with Lillianne Ploumen, the Dutch Minister for Foreign Trade and Development Cooperation. The guide was launched in 2009 in partnership with other Netherlands based NGOs – Amnesty International, Friends of the Earth Netherlands/ Milieudefensie, Confederation of Dutch Labor Unions FNV and PAX, with Animal Welfare Netherlands joining later.

The Guide's ranking allows customers to put pressure on their banks to improve their performance on issues of corporate social responsibility and environmental and social governance, and serve as a basis for dialogue between civil society and the banks. In the first five years of its existence, it managed to achieve more than 165 measurable improvements in banks' policies.

Between December 2014 and March 2015, building on the Dutch experience, Oxfam Novib launched Fair Finance Guides in six more countries: Belgium, Brazil, France, Indonesia, Japan and Sweden. The international coalition working on this initiative intends to extend the scope of its work to other countries, and beyond banks to insurance companies and pension funds. In the December 2014 meeting, Minister Ploumen promised to promote the initiative internationally during trade missions, and confirmed her intention to reach an agreement with the Dutch banking sector on reforming its corporate social responsibility policies and practices before the end of 2016.



HELPING SMALL AND MEDIUM ENTERPRISES TO GROW IN VIETNAM

Despite overall economic growth in Vietnam, figures from the Ministry of Planning show that nearly 12 percent more small and medium enterprises failed in 2013 than in 2012. Oxfam Novib's Impact Investments is tackling the causes of this high failure rate – including lack of knowledge, skills and access to finance – through training courses, tailor-made coaching and meetings for networking, with the support of local partner CSIP (Center for Social Initiatives Promotion).

Among the first eight enterprises benefiting is Dragon Co, which started business in 2011 and each year purchases fruit and ginger from more than 2,000 poor ethnic minority households in mountainous areas. Nguyen Thu Ha, aged 36 and joint CEO of Dragon Co along with her husband, says: "We know what it's like to be poor. Which is precisely why we want to help poor people with our business. If we take good care of farming families, they take good care of us. Our slogan is: 'Trust the partner', have trust in the people you work with."

However, Dragon has struggled to access bank loans to grow its working capital. The support is helping Dragon to review its operations and distribution channels, and to improve its business plan and management systems. This will enable the company to access more capital and scale up its business, creating more social impact for small-scale farmers.

PROSPERITY THROUGH GENDER EQUALITY IN ZIMBABWE

With the support from German government agency GIZ and the Farmers Association of Community self-Help Investment Groups (FACHIG), Oxfam Novib's WEMAN project worked with small-scale cattle farmers in the Muzarabani region of Zimbabwe. As in many traditional rural communities, the burden of work falls disproportionately on women, while men own the household's assets and make decisions on expenditure.

A growing number of studies show that WEMAN's GALS (Gender Action Learning System) methodology enables people living in poverty to perceive the link between their poverty and the gender inequality perpetuated by social norms, and to take appropriate action. Through this methodology people are encouraged to reflect on the implications of the division of labor in their own households on their ambitions for themselves and their families – for example, the possibility for household income to increase if men and women do not feel constrained by traditional gender roles in sharing out responsibilities.

After just eleven months of working with around 900 households, 89 percent of households reported that women were more involved in decisions about expenditure, and 70 percent of households reported that men and women had started sharing domestic chores and productive work more equally. A sixth of the men had transferred their cattle into joint ownership with their wives, a practice unheard of before the project, while more than half made wills stating that his wife rather than his male in-laws should inherit his cattle.

The project also led participants to create or revive groups for savings and credit to support collective initiatives, take advantage of extension services to gain new technical knowledge, and set up a new auction system which reduced their risks and transaction costs. These developments in Muzarabani attracted national attention and have led to a debate about the future of the cattle sector.

ADAPTING TO CLIMATE CHANGE IN NORTHERN BANGLADESH

In some northern parts of Bangladesh, increasingly unpredictable rainfall patterns and erosion due to flooding have reduced agricultural production by over a third, threatening the livelihoods of subsistence farmers. Oxfam Novib supported partner organization Udayan Swabolombee Sangstha to train people in climate-resilient agricultural techniques and income generating activities.

Through demonstration plots and field visits, the project has helped 300 small-scale farmers to cultivate new varieties and adopt new production techniques which are better adapted to the changing climate. Farmers were also trained in how to increase the quality of their crops and get a better price for them, while 200 women were trained to produce needle-based handicrafts for sale to diversify their incomes.



PROGRAM 2

THE RIGHT TO BASIC SOCIAL SERVICES

Basic social services – such as education and sexual and reproductive health – are essential for building better societies. These services equip young people with the skills they need to take control of their lives and become engaged and active citizens in their communities.

Even as we make progress towards universal primary education, the quality of that education remains a serious issue in many countries – around the world, there are 250 million kids who fail to learn basic reading, writing and mathematics, 130 million of whom are in school. A third of the women aged 15 to 24 in sub-Saharan Africa can neither read nor write.

Young women also suffer disproportionately from the lack of quality services on sexual and reproductive health. With the risk of HIV infections, sexually transmitted diseases and sexual violence among youths, women still have a very limited say over their lives and sexual health.

We work with local, national and international partners (such as the Global Campaign for Education and Stop AIDS Now!, part of the SRHR Alliance) to improve access to and quality of education, and of sexual and reproductive health services and information, in ways that are context-specific and encourage gender empowerment. This includes lobbying wealthier countries to fund these activities through development aid.

Many of the projects we are involved in deal with marginalized groups, conflict-affected countries, and sensitive issues. We believe in encouraging innovative approaches and involving young people, communities, and schools in projects that affect them.

OUR FIVE-YEAR GOALS

What are we hoping to achieve by the end of our 2011-2015 planning period:

- Over 700,000 more children (70 percent girls) go to primary school and 25,000 more children (80 percent girls) go to secondary school, thanks to the work of our partners.
- In countries where we work with the national authorities the quality of education has improved, also due to our partners.

TRENDS IN 2014-2015

Good quality education is increasingly being privatized – a trend which will entrench economic inequality. Our work is therefore increasingly pressuring governments to provide public services that enable low-income families to access quality education. 2014 marked the start of our global Even It Up! campaign to ensure that progressive policies and sustainable financing enable governments to deliver essential services to all their citizens. This involves both lobbying national governments and mobilizing the public to stand up for their rights.

There are alarming trends of growing youth unemployment, the growth of the informal sector, and radicalization, and youths' voices are often not heard within spheres of power. However, Oxfam's program My Rights My Voice showed in 2014 that youths can play a vital role in influencing duty bearers to improve their rights to quality education and sexual and reproductive health.

Partners supported:	93
Euros spent:	17.2 million
People reached:	
By improved access to quality education:	187,000
By sexual and reproductive health education and services:	1.26 million

PROGRESS TOWARDS OUR FIVE YEAR GOALS

- Our goal for 2015 was to have over 700,000 more children go to primary school. We have almost doubled this number by 2014: we had 1,255,491 children, especially girls, going to school due to the work of our partners.
- Our goal was to provide sexual and reproductive health services to at least 697,000 people. We greatly underestimated our reach and through our partner organizations have reached 3,854,980 people since 2011.
- In countries where we work with the national authorities, e.g. Bangladesh, Uganda, Mali and Senegal, the quality of education and the access to SRH has improved due to Oxfam and its partners lobbying and working with the government officials to develop and reform relevant policies.
- The IMPACT alliance's essential services program has been evolving since it was first designed. The overall program is moving further from service delivery work towards empowering young people, communities and civil society to hold their governments responsible for these essential services.
- For our targets around influencing the Dutch public we will not reach our original targets, because of Oxfam Novib's decision to not have large campaigns around essential services in the Netherlands but to focus on tax justice.
- The IMPACT alliance has worked hard to include learning in the work that we do by conducting research projects on engaging youths and measuring behavioral change; having learning events with youths and Oxfam staff to learn from youth work; capacity building trajectories on measuring, evaluation and learning, and on budget monitoring; and building and sharing our track records.

IMPROVING TAX SYSTEMS TO SECURE RESOURCES FOR SOCIAL SERVICES

It is only through internal resource generation like taxation that low and middle-income countries can hope to sustainably fund the delivery of basic social services such as health and education – but tax systems in these countries are often distorted, with the wealthy and powerful able to avoid paying their fair share. Tax havens such as the Netherlands only entrench the system of inequality. Since 2012 the Capacity for Research and Advocacy for Fair Taxation (CRAFT) project has been working in several countries to build the capacity of local civil society organizations to advocate for fairer tax systems in developing countries. Next to our CRAFT activities we also actively campaign on ending the injustice in the current international tax system. The tax system in the Netherlands, for instance, enables tax avoidance by multinational companies.

Among the project's successes to date, the government in Nigeria has pledged to simplify the country's current complicated system, with 89 separate taxes and different rates in different regions, and has introduced a pilot on improving the efficiency of tax collection through automation. Also, in Bangladesh the government has started a three-year project to introduce automation service in the tax collection process and has announced the aim of increasing the country's direct tax base.

At the end of 2014, we took stock of the project's first three years of implementation and planned activities from 2015 to 2018. Among the lessons learned were the value of building good working relationships between civil society organizations and revenue authorities, members of parliament and ministries of finance. We identified a need for a common research framework to allow for comparisons across countries and over time, and in 2015 started work on devising a Fair Tax Index for this purpose.

QUALITY EDUCATORS PROJECT WINS UNESCO-HAMDAN PRIZE

In October 2014, the Quality Educators for All project was awarded the 2014 UNESCO-Hamdan bin Rashid Al Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers. So far the project has resulted in the training of 1,110 teachers, of whom 366 are women, in Mali and Uganda, based on newly developed "competence profiles": these are already improving the quality of teaching, though the impact on students is still too early to measure.

Among other results in the last year, 2,000 teachers received in-service training and Mali trained 294 master

teachers, of whom 68 were women. Mali's government also set up a committee to develop the process of integrating community schools into the public education system, which should improve working conditions of teachers and ultimately educational quality. In 2014 1,500 community schools were accepted in the public system.

Thanks in part to the additional funding of 90,000 USD that came with the UNESCO-Hamdan Prize, the project is working on expanding to Niger and Bangladesh.

ANTI-CAMPAIGN STOPS LIFE SKILLS PROGRAMS IN PAKISTAN...

Religious leaders are often thought to stand in the way of the promotion of sexual and reproductive health rights in conservative societies such as Pakistan – and opposition from some religious leaders has caused controversy, which put a stop to Life Skills Programs in Pakistan for almost four months. What happened?

In January 2014 radical groups started an anti-campaign towards all life skills based education programs, arranging negative publicity in renowned newspapers and magazines, two TV talkshows, two radio shows, and organizing an intensive campaign on social media against our Pakistani partners. The government felt forced to issue a notification against this education and all privately developed curricula.

Our partners prepared a mitigation plan, postponing all planned activities, and organized rigorous engagement with religious scholars, government officials and media to build a strong coalition. We revisited material developed so far and deactivated the campaign's website and social media pages. Then we created a new website and Facebook page carrying another name. Yet maybe most important action to moderate the backlash against our program, turned out to be the effective engagement of religious leaders.

... BUT NOW RELIGIOUS LEADERS ARE ENGAGED IN LIFE SKILLS BASED EDUCATION

Since then the engagement of religious leaders has been among the program's most successful initiatives. In response to the criticism, we formed a steering committee of over 50 religious scholars from various strands of Islam to contextualize the program's work on informing young people about their bodies. This work has enabled us to sign memorandums of understanding with madrassas (Islamic schools) to provide education on sexual and reproductive health and develop information material about this subject for local imams.



The work is important because patriarchal norms deny many women in Pakistan the right to make their own choices about their sexual and reproductive health – through early and forced marriages, rape, sexual harassment and a lack of reproductive health services. Only very rarely do adolescents receive the education they need about sex and sexuality from parents, schools, cultural or religious institutions, instead having to rely on what they pick up from friends, the media, the internet and pornography.

We are also working on engaging the media, including through a 17-episode drama serial *Kis se Kahoon* [Urdu for *Who should I ask and turn to*] which was broadcast on Pakistan's National television network and highlighted issues such as drug addiction, sexually transmitted diseases, sexual abuse, and peer pressure. As a result, hundreds of thousands of Pakistanis have been able to learn about these important topics which were previously considered taboo.

HELPING YOUTHS AND PARLIAMENTARIANS TO COMMUNICATE IN CAMBODIA

Under-30s account for around 70 percent of Cambodia's population, but young people have traditionally not been involved in the country's public affairs. Political engagement is growing with the penetration of social media and smartphones, as young people share information and opinions on issues such as the poor quality of education systems – but conversations on Facebook do not translate into real change.

Oxfam Novib identified the need for a specific platform for young people to address government officials. In the Urban Youths as Change Agents project, our partners COM-FREL, One World and Butterfly Works involved Cambodian youths in developing the *Ask Your MP* platform, which allow young people to communicate with their elected representatives through texting, Facebook or email.

The Ask Your MP platform has so far received and forwarded 205 questions to members of parliament (MPs). Uptake has been slower than envisaged as very few parliamentarians from the ruling party have been willing to answer questions, although the opposition party has been more forthcoming. MPs have also found it limiting to answer questions in the same format as they are received.



PROGRAM 3

THE RIGHT TO LIFE AND SECURITY

Violent conflicts threaten the lives and livelihoods of millions every day, while natural disasters such as droughts, floods and earthquakes are especially devastating in areas of chronic poverty.

In many countries conflicts are the main barrier to development. Oxfam Novib wants to contribute to the prevention of conflicts, mitigate their impact on people's lives by protecting civilians, and help to solve them – in particular by ensuring that women have a role to play in peace processes. Also, we want to contribute to people in developing countries being better prepared for manmade crises and natural disasters and provide them with food, water, protection and other relief when disaster strikes.

Our work on the right to life and security therefore focuses on a greater role for women in conflict transformation and improved resilience and better protection of the local population in crisis situations.

On all these issues, we work on advocacy and campaigning as part of the Oxfam confederation to pressure governments and international organizations to fulfill their responsibilities.

OUR FIVE-YEAR GOALS

What are we hoping to achieve by the end of our 2011-2015 planning period:

- At least 50 partners have the capacity to deliver humanitarian aid efficiently and effectively, and according to international quality standards.
- 10 million people have become less vulnerable to disasters, because the authorities, thanks to the efforts of our partners, are providing a social safety net.
- Our partners and the authorities include women more explicitly in reconciliation efforts and in setting up peace councils.

TRENDS IN 2014-2015

In 2014 we were starkly reminded that in a globalized world, peace, security and human development are interdependent and indivisible. We were confronted with an explosive surge in refugees crossing the Mediterranean Sea as ordinary women, men and children sought to escape the horrors of war; the Ebola outbreak devastated entire communities and already weak health systems in Africa; the Syrian civil war spread to Iraq; Boko Haram spread terror from Nigeria into Chad, Cameroon and Niger; sectarian violence in Libya and civil war in the Central Africa Republic resulted in mass atrocities; and the Netherlands experienced loss first hand when 298 people, mostly Dutch, were killed in the Malaysian Airline crash in Eastern Ukraine.

In line with public perception, the world has become increasingly less peaceful since 2008. At the end of 2013,

a total of 51 million people were forcibly displaced by conflict, persecution or human rights violations – the highest number since World War II. Although humanitarian funding is increasing, including from 'new development actors' such as Turkey and Kuwait, the global humanitarian system in its current state is unable to meet the challenge of increasing conflicts and disasters. Oxfam Novib is therefore increasingly concerned with implementing a conflict transformation approach that focuses on tackling the key actors and factors of conflict. At the same time, Oxfam Novib and partners are providing critical lifesaving humanitarian assistance.

Oxfam Novib's conflict transformation work takes a long-term, sustainable approach that prioritizes working with partners on inclusive peace-building and community resilience. It focuses on issues such as poverty, inequality and gender, which drastically affect the impact a crisis has on a person – natural disasters kill more women than men, and while 33 percent of natural disasters happen in low and middle-income countries, those countries account for 81 percent of the related deaths.

Partners supported:	157
Euros spent:	52.5 million
People reached:	
By work on how to protect themselves against violent conflict:	31,000
By work on how to protect themselves against disasters:	195,000
By humanitarian aid in disaster areas:	329,000

PROGRESS TOWARDS OUR FIVE YEAR GOALS

- The Right to life and security program is well on target to meet most outcomes and outputs forecast for 2015, and many goals have already been surpassed. Building on previous years, substantial progress has been made with regard to developing conflict transformation priority programming. On the other hand we recognize that much work still needs to be done in the complex domain of conflict and fragility, and are investing in the required learning, including on the role of the private sector and human capacity. In 2015, extra attention will be paid to alliance building and networking with likeminded stakeholders.
- In 2014 we again managed to reach almost 329,000 people in need around the world with critical humanitarian assistance, including in West Africa (Ebola crisis), Philippines (aftermath typhoon Haiyan), Nigeria, Syria and South Sudan. Our partners were able to



provide this assistance following robust humanitarian capacity building. With our Rights in Crisis advocacy capacity we have continued to focus on the root causes of conflict in protracted crisis situations, and pleaded for humanitarian access and inclusive security – building closer links with our humanitarian and development programming work.

- To help ensure higher quality, quicker and more relevant humanitarian responses in the future, in 2014 Oxfam Novib piloted a new approach to analyzing and strengthening the humanitarian response capacity of local actors in Somalia. We are currently exploring how to scale up this pilot to other countries.
- In 2015, there will be a United Nations High Level Review of Security Council resolution 1325, on women, peace and security – and the Netherlands will develop its third National Action Plan for the implementation of this resolution. Building on our experience in 2014, positioning our work in this area as a central component of conflict transformation, peace-building and reconstruction across numerous countries will be highly relevant to these debates.
- In 2014, Oxfam Novib and partners made an important contribution to post-conflict reconstruction through targeted programs in South Sudan and the Great Lakes region to address the drivers of violent conflict and create peace dividends. A new program started in Myanmar at the end of the year.
- Oxfam's lobby and advocacy work continues to bring widespread attention to the plight of people affected by conflict and fragility. For example, the November 2014 report Behind Closed Doors, on women's participation in peace negotiations in Afghanistan, was picked up widely by Afghan and international media and even the Taliban reacted quite positively.

OUR ROLE IN THE EBOLA EPIDEMIC

In March 2014, an outbreak of Ebola hemorrhagic fever started in Guinea. The virus subsequently spread to Sierra Leone and Liberia, quickly becoming the most serious epidemic since Ebola was discovered in 1976.

Working in three townships of Montserrado county in Liberia, Oxfam trained community health volunteers to go door-to-door raising awareness, finding people with symptoms and encouraging them to seek early diagnosis and treatment. Winning the trust of the community was pivotal, as misinformation was widespread. Volunteers kept families updated with the progress of their loved ones who had been admitted to treatment units, something which was often overlooked.

Patrick Gaddeh of Garworlohn township was initially skeptical about Ebola, and was unafraid to assist with a neighbor's burial; when he became sick, he then worried that he might be killed if he went for treatment. Oxfam volunteers persuaded him to let them take him to a treatment unit in Monrovia, and kept checking in with his wife and brother, taking them for treatment too when they also showed symptoms. All three eventually survived, probably due to their early referral.

However, the end of the epidemic is not the end of the story. As survivors, the Gaddeh family now faces stigmatization – none of their neighbors has been to visit them – and the need to recover lost income. Oxfam is now working to restore education and health services, which were badly affected along with local economies, livelihoods and communities' food security.

SHIFTING POWER TO LOCAL ACTORS IN SOMALIA

Humanitarian assistance provided by local actors is often quicker and more effective than anything international agencies can offer, as local actors can draw on existing working relationships with communities affected by disasters. This is especially true in a country like Somalia, where the complex humanitarian situation is exacerbated by shifting political allegiances and the dominance of clans, and insecurity severely hampers international agencies' access to many parts of the country.

Oxfam therefore believes that international humanitarian actors need to fundamentally revisit their strategy, and invest more in working with local agencies to deliver aid – shifting power, resources and capabilities to the national level and changing how we approach governments, civil society partners and donors.

Such a transformational agenda needs to start with a critical analysis of the current capacity to manage humanitarian response. In 2014, Oxfam Novib chose Somalia as a demonstration country for this approach, conducting a fresh analysis of the humanitarian response capacity in the country. A document review, field visits and interviews with 28 organizations were followed by a workshop with stakeholders, which resulted in a five-year program document detailing how we will shift power, resources and capabilities to national and local humanitarian actors.

WALKING FOR PEACE IN PAKISTAN

On September 21, International Peace Day, hundreds of residents of Swat district in northern Pakistan participated in a “peace walk” to promote messages of tolerance and human rights in the locality and call for everyone to work together in demanding basic social services. As is the case more widely in Pakistan, mistrust among various religious groups in Swat is at the root of local conflict, killings and violations of rights.

The peace walk gained local and national media coverage, with residents saying that the Sustainable Development Society – which organized it – is the first organization in the area to promote messages of peace alongside basic social services.

The walk was part of the *Peace My Right* project, which is working through policy advocacy and community mobilization towards greater protection of the rights of freedom of speech, thought and religion in Pakistan. The project has succeeded in bringing together 36 local community-based organizations representing different ethnic and religious backgrounds, for discussions that are already reflected a positive change in the atmosphere.

FISHING FOR PEACE IN SOUTH SUDAN

In its brief history of independence, South Sudan has been afflicted by violence and tensions among different ethnic groups – and many of these conflicts are deeply rooted in competition over land and water, in particular between livestock keeping and crop producing communities. Public institutions and civil society both suffer from limited resources, low capacity and weak competency.

In collaboration with Oxfam Great Britain and Oxfam Intermón (Spain), and with local partners ACORD South Sudan and SoS Sahel South Sudan, Oxfam Novib is running a peace building and livelihoods development program in five districts across three states: Warrap, Upper Nile and Central Equatoria. The program aims to address the root causes of conflict and strengthen local capacity in conflict transformation.

Among the strategies identified by a conflict analysis in late 2012 and early 2013 was to find alternative possible livelihoods for young people in Terekeka district who were being forced into cattle raiding as a way to make ends meet. A viable alternative was identified in the form of fishing, and the project worked with two existing fishery cooperatives to supply more equipment and training in both fishing techniques and basic management skills.

As a result, the combined membership of the two fishing cooperatives grew from 49 in 2012 to 538 by the end of 2014, many of the new members being former cattle raiders. The groups have become involved in facilitating the resolution of among farmers, fishermen and cattle herders, and are in dialogue with local authorities to develop regulations on the fishing industry and the use of local natural resources.



Photo: Benedicte Kurzen

SECURING FRESH WATER FOR PALESTINIAN REFUGEES IN LEBANON

Every summer, Palestinian refugees in Lebanon face increasingly serious difficulties in accessing clean water. In June 2014, with a relatively dry winter having put the water system under unprecedented stress, Oxfam and long-time local partner PARD conducted a rapid needs assessment in three “gatherings” of Palestinians in Lebanon – collections of homes built without official permission, in Sikke, Jim Jeem and Kfar Badda – as well as in the Ein El Hilweh Palestinian refugee camp in Saida.

Between September 2014 and February 2015, wells and pipelines were renovated, systems for monitoring water quality and consumption were installed, 1,200 household containers were distributed and six water storage tanks put in place, and 15 people were trained in water system management. Carrying out the work in close consultation with other NGOs and international agencies has avoided any potential overlap, and community awareness raising on water preservation should help with sustainability.

The project has drastically improved the water supply infrastructure, though its benefits are expected to become visible only during the summer.



Photo: Khaula Jamil

PROGRAM 4

THE RIGHT TO SOCIAL AND POLITICAL PARTICIPATION

In many countries, people are marginalized by unequal power relations. Without an effective voice, they are unable to put pressure on the powerful to consider their interests in social and political decisions that affect them. The resulting social exclusion is not only an affront to human dignity but also perpetuates poverty.

We work to ensure that these people have the knowledge, confidence, skills and practical resources necessary to demand the right to participate in, or influence, decisions that affect their lives, and to demand accountability from decision-makers. Our work includes improving disadvantaged groups' access to information and legal systems. We encourage marginalized groups to organize, and we encourage civil society organizations to be more transparent and representative, thereby increasing their legitimacy.

For those who do challenge repressive authorities and claim their right to talk, write, film or sing as they wish, the consequences of free expression are often harsh. Oxfam Novib supports courageous people who dare to speak out against injustice, knowing that their words and deeds could be met with intimidation, violence or even death. One example of our support is the Oxfam Novib/PEN Award, given annually to writers and journalists who have fled persecution or because of their work. This year's awards were presented to the Libyan author Razan al-Maghrabi, and the Iranian authors Jila Bani Yaghoub and Bahman Ahmadi-Amouee.

OUR FIVE-YEAR GOALS

What are we hoping to achieve by the end of our 2011-2015 planning period:

- 772,000 people, especially women, are able to claim their political and civil rights because they have access to information that is now kept from them.
- 799,000 people, especially women, have received legal aid from our partners, and have thus raised their resilience, self-awareness and self-respect.
- 280 civil society organizations are able to advocate for democracy and civil rights with the authorities, businesses and institutions.

TRENDS IN 2014-2015

In 2014-2015, we have seen a continuation of the restriction of space for citizens, groups and civil society organizations. In South Sudan and Nigeria, restrictive new laws have the potential to severely hinder the activities of civil society organizations. In Turkey, state control continues to curb the freedom of individuals, the media, the private sector and civil society, and creates an environment of fear and self-censorship. Limitations on freedom of expression are part of the trend of a shrinking space for citizens and civil society.

In numerous countries, legislation and state control continued during 2014 to curb personal freedom, affecting

multiple actors, including the media, the private sector and civil society, and creating an environment of fear and self-censorship. Furthermore, we have seen a continuation of intimidation and reprisal as threats are made to civil society actors – ranging from smear campaigns to outright violence – to deter or punish people for cooperating with INGOs, and worsening efforts to silence NGOs.

Oxfam Novib has supported its partners to respond to these threats, both new and ongoing. We have supported lobby and advocacy activities to address new legal threats that will limit the freedom of expression, assembly and association. We have worked to strengthen civil society to ensure it is innovative, vibrant and better able to claim and defend democratic space – for example, by supporting a learning exchange in Burundi and Tunisia around implementing an innovative Ugandan tool to hold decision-makers to account.

Whenever possibilities arise to assist civil society to positively influence the democratic space, we act on it – as with supporting civil society in Vietnam in 2014 to influence the upcoming constitutional revision and ensure basic civil rights and political freedoms.

2014 has seen increasing international attention to the rise of inequality. In response, Oxfam Novib further developed our work on fair, accountable and transparent taxation and participatory budget allocation, in countries including the Occupied Palestinian Territories, Mozambique, Nigeria, Tunisia, Pakistan and Morocco. The collection and allocation of public finances are heavily politicized processes, often serving the interests of political and economic elites rather than fulfilling the civil, social and economic rights of the most marginalized people. The low tax base, unfair tax policies and unaccountable budget allocations in many developing countries are related to low levels of citizen participation in political decision-making.

Partners supported:	256
Euros spent:	31.9 million
People reached:	
By work on access to information using ICT and new media:	1 million
By work on improving access to legal systems and legal aid:	144,000
By work to increase people's awareness about their rights:	50,000

PROGRESS TOWARDS OUR FIVE YEAR GOALS

- Oxfam Novib's Program 4 has achieved most of the targets set by the end of 2015 and in many cases greatly exceeded the planned results. Our work has effectively challenged unequal power relations by supporting people, poor and marginalized people in particular, to gain control over their own lives by exercising their right to political participation, freedom of expression and information, freedom of assembly and access to justice. Despite meeting our planned targets, we recognize the complexity of power relations and ongoing threats to effective social and political participation. In 2015, extra attention will be given to further develop our work on defending and enhancing citizens' freedom of expression, association and assembly.
- With the creation of an Oxfam-wide Knowledge Hub on Governance and Citizenship, a firm foundation has been made to build upon our work, experiences and lessons learned for our future activities on ensuring people's right to social and political participation.
- Our aim to ensure that 799,000 people receive legal aid and thus raise their resilience, self-awareness and self-respect has been met and greatly exceeded. In 2014 we have supported a total of 141,000 (93,000 women) to access to legal aid to claim their rights.
- We have greatly exceeded our aim to improve the access to information for 772,000 people by the end of 2015. In 2014 alone, 658,000 people have been reached which is exemplary of our continuous high results.
- In Laos over 40 civil society organizations have been supported to develop their governance and management structures, engage in active networking, strengthen their voice and claim citizens' rights, with a focus on women and marginalized groups.
- We have worked in Mali to push for more transparency, accountability and dialogue in order to establish a fairer tax system. In Bangladesh, baseline research on taxation has been conducted and the report has been published as a printed book.
- In 25 municipalities in Tunisia, an overview has been created of budgets, human resources, machines, equipment, and real estate, to give citizens access to the information they need to claim their rights and hold those in power to account.
- In Vietnam, 1,800 poor and marginalized people have benefited from access to free legal aid. In Rwanda, 203 paralegals have been trained on laws related to land, succession and gender-based violence.

ADVOCATING FOR FREEDOM OF ASSOCIATION IN VIETNAM

Although theoretically guaranteed by the constitution, freedom of association in Vietnam is a grey area. Civil society organizations need to be approved by the state,

but the law regarding this approval process is not clear and many applications are rejected. In 2014, the country's national assembly decided to develop a new law on association, creating the opportunity to advocate for an inclusive and empowering legal environment that protects the freedom of association.

Oxfam is a core member of the People's Participation Working Group (PPWG), an informal network of organizations and professionals, which set up a taskforce to coordinate activities on the proposed new law. Oxfam has been supporting research to provide an evidence base for arguments, offering technical support and supporting networking and outreach, notably organizing workshops with the national assembly's Legislative Studies Institute. With rumors that the government may not promulgate the new law until 2016, these efforts to influence its contents will continue in 2015.

BUILDING CAPACITY AND RELATIONSHIPS IN THE LAO PEOPLE'S DEMOCRATIC REPUBLIC

Despite strong economic growth, driven mainly by natural resource exports, poverty remains widespread in the Lao People's Democratic Republic (Lao PDR). Small-scale farmers are struggling to compete, migration away from rural areas is disrupting social cohesion, and wages stagnate as the cost of living increases.

Yet there is very little capacity to hold the government and corporate private sector to account, with practically no significant civil society in the country. Non-profit associations have been officially permitted only since 2009, but registration of them has been extremely slow, their role is limited and they operate in a climate of self-censorship – even the term "human rights", for example, is perceived by the authorities as threatening.

Oxfam Novib is strengthening the capacity of these associations in governance and management, building consensus on rights-based issues, and working to improve relationships between civil society and government bodies, including the ministries of home affairs, agriculture and education, and provincial authorities. While obstacles of bureaucracy and trust mean progress is slow, the government's understanding of the value and role of civil society is increasing. For example, we have seen an increase in communication between members of the Lao-tian Ministry of Home Affairs and non-profit associations.

BROADENING THE TAX BASE IN MALI

Mali's government would have more money available to invest in basic social services if all taxpayers were paying as much as they should – with large national and multina-



tional companies, in particular in the extractives sector, enjoying significant tax breaks. Oxfam Novib is working with the Coalition *Publiez Ce Que Vous Payez* (Publish What You Pay), an alliance of civil society organizations, to conduct studies and an information campaign on tax reform.

As a result of these activities, there is greater understanding among the general public about the negative impact of poor fiscal policy – a lack of state revenue or misallocation of budgets leading to restrictions on people's access to quality public goods and services, including healthcare, education, infrastructure, water and sanitation. Representatives of the tax administration and elected officials have welcomed the initiative and a framework has been created for enhanced dialogue among elected representatives, the private sector and the public on the necessity of fair and effective taxation.

TUNISIA'S TRANSITION TO DEMOCRACY

Since the January 2011 revolution, Tunisia has been seen a flowering of political parties of all ideologies. However, many young and marginalized citizens still feel disconnected from how the country is governed. Tunisia faces both an opportunity and a challenge to manage successfully the transition towards a political process characterized by democracy, accountability, transparency, inclusion, decentralization and local governance.

In the run up to the October 2014 parliamentary elections, Oxfam Novib's partners Doustourna and FTDES convened a team of experts to formulate national and regional manifestos addressing these issues, which received wide coverage in the media. These manifestos were signed up to by four major political parties and 120,000 citizens.

Following the elections, the team embarked on the next phase of the project – monitoring the commitments of

those elected to the national assembly and regional office. A web portal will give people the information they need to participate in the political process and hold their elected representatives to account.

PREPARING FOR ELECTIONS THAT NEVER HAPPENED

Oxfam Novib works in difficult and often unpredictable contexts, in which projects run the risk of being interrupted.

After the Yemeni Spring of 2011, Oxfam Novib and a local partner worked to provide Yemeni voters with information about the programs of political parties in an accessible, transparent and impartial way. In cooperation with the Dutch Kieskompas Nederland, which had developed an appropriate tool, our partner would introduce this *Voter Compass* in Yemen.

The experience of the *Voter Compass* in the Netherlands showed the importance of involving academic experts to obtain credibility. Yet the predominantly young activists of our partner organization did not see their added value. Furthermore, they did not want to involve other network organizations ('competitors' in their view) so as to reach a larger audience. Only intensive coordination between Kieskompas Nederland and Oxfam Novib could counteract these problems.

However, the real problem proved to be the growing political instability in Yemen. The planned elections were continuously postponed. As an alternative, it was decided to use the tool as a polling instrument, asking Yemeni voters about "hot issues" that should be addressed in the new Yemeni Constitution. Unfortunately, by the end of the reporting year the country was involved in a war, resulting in a complete standstill of the project.



Photo: Saikat Mojumder

PROGRAM 5

THE RIGHT TO AN IDENTITY

Gender inequality is both a violation of human rights and an obstacle to sustainable development. Patriarchal attitudes give rise to violence against women and girls and to systematic discrimination – including the violation of their right to make informed decisions about sexuality and reproduction, free from violence and coercion – that prevents them from becoming leaders and decision-makers in their communities. One out of three women faces the real risk of becoming a victim of violence.

Oxfam Novib works to guarantee the rights of women and girls, and to create an enabling environment for them to safely exercise their autonomy and self-determination over their own bodies. We also work to build women’s capacity and opportunity to organize themselves, make their voices heard and become leaders in their communities – economically, socially, politically and culturally.

Because women’s rights and gender equality is at the center of all our work, Oxfam Novib works with gender mainstreaming as a crosscutting theme. This means ensuring that a gender analysis is explicitly integrated into the design, implementation, monitoring and evaluation of all our policies and programs, and those of our local partners – otherwise, they may unintentionally perpetuate existing unequal power relations between women and men.

OUR FIVE-YEAR GOALS

What are we hoping to achieve by the end of our 2011-2015 planning period:

- 127,000 women have a more leading role locally and/or nationally.
- 1,136,000 men and women are aware that women are in charge of their own bodies, and that violence against women is unacceptable.
- Due to our partners’ lobby, governments have improved their legislation on women’s rights and embedded in law the social and political participation of women.
- 100 partners have incorporated equal opportunities for women in their programs.

TRENDS IN 2014-2015

In the last year we commemorated 20 years since the signature of two landmark international agreements on women’s rights: the International Conference on Population and Development in Cairo (1994), and the Fourth World Conference on Women in Beijing (1995). Unfortunately, these anniversaries were not marked by celebrations of the advances women have made, but by concern about the erosion of women’s rights, especially in the context of war, conflict and catastrophe.

Painful examples come from countries such as Syria and Iraq, where women and girls are raped and murdered and the rise of the Islamic State has effectively killed off the prospect of gender equality; and Nigeria, where the kidnapped schoolgirls have not been returned and Boko Haram continues to commit gender-based violence with impunity. In these and many other cases, the lack of women’s rights is linked to extremist Islam; however,

even in other contexts, conflict can give men an excuse to revert to traditional patriarchal norms.

Oxfam Novib continues to challenge the culture of gender discrimination, working to transform the consciousness, attitudes, behaviors, norms and exclusionary practices of women and men. Oxfam Novib works to provide women and girls with opportunities to mobilize and take action on the issues relevant to them, and to influence government for laws and policies that effectively protect their fundamental human rights.

Partners supported:	190
Euros spent:	18 million
People reached:	
By work on behavioral change regarding women’s right to bodily integrity:	41,000
By work on promoting women’s leadership:	22,000

PROGRESS TOWARDS OUR FIVE YEAR GOALS

- The program has achieved most of the results expected by the end of 2015. It has effectively contributed to challenging social norms and values that still, in the 21st century, justify and even promote the use of violence against women and girls; excuse the violation of their sexual and reproductive rights; and limit their full participation in political and income-generating activities. Our interventions have challenged traditional and discriminatory beliefs and ideas and led individuals to start to question their own positions and behavior on the issue.
- We aimed for at least 127,000 women with a more leading role locally and/or nationally. By the end of this report period, we have reached over 130,000 women exercising leadership positions in their communities.
- Our objective was 1,136,000 men and women being aware that women are in charge of their own bodies, and that violence against women is unacceptable. By the end of the report period, over 2 million women and men had been reached.
- Our objective was to positively influence national governments to improve their legislation on women’s rights and embed in law the social and political participation of women. Our achievements are mostly on maintaining existing policies and legislation which are under threat due to increased pressure from conservative sectors, and/or ensuring that the implementation of existing laws becomes a priority for national and local governments.
- In terms of gender mainstreaming, Oxfam Novib has



made progress in ensuring that, at an organizational level (number of women in decision making positions, internal gender policies, etc.) and a programmatic level (gender objectives and indicators in program design and implementation), we met our minimum standards towards addressing gender inequality and women's rights in all the work we do.

- We aimed for at least 100 partners incorporating equal opportunities for women in their programs. By the end of this report period, more than 200 partners have been assessed positively on gender sensitive programming.
- In the remaining period, we will focus on harvesting the learning and experiences of country programs, showcasing how new insights and information generated through exchange and learning initiatives have been used to adjust practices and program implementation. This approach will help us to achieve the results targeted for our knowledge and innovation management intervention, in which we have achieved only 53 percent of the overall expected result so far.

SUPPORTING WOMEN TO STAND UP FOR THEIR RIGHTS IN THE MIDDLE EAST AND NORTH AFRICA

In 2011, unprecedented civic uprisings in the Middle East and North Africa ousted dictators who had been in power for decades. For the first time, thousands of women took to the streets alongside men, voicing their demands for justice, dignity and democracy to replace decades of repression, corruption and dictatorship in the region.

However, aside from Tunisia – where the transition to a more democratic and open political society is going relatively smoothly – the subsequent years have seen a rise in civil wars and large-scale violence in which extremists and fundamentalist groups have gained a lot of influence. There has been an increase in violence against women, and a decrease in the political representation of women.

We believe the best way to support the region's women is to help them to represent themselves. "Women in the Frontline" is a three-year initiative of Hivos, Oxfam Novib and PwC, with €5.8 million funding from the Netherlands Ministry of Foreign Affairs. It will develop the capacity of 20 civil society organizations focused on women's rights and gender equality across Syria, Libya, Iraq, Bahrain, Tunisia, Yemen and Egypt. Some of the groups to be supported are well established, while some are new and relatively informal, requiring us to innovate new ways of collaboration.

Difficult operating conditions delayed the process of selecting partners in 2014, but by the end of the year the project had completed the baseline assessment of the current capacities of nine organizations, and three have already held their first capacity building session.

CHANGING NORMS AROUND EDUCATING GIRLS IN MOZAMBIQUE

While 94 percent of girls in Mozambique enroll in primary school, only 11 percent continues their studies into

secondary school. Among the reasons they drop out are sexual harassment at school, pressure from their family to earn money or help with domestic chores instead, and early marriage – half are married by the age of 18.

The situation is especially challenging in the country's second most populated province, Zambezia, where rates of poverty are higher than the national average and only 21 percent of women are literate. Our partner AMME (Mozambican Women and Education Association) is working to change the environment around girls' education, by providing scholarships to 100 girls covering all the costs required to attend school from 8th to 12th grade, and training 30 activists to work in schools and with community and religious leaders.

The role of the activists is to promote discussions on issues, including sexual and reproductive health, gender-based violence and the cultural norms that lead to early marriage. Anecdotal evidence is that, from shy and silent beginnings in school discussion groups, girls and boys have begun to seek out specific information on questions such as sexually transmitted infections and early marriage, and become more comfortable discussing these issues openly together.

CREATING CHAMPIONS AGAINST HOMOPHOBIA IN ZIMBABWE

"This has been a journey and at the beginning many of us didn't understand this issue of sexual orientation, but working with the [Sexual Rights Center (SRC)] has shown me that I didn't understand lots of things and now I feel confident about tackling some of these issues." These words of Bishop Khanye, a leader in the Christian church in Zimbabwe, indicate that progress is being made in tackling what Oxfam Novib's partner organization the SRC calls an atmosphere of "permissible homophobia" in the country.

Organizations such as the SRC and Gays and Lesbians of Zimbabwe face repeated harassment by the government and police, and it is difficult for sexual minorities even to meet for socializing, let alone to build their collective power to improve the situation. Nonetheless, with support from Oxfam Novib, SRC has already had some success in building champions and allies from within the religious sector, who are willing to work together with other social movements such as human rights defenders, to bring the issue to the political and social agenda in the country.

A result of this unlikely partnership was the conference organized in 2014, entitled 'The Church in Zimbabwe: Lighting the way on Human Rights' which started the *Sixteen days of activism against gender violence* campaign in the country. For the first time this campaign

included a specific focus on lesbian, gay, bisexual and transgender rights. While the project is still in its early days, links have been established among likeminded groups in Zimbabwe and in South Africa and Pakistan, where the *Promoting and protecting human rights of sexual minorities* project is also being implemented. The project shows us that building bridges and promoting cooperation with unlikely allies is possible when common ground is identified – like in this case the human rights framework – which creates opportunity for joint strategies serving apparent quarrelling perspectives.

CHANGING ATTITUDES AMONG MEN IN THE DEMOCRATIC REPUBLIC OF CONGO

In the last year the We Can campaign, which works to end violence against women and girls, started holding "men's forums" in the Democratic Republic of Congo – a country where two-thirds of women have experienced intimate partner violence.

The first forum was led by Major Joseph Witekeyi, a human rights officer with the country's armed forces. When he started to think about issues of gender equality, Major Witekeyi found himself leading by example – helping his wife with preparing food, or bathing the children. He says: "My family says that my wife must be a witch; that she has a strong magic or power over me so that I do not act as a normal man".

At the forums, men identify and debate the cultural arguments behind gender inequality: for example, whether the payment of a "bride price" means that a man effectively owns his wife as a slave, or is simply a gift to the wife's family. The campaign asks men from the same neighborhood to make a pact that they will together confront neighbors whom they see being violent towards the women of their household.

Currently, the campaign is working in five provinces of the DRC and over 60,000 people have committed to be "change makers", rejecting all forms of violence against women and girls and encouraging those around them to do likewise.



Photo: Petterik Wiggers

OUR WORK ACROSS REGIONS



Photo: Chea Pisey

Impact measurement in Cambodia.

GLOBAL LINK

Through its Global Link unit, Oxfam Novib supports both global and Dutch partner organizations, and we link citizens in the Netherlands with the world. For instance, we lobby the Dutch government on issues such as the post-2015 development agenda, asking it to support the prominent inclusion of inequality, gender justice and violence against women.

On the global level, our partner Center for Economic and Social Rights, has been prominently active in promoting the human rights agenda in the post-2015 development agenda. The UN Special Rapporteur on extreme poverty and human rights acknowledged CESR's contributions in her report concerning the impact on human rights of fiscal and tax policy (June 2014). The publication explicitly connects tax justice and human rights, and frames taxation as a human rights issue. CESR also set up the post-2015 Human Rights Caucus of NGOs, as a space to share strategies, coordinate joint interventions and amplify the human rights voice in post-2015 debates.

We also attach great importance to funding civil society organizations in the Netherlands that promote global citizenship on themes related to our work. A total of € 300,000 was granted in 2014 to five projects working

on the campaign for a fairer food system, informing many people in the Netherlands through a film festival, publications in Dutch media and a Doggy Bag project on food waste. A further € 375,000 was granted to five organizations working on women, peace and security. The Clean Clothes Campaign's Who Runs the World? Girls! campaign, highlighting how young women are fighting for better working conditions in the garment industry in Cambodia and Bangladesh, reached more than 1.4 million Dutch people through Facebook, Twitter, national media and public events and won the support of 17 Dutch clothing brands.

In May 2014, our partner GRAIN, an organization that works to support small farmers, published an in-depth study and database on the concentration of farmland in the world: 'Hungry for Land'. This study documents the increasing concentration of land in the hands of a few large industrial farms. GRAIN concludes that if this trend of land concentration continues, small farmers will not be able to continue to feed the world. The report was published in three languages and has been widely covered by the international press, including The Guardian. Its direct outreach was more than 100,000 people.

E-motive, which links people in the North and South to learn from each other, organized learning exchange visits on the use of antibiotics in dairy farming between two Dutch organizations – NVF Bureau, specialists on herbs and alternative medicine, and Dutch Farm Experience – and two partners in India, Tanuvas and I-AIM. Both the visits of a Dutch delegation to India and an Indian delegation to the Netherlands received much media attention. The aim is to develop this initiative into a wider program on reducing antibiotics use in the dairy sector, also involving Ethiopia and Uganda.

IMPACT MEASUREMENT

Next to more traditional ways of monitoring and evaluating, Oxfam Novib has developed an innovative web based tool for Impact Measurement. We are using the methodology and tools of World Citizen Panel (WCP) to understand the impact of our programs. We use the information for our accountability and learning purposes. Oxfam Novib's programs in Cambodia, for instance, are making a significant difference to people's incomes, disaster preparedness and awareness of violence against women, according to a seven-month research project carried out in 2014 using WCP methodology. The WCP combines quantitative research through impact surveys with qualitative research in the form of "stories of change", and compares the experiences of target groups with a control group. In total, 3,650 people were surveyed.

The WCP also identified where Oxfam Novib's work in Cambodia needs to improve, notably on food security, where the differences between target and control groups were not significant. We are consequently looking into how to provide better agricultural extension services, strengthen saving groups, link producers with markets and improve the mainstreaming of gender issues in livelihood projects.

We also found that while awareness of the violation of land rights has increased and people are more able to file their complaints, thanks to our work, little follow-up action has been observed from the government. On a more positive note, our partners' activities have had a big impact on people's participation in social organizations and civil society has gained more space to operate over the last five years.

The study showed that Oxfam Novib's long-term support has been crucial in enabling several young civil society organizations to become leaders in their sector, a notable example being the human rights organization ADHOC. You can read more on WCP in part 2 of our Annual Review.



Photo: Margriet denninga

WORK IN THE NETHERLANDS



Supporters Moniek and Bram van Nuland visit our projects in Bangladesh.

MARKETING AND FUNDRAISING IN THE NETHERLANDS

Our supporters continue to be generous despite difficult economic circumstances, with the total of € 25.7 million raised in 2014/2015, which is a fair result and one for which we are immensely grateful. Although the result shows a year-on-year fall of 4.8 percent, and is 4.6 percent lower than our target for this year, it does represent a slowing of the decline from the previous year.

A total of 332,265 people supported us financially in 2014-2015 – a stabilization of the total number of supporters compared to last year. Most income comes from private donors, gifts and donations by notarial deed. In this year the income from inheritances and gifts was lower than planned, while income from companies shows a slight growth.

The fundraising team is continually challenging itself to come up with new and creative ideas to keep fundraising levels high in the future, including online channels and ways of generating leads. In the last year we shifted more resources towards deepening engagement with our existing loyal supporters – such as redesigning our customer magazine and inviting supporters to the IDFA film festival in Amsterdam.

We continued to work with corporate partners, including ASN Bank, on sustainable cocoa in Nigeria, and with Nysingh that provides us with in-kind legal support, while pursuing long-term partnerships with additional large corporations. We are also pleased to have increased by 13 percent the number of ambassadors in our business network, “Entrepreneurs for Entrepreneurs”. We now have 801 small and medium-sized enterprises which make a

monthly contribution to support our work to help entrepreneurs in developing countries. In 2014 we arranged for six of these entrepreneur supporters to visit Cambodia to see our work there.

We are grateful once again for the support of the Dutch Postcode Lottery, which again granted Oxfam Novib € 13.5 million euros in 2014 and further announced in February 2015 an additional € 1.5 million euros of support for our “Seeds in Zimbabwe” project. With the Dutch Postcode Lottery’s help, Oxfam Novib will offer a concrete response to expensive and environmentally unfriendly commercial seeds, fertilizers and pesticides in Zimbabwe. We will set up and expand farmers’ field schools, seed banks and seed and food fairs for women farmers. By growing their own food, these women will be able to feed their families again.

ONLINE OUTREACH

The online team has initiated a five-month pilot project to optimize the content of the website and the process of producing the digital newsletter. Early data seems to indicate that our audience is interacting more with our content, which is the first step towards increasing the rate at which people are mobilized to take action or donate funds. Between April 2014 and March 2015 we had 521,481 website visitors. Our estimated daily reach of Facebook and Twitter users was 310,586.

COMMUNICATING ABOUT OUR RESULTS

Our communications work aims to build a strong brand and a sense of loyalty in our supporters by transparently

sharing information about our results to allow people to decide for themselves if our work is effective. This includes inviting donors to see first-hand what difference their donation makes. Last August, physician Moniek van Nuland and her son Bram visited our partner organization SDS in Bangladesh, which works to improve the lives of extremely poor people through livestock, wells, latrines and education. As Bram said, “I was really impressed to see how people living under really bad conditions are still always working on their future.”

Last year we launched a page on our website where we can report on our results throughout the year, rather than only in this annual report. This page – resultaten.oxfamnovib.nl – has had 8,504 visitors this year and will be developed further in the coming year.

In addition, by launching the online platform Atlas, allowing the public to browse our project data and compare it with that of other organizations, we now give a thorough insight in our data and meet the international IATI standard for open data. We believe it is vital to be as transparent as possible with the hundreds of thousands of people who fund our work.

ENGAGING WITH THE FINANCIAL SECTOR

As our Fair Bank Guide concept expands to include new countries and parts of the financial sector (see also Program 1, page 22), we continue to engage specifically with Dutch financial institutions that exert global power – for example, Rabobank is one of the largest investors in agriculture, ABN Amro has some of the world’s biggest investments in cocoa and sugar, and Dutch pension funds invest approximately a trillion euros annually. There is huge potential to leverage these investments for social impact.

Among the advances made last year, seven Dutch banks have formally improved their corporate social responsibility policies covering 16 sectors in all, ranging from transparency in the extractives industry to biodiversity and animal welfare; meanwhile, four large insurance companies have improved their policies covering 55 sectors. Several large Dutch financial institutions have also responded to our lobbying by signing the UNPRI declaration on climate change, including the call to phase out subsidies on fossil fuels.

Following a presentation to the Dutch parliament, the government committed for the first time to enforcing sustainability criteria on banks that carry out financial services for the State. The government further committed to seeking a “covenant” on corporate social responsibility with the banking sector.

BEHIND THE BRANDS CAMPAIGN SCORES FURTHER WINS

The Behind the Brands campaign is only two years old and mobilized more than 700,000 people. Although it is challenging, and difficult to measure its impact given the complexity of the global supply chains it seeks to influence – we do see that companies are starting to address the issues the campaign is raising. In July 2014, for example, after six months of intensive dialogue, Nestlé committed to zero tolerance for land grabbing (see also Program 1, page 21). It was joined in March 2015 by Illovo sugar, the fifth major global company to make this commitment, and the first based in Africa.

This success would have been impossible without the public’s support. 706,000 persons signed our petitions asking companies to change their policies.

The World Cocoa Conference in 2014 included a panel on gender for the first time, with Mars, Nestlé and Mondelez among the companies that have improved their impact assessments and action plans on the issue. Meanwhile, Kellogg and General Mills both committed to a strong climate change policy to reduce agricultural emissions. Climate resilience and mitigation represented two new focal points introduced by the campaign over the last year.

Country teams, including Brazil and Cambodia, are now working on the follow-up implementation with some of the companies targeted by the Behind the Brands campaign and involved in land grab cases. Looking forward, it is important to follow through on monitoring the implementation of company commitments to date, holding companies to account in a transparent manner.

INVOLVING THE PUBLIC IN OUR WORK

As well as the Behind the Brands campaign, last year we engaged the Dutch public through the *Support het Zelfdoen* (Support Doing It Yourself) campaign. A mass media and online campaign encouraged supporters to help people who want to improve their own situation, such as Nigerian cocoa farmer Yusuf Safat, who works with FADU (see page 18). A campaign video, *Dinner in the Park*, reached over 2 million people online.

We also engaged the Dutch public with the help of high-profile ambassadors such as the singer Laura Jansen, who visited partner organizations in South Africa and Zimbabwe as part of her world tour and engaged her many followers on Twitter and Instagram. She said: “It is so wonderful to see that help really ends up where it should be. And that the knowledge and power of local people and groups are being used to make a difference. It was a very inspiring process to see from up close”.

Oxfam Novib ambassador Dolf Jansen, a successful Dutch comedian and presenter, visited our projects on climate, small farmers and land grabbing in Cambodia. He observed: "A lot on the road, a lot of experiences, poverty and hope, lawlessness and resistance, resilience, courage and hundreds of thousands of smiles."

Oxfam Novib was visible in the media this year, with 2,722 mentions, and our numbers for name recognition maintained the same level as last year (82 percent). We have also seen a rise in the percentage of the Dutch public saying that they appreciate our work – in line with a general trend for charities in the Netherlands, but with stronger improvement than many others.

SIMON JELSMAS AWARD

The second Simon Jelsma Award, which is named after our founder and aims to engage young talent in international cooperation, was won in June 2014 by 29 year old Roeland Lelieveld, founder of Afrika Wood Grow. This innovative forestry company is working with a local partner to restore a degraded area to sustainably managed forestry in combination with food production, simultaneously creating jobs in the local community and restoring biodiversity.

Farah Karimi, executive director of Oxfam Novib and one of the four jury members, said: "It was a difficult decision, but decisive was Roeland's innovative, sustainable and inspiring response to the growing global food problem. With his expertise as gardener and entrepreneur he makes the world more sustainable, more fertile and more fair. In doing so Roeland proves that you yourself can make a difference in the challenges facing human kind."

Another way in which we engaged young talent in development is through the Oxfam Novib Academy. As of January 2015, 10 students have started a six-month internship with us. They are guided by committed mentors with a long track record in development, who will coach them through their internship. The academy provides the students with the opportunity to reflect and connect with their colleagues, fellow students and representatives of peer organizations.

FESTIVALS ATTRACT NEW SUPPORTERS

Throughout 2014-2015 Oxfam Novib was visible at the major Dutch festivals: Pinkpop, North Sea Jazz Festival, Lowlands and the International Documentary Film Festival (IDFA). Naomi Klein was invited to give a lecture at IDFA; the theatre was sold out. We also held a new mini-festival in Amsterdam, EATTHIS!, related to World

Food Day. This attracted more than 500 visitors and led to 142 new subscribers to our newsletter.

Our main goal at Pinkpop was to raise awareness and new supporters for our Behind the Brands campaign (see page 47). Before the festival, we gathered 4,481 new email addresses from people who want to stay informed on our campaigns, and more than 3,000 new likes on our Facebook page through an online competition to win free tickets. At the festival itself, a team of ten volunteers collected a further 3,661 email addresses, while 22,000 drinks were sold at our Fair Coffee Bar and 175 people made donations.

A NEW PLATFORM FOR DIGITAL CAMPAIGNING

In line with the ambition in the Oxfam Strategic Plan to become a Worldwide Influencing Network, in October 2014 we launched a new digital platform, act.oxfam.org, to facilitate digital campaigning activities on issues, including inequality and food. The platform is currently being rolled out to country offices and partners. As shown by the graphic, the tool has had an impressive impact in its first six months.

OUR IMPACT IN 6 MONTH

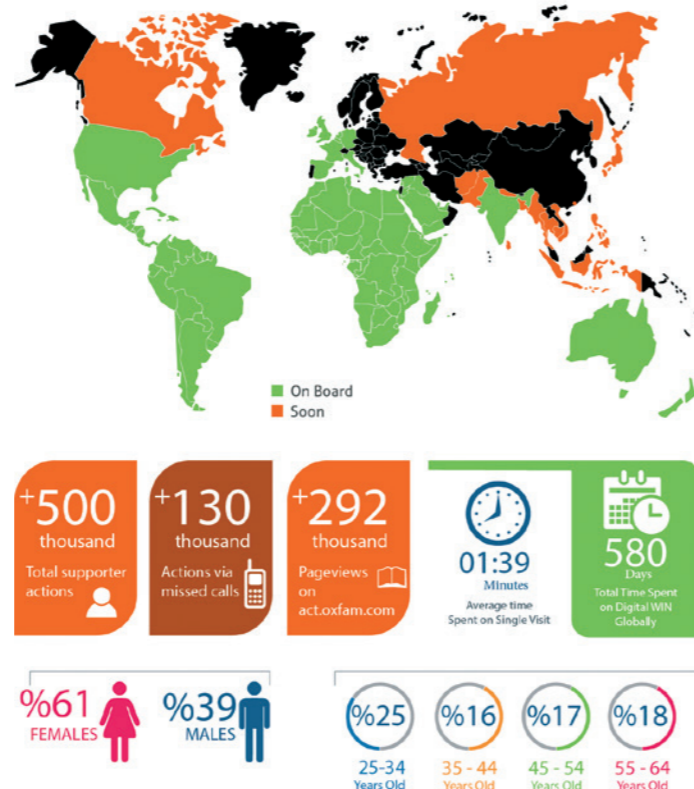


Photo: James Akana

FINANCIAL SUMMARY

The detailed Financial Statements 2014-15 can be downloaded from our website www.oxfamnovib.nl

CONSOLIDATED BALANCE SHEET AT 31 MARCH

Amounts in thousands of euros

ASSETS	2015-3-31	2014-3-31
Tangible fixed assets	9,954	10,714
Financial fixed assets	42,431	40,085
Inventories	52	65
Receivables from governments		
- long-term	3,270	5,144
- short-term	5,208	6,052
	8,478	11,196
Receivables	18,079	16,046
Cash and cash equivalents	104,358	97,924
Total	183,352	176,031
LIABILITIES		
Reserves and funds		
- Reserves		
contingency reserve	16,935	14,301
earmarked reserves	59,069	41,302
	76,004	55,603
- Funds	32,956	38,891
	108,960	94,494
Provisions	6,938	2,524
Debts:		
- long-term	3,026	217
- short-term	10,815	11,467
- prepayments from governments	5,798	17,127
	19,638	28,811
Project liabilities:		
- long-term	5,509	8,886
- short-term	42,307	41,316
	47,816	50,202
Total	183,352	176,031

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of euros

INCOME	FINANCIAL STATEMENT 2014-15	BUDGET 2014-15	FINANCIAL STATEMENT 2013-14
	12 months	12 months	15 months
Income from direct fundraising	30,072	33,589	35,660
Revenues from third-party campaigns	17,840	15,818	23,033
Government grants - co-financing	84,486	80,019	88,682
Government grants - other	52,644	74,825	53,094
Income from interest	3,011	3,022	4,164
Other income	5,378	2,701	2,222
TOTAL INCOME	193,431	209,974	206,855
EXPENDITURE			
Expenditure on goal of 'structural poverty alleviation'			
Projects and programs	126,969	155,663	142,769
Lobbying and advocacy by partner organizations	19,725	19,484	22,341
Lobbying and advocacy by Oxfam Novib	5,783	5,044	7,152
Support provided to partner organizations	4,888	3,513	4,991
Popular campaigning	5,472	4,757	5,969
Public information and marketing	5,452	5,697	5,769
	168,289	194,158	188,990
Costs of generating income			
Costs of direct fundraising	6,283	6,510	6,671
Expenditure on third-party campaigns	305	507	475
Costs of securing government grants	1,636	2,845	1,722
	8,224	9,862	8,868
Management and administration			
Management and administration costs	2,452	2,688	3,388
TOTAL EXPENDITURE	178,965	206,708	201,246
NET RESULT	14,466	3,266	5,609
Expenditure on goals - not reflected in statement of income and expenditure			
Loans and guarantees disbursed	7,784	14,142	17,547
Loans and guarantees instalments	12,282	14,176	21,399
Oxfam Novib Impact Investment	0	6,950	0
Triple Jump Innovation Fund	2,816	4,005	1,322
APPROPRIATION OF NET RESULT			
Added / charged to: earmarked reserves	10,983	-8,773	8,161
Added / charged to: earmarked funds	-5,937	10,021	-4,034
Added / charged to: projects reserve	6,784	718	145
Added / charged to: contingency reserve	2,636	1,300	1,337
NET RESULT	14,466	3,266	5,609

EXPENDITURE ALLOCATION

Amounts in thousands of euros

	GOAL OF STRUCTURAL POVERTY ALLEVIATION						COSTS OF GENERATING INCOME				MANAGEMENT AND ADMINISTRATION	TOTAL		
	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	Direct fundraising	Third-party campaigns	Government grants		Financial statements 2014-15	Budget 2014-15	Financial statements 2013-14	
Grants and contributions	79,681	13,296	-	-	2,638	-	-	-	-	-	95,615	148,669	124,136	
Fees and other payments	-	-	2,074	-	-	-	-	-	-	-	2,074	1,918	2,718	
Outsourced work	853	142	-	-	-	-	-	-	-	-	995	1,451	1,359	
Publicity, communication, other	275	24	1,039	-	952	4,011	4,927	228	-	167	11,623	16,618	14,284	
Staff costs	19,992	2,827	2,056	2,960	1,449	1,121	1,036	45	1,030	1,491	34,008	24,584	37,632	
Provision reorganization	4,017	538	81	259	58	44	43	5	80	109	5,232	-	-	
Housing costs	423	40	32	90	22	14	16	1	31	35	703	923	1,022	
Office and general expenses	20,492	2,742	413	1,320	294	223	219	23	407	555	26,688	10,729	17,669	
Depreciation	1,235	117	88	260	60	39	43	3	88	96	2,028	1,814	2,425	
TOTAL	126,969	19,725	5,783	4,888	5,472	5,452	6,283	305	1,636	2,452	178,965	206,704	201,245	



TdR/AH5610

INDEPENDENT AUDITOR'S REPORT

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

REPORT ON SUMMARY FINANCIAL STATEMENTS

The accompanying summary financial statements of Stichting Oxfam Novib, The Hague, which comprise the consolidated balance sheet as at 31 March 2015, the consolidated statement of income and expenditure for the period 1 April 2014 to 31 March 2015, are derived from the audited financial statements of Stichting Oxfam Novib for the year then ended. We expressed an unqualified audit opinion on those financial statements in our report dated 6 July 2015. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Stichting Oxfam Novib.

MANAGEMENT'S RESPONSIBILITY

Management is responsible for the preparation of a summary of the audited financial statements in accordance with the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board and with the policy rules application Wet normering bezoldiging topfunctionarissen publieke en semi-publieke sector (WNT).

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the condensed financial statements and the related explanatory notes based on our procedures, which is conducted in accordance with Dutch Law including the Dutch Standard 810 "Engagements to report on summary financial statements".

OPINION

In our opinion, the summary financial statements derived from the audited financial statements of Stichting Oxfam Novib as at 31 March 2015, and of its result for the period from 1 April 2014 to 31 March 2015 are consistent, in all material aspects, with those financial statements, in accordance with the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board and policy rules application WNT.

Amsterdam, 14 July 2015

MAZARS PAARDEKOOPER HOFFMAN N.V.

Original has been signed by: P.J. Steman RA MBA

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Lay-out
Marl Point

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