



ANNUAL PLAN

2014/2015



OXFAM
Novib

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INTRODUCTION

We find ourselves at a critical juncture. The world is changing fast, and new innovations in technology and business models present us with opportunities.

Yet inequalities are growing, wealth is becoming more concentrated and pressure is increasing on both the poor and middle classes. Oxfam's discussion paper 'Working for the Few' showed that the world's 85 richest people own as much as its poorest half, and argued that inequality is "impacting social stability within countries and threatening security on a global scale". Oxfam's paper was received successfully, with 90 million hits on Google and reactions by world leaders including Ban Ki Moon, Christine Lagarde and Jim Yong Kim.

The World Economic Forum's 'Outlook on the Global Agenda 2014' struck a similar note, ranking widening income disparities as the second greatest worldwide risk in the coming 12-to-18 months.

In the Millennium Declaration, world leaders stated that all men, women and children have the right to a life of dignity, free from hunger and fear of violence, repression and injustice. However, 57% of all people live in countries where basic human rights and political freedom are limited, according to the Civicus '2013 State of Civil Society' report. In many developing countries, as our colleagues in country offices notice daily, space for civil society is decreasing. Governments impose more and more crushing laws and policies constraining civil society organisations and prosecuting human rights activists.

Many local partners stress the importance of direct support – both financial and moral – from international NGOs such as ourselves. Our support includes long-term investment, building their capacity and, where possible, organising political backing. Through the examples of Gandhi, Martin Luther King, Nelson Mandela and many others, history shows that hardline power structures including authoritarian politics, extreme economic inequality and corruption can be overcome by peaceful means. The values of

freedom, equality and solidarity inspire rigorous resistance that can, with courage, move mountains.

Oxfam Novib has years of experience supporting and strengthening civil society and raising the voices of the marginalised. We seek continuously to learn and to improve the quality and efficiency of our work, placing a high value on feedback from partner organisations and social movements in poor countries. This helps us to understand how and why our support is valued and how we can improve it. We believe that empowered citizens are the driving force behind change, so we place people power at the centre of our work. Above all, we aim to help people to help themselves so they can find their own road to sustainable development. Helping to build strong and impactful civil society organisations and social movements is our most important task. However, their impact will be sustainable only if we also constructively challenge the attitudes, beliefs and global political structures that underlie social and economic inequality and unequal power relations. Change needs to happen at all levels, including in rich countries such as the Netherlands. Governments, international

organisations, individuals and the private sector are all accountable for the consequences their policies and practices have on global sustainable development and equality. We have seen some great examples of holding the private sector accountable in our Behind the Brands campaign: we convinced food and beverage giants Nestlé, Mars and Mondelez to improve the position of women in their supply chains, while Coca-Cola promised to ban land-grabs.

Oxfam Novib implements its five programmes (right to sustainable livelihoods, right to basic social services, right to life and security, right to social and political participation and right to an identity: gender justice) in 28 countries, and in a global programme which addresses issues related to global governance, global public goods and power relations between global actors. Due to the optimism and tireless efforts of our staff and partner organisations, together our activities reached more than 11.5 million people in 2012. Some of our results have been achieved with the active support of 130,000 people in the Netherlands who backed our campaign demands or worked as volunteers.

Within the framework of our corporate plan 2011-2015: Fair Future for All, our country offices and The Hague office have developed annual plans for 2014. Together they provide guidance on the implementation of our work, the monitoring of results, and how to deal with new challenges. This Annual Plan 2014 presents the highlights of these plans and is intended to inform you about key priorities for our organisation in 2014.

We are part of the Oxfam Confederation and the IMPACT alliance, and in implementing our programmes we co-operate with other international organisations, with businesses and knowledge centres in the Netherlands and in developing countries. Above all we work together with our many partner organisations in developing countries and at the regional and global levels.

In order to increase the impact of our work in tackling the root causes of poverty and injustice, and in empowering marginalised people, Oxfam Novib is also changing itself. We intensified our collaboration within the Oxfam confederation and fully transitioned to the single management structure (SMS).

In this structure, one Oxfam affiliate in each country leads, as managing affiliate, a consortium of a maximum of four independent affiliates, which implement their programmes based on a joint country analysis and strategy.

Oxfam Novib has finalised the decentralisation of our International Department. Because of the unstable political environment, registration issues or cost efficiency, the remaining countries are managed either from neighbouring country offices (Somalia, South Sudan, Algeria, Libya, Morocco and Myanmar) or from The Hague (Yemen, Egypt, Sudan and Zimbabwe).

The country analysis and strategies, all new programmes and all the work of the Oxfam confederation are guided by the Oxfam Strategic Plan 2013-2019 (OSP), 'The Power of People against Poverty', which was adopted in March 2013. They will contribute to realising the OSP's external change goals, with extra attention to the issues of inequality, resilience, youth and urban areas. Also in line with the OSP's ambitions, we are striving to further harmonise all back office functions such as ICT, HR and

PMEAL (Planning, Monitoring, Evaluation, Accountability and Learning) within Oxfam. In 2013 Oxfam Novib carried out a midterm review to assess progress on our current Corporate Plan 2011-2015 and to consider implications of the Oxfam Strategic Plan for 2013-2019. The review showed that we must improve in how we tell our story, in development and implementation of programmes, and in the acquisition of additional income. We regularly conduct quality reviews at country level as part of continuous assessment and dialogue on the quality of our work.

Results of the midterm review and various quality reviews led to plans for an investment process towards 2020: The Future Starts Now. This process will enable us to develop and raise funds for excellent quality programmes, with an eye sharply focused on results, impact and accountability.

With its vision for 2016-2020, Oxfam Novib has made significant steps towards becoming a stronger and more influential organisation. The coming year will be exciting and we are confident that we have the right

people and ambition to make much progress, both as Oxfam Novib and Oxfam as a whole. Above all, we hope that this year we will once again be able to celebrate the good work we are doing in building a just world without poverty.



Farah Karimi
Executive Director
April 2014



MISSION AND APPROACHES

Justice for All

Oxfam Novib has worked to fulfil its mission of realising a just world, without poverty since 1956. Our work is based on human rights. We believe that every human being – man or woman, wherever they are born in the world – has fundamental and inalienable rights, and that poverty and exclusion are a denial of these rights. In striving for a just world without poverty, Oxfam Novib works for social change and a sustainable change in power relations. Change will happen when the poor, the oppressed and the excluded mobilise and organise themselves to claim and defend their rights (empowerment); when government, civil society organisations, the private sector and international institutions develop pro-poor and inclusive development strategies, policies and practices and are held accountable to uphold them (accountability); and when the position and rights of women are taken into consideration and women can effectively become agents of change (gender justice).

Co-operation is at the core of our ways of working and is an essential part of Oxfam Novib's identity. We co-operate with a large number of partners and allies: we are part of the Oxfam Confederation¹ and the IMPACT² alliance, we collaborate with other international organisations and we co-operate with businesses and knowledge centres both in the Netherlands and globally. Above all, we work together with our partner organisations to finance and support activities aimed at addressing inequalities and injustice in social and economic development. We do this by facilitating capacity building to enable them to better serve their communities, and by supporting their lobby and advocacy strategies at local, national and global levels. At the same time, Oxfam Novib – often in collaboration with other Oxfams – advocates for governments, the private sector and other agencies to influence public and private policies and practices so they have a positive and lasting impact on the lives of people living in poverty.

Oxfam has demonstrated across the globe that it is an agent of change – enabling people to transform their lives and their

communities. We have done so by steadily and surely growing into a more global and diverse network. In the Oxfam confederation our co-operation has been intensified through SMS (single Oxfam management structures at country level), GROW (Oxfam's campaign to ensure food security now and in the future) and investing in a joint Oxfam global identity. We also collaborate in our humanitarian work and on corporate issues such as human resources and information technology. We feel that strong collaboration within Oxfam is the best way to reach our goals effectively and efficiently – both within the Netherlands and internationally, as reflected in the OSP.

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- 1** The Oxfam Confederation consists of 17 independent member organisations: Oxfam Great Britain, Oxfam Canada, Oxfam America, Oxfam Belgium, Oxfam Germany, Oxfam Australia, Oxfam Hong Kong, Oxfam Japan, Oxfam Italy, Oxfam Mexico, Oxfam India, Oxfam Intermon (Spain), Oxfam Quebec, Oxfam Ireland, Oxfam New Zealand, Oxfam France, Oxfam Novib.
 - 2** The IMPACT alliance is formed by SOMO, HIRDA, 1%CLUB, Butterfly Works and Oxfam Novib. These five complementary organisations share expertise for the benefit of our programmes and work together through joint strategies, innovation projects and mutual learning agendas.



PRIORITIES FOR 2014

PROGRAMMES

Oxfam Novib's work is organised into five programmes based on five fundamental rights:

- the Right to Sustainable Livelihood (economic and environmental equity, and sustainable livelihoods for future generations);
- the Right to Basic Social Services³ (equitable access to basic health care and education);
- the Right to Life and Security (equitable provision of protection, relief and rehabilitation);
- the Right to Social and Political Participation (equitable participation in political, economic and social policy-making and decisions);
- the Right to an Identity⁴ (equity in gender and diversity).

We have set specific targets and measurable outcome indicators for each of the programmes and for each country or cluster of countries. We have elaborated our strategic goals in specific country and global strategies. To provide an even stronger focus to our programmatic work, we have identified

thematic priorities for each of our programmes: the struggle for land, food and water; fair markets and financial systems; quality education; conflict transformation; access to information; and women's bodily integrity.

For details on the five programmes in 2014, see [annex 1 >](#).

In each of the goals, we invest in developing and implementing quality programmes. We ensure quality and – most importantly – real impact on people's lives through continuous attention to capacity building, gender mainstreaming, monitoring, evaluation and learning, and impact measurement.

PROGRAMMATIC APPROACH

We define a programme as a set of strategically-aligned, mutually-reinforcing interventions that contribute to sustained positive impact on poor people's lives. Programmes should be influential, innovative, accountable, adaptive, allied, relevant and cost efficient. In 2014-2015 we will strengthen our programmatic approach to further enhance the quality of our

programmes, with attention to results, impact, accountability and our ability to raise funds. A quality programme is based on continuous learning, strong alliances and mobilising people. We will be building both our own and partners' capacities in quality programme development, implementation and management.

CAPACITY BUILDING OF PARTNERS: STRENGTHENING CIVIL SOCIETY

We continue to invest in building the capacity of civil society organisations and in some cases local governments. Oxfam's greatest power is our ability to influence. As we save lives in emergencies, support long-term development, or change global policies, Oxfam is best when we combine work on the ground with our capacity to listen to and project the concerns of vulnerable people. In the OSP we therefore emphasised our ambition to create a Worldwide Influencing Network (WIN). This means that we will pay extra attention to the ability of poor people, donors, supporters and the greater public to raise their voice against the injustice of poverty. Embedding our WIN ambitions in our programmes is a priority for 2014, as is

building the lobby and advocacy capacity of staff and partners.

A major area of support will be in humanitarian assistance and disaster risk reduction (DRR), to strengthen the implementation of humanitarian programmes and programmes that address resilience and reduce vulnerability. We will also support our partners in Monitoring, Evaluation and Learning (MEL) and financial management, anticipating the more comprehensive demands of other institutional donors.

We regularly jointly assess the capacity of our partners, and improve dialogue on capacity development priorities, by using the 5C tool. This assesses: Capability to balance diversity and coherence; Capability to adapt and self-renew; Capability to relate and to attract resources and support; Capability to commit and engage; and Capability to carry out technical service delivery and logistical tasks.

GENDER MAINSTREAMING

Oxfam Novib's work is based on the understanding that gender inequality is unacceptable, a violation of human rights

for women and an obstacle to sustainable development. Gender justice is essential to achieving a world without poverty and injustice. By ensuring that gender is an integral element in the design, implementation, monitoring and evaluation of all policies and programmes, Oxfam Novib seeks to change power structures that perpetuate existing unequal power relations between women and men. Change will happen when both men and women can embrace inclusive practices that enable them to reach their full potential in society; when gender-based violence is rejected by society, and women and girls can decide over their own bodies; when women have the opportunity to organise themselves and become leaders in their communities; and when both women and men can equally participate in decision-making.

In our gender mainstreaming work, we will prioritise in 2014 the integration of gender power analysis and gender assessment for strategic partnership as two key elements of quality programme design and implementation. Oxfam Novib will also continue to implement programmes geared

at women's empowerment such as Women, Peace and Security programmes MENA (Middle East and Northern Africa) and Horn of Africa regions) and the Women's Empowerment Mainstreaming and Networking for Gender Justice and Economic Development (WEMAN) programme (Uganda and Rwanda, and in initial phase in other countries). Oxfam Novib is actively participating in Oxfam's Knowledge Hub on Violence against Women and Girls and Women's Economic Empowerment.

MEL AND IMPACT MEASUREMENT

Oxfam has a strong commitment to capture and communicate the effectiveness of its work. Monitoring and evaluation are a critical part of everyday programme management, helping us learn what does and does not work in our efforts to overcome poverty and suffering and to adapt programmes accordingly. The processes and products of monitoring and evaluation also strengthen accountability and transparency, ultimately helping Oxfam to maximise the effectiveness of our interventions.

Ensuring accountability to donors, partners and beneficiaries is important not only while

implementing programmes but also in the strategic planning phase and evaluation of projects and programmes. The information that Oxfam gains through MEL processes demonstrates Oxfam's added value and success in overcoming challenges, and often provides us with evidence to advocate for change on a larger scale.

Responding to the demand for an effective, reliable and affordable way to measure the effect of development interventions, Oxfam Novib has created an impact measurement system for its work in collaboration with a number of partners from different countries. The impact measurement system, World Citizens Panel (WCP), includes a set of impact indicators, a toolkit and tools to conduct surveys among a sample of project participants, using online and offline (Android app) applications for data entry and statistical reporting. In 2014, it will be expanded to at least six other countries.

In addition, Oxfam Novib will pay special attention to expanding our work on the Worldwide Influencing Network (WIN), thematic knowledge hubs, private sector

(via our new Business for Development Bureau) and social accountability.

WORLDWIDE INFLUENCING NETWORK

An expression of Oxfam's 'enabling' role, the proposed Worldwide Influencing Network (WIN) aims to drive our shared agenda more powerfully within the broader global movement for change. It marks a trend towards working more on influencing authorities and the powerful, and less on delivering the services for which duty-bearers are responsible.

WIN is a major organisational shift requiring changes in ways of working from staff across the Oxfam confederation. It is broader than public campaigning and advocacy and includes programming and the work of partners as well as Oxfam affiliates. It may vary in approach according to country context and may occur at different levels within a country. As such, it is applicable in all countries in which Oxfam programmes, although it will look different according to the context.

For the coming two years we have identified three priorities:

- 1 National level influencing:** Achieve a step change in achieving national change by supporting country teams to develop the capacity and resources necessary to deliver influencing strategies to increase impact at scale.
- 2 Digital mobilising:** Oxfam seeks to grow our influencing impact and the impact of our partners, allies, the networks we work with and those that will be the future agents of change. To do this we need to increase our scale and reach by building our digital and campaigning capacity within a global network of local and national actors.
- 3 Directional leadership:** Position Oxfam as a thought leader on poverty, social and gender justice and sustainability by improving the use of internal and external evidence, the systematisation of empirical and conceptual analysis and active engagement in public debates.

OXFAM KNOWLEDGE HUB GOVERNANCE AND CITIZENSHIP

In 2014, Oxfam Novib will take the lead in developing an Oxfam Knowledge Hub on Governance and Citizenship (KHGC). The goal of the Hub is to create greater impact of Oxfam's programmes and projects through an increase in resources, capacity and coherence for governance- and citizenship-related interventions. Among other things, the KHGC will ensure that existing practices are brought together and used to inform and build new quality programmes.

PRIVATE SECTOR

Many multinational companies are becoming more open to revising their core business and taking a positive role in social change. It is time to engage more intensively at global and country level to support those who are willing to do so – while also holding them, and their less willing peers, accountable for their actions. Oxfam Novib has a long tradition of engaging critically and constructively with the private sector, and in the past year we have revisited our private sector strategy to reposition ourselves strategically in this changing reality. Our recent focus has been

on large multinational companies operating in specific value chains in the food and beverage sector, such as coffee, cocoa, shrimps and palm oil. Our Behind the Brands campaign convinced food and beverage giants Nestlé, Mars and Mondelez to reconsider their policies and improve the position of women in their supply chains, while Coca Cola has also promised to ban land-grabs.

Another important component of our work is cooperation with SMEs (small and medium-size enterprises). In the coming years, Oxfam Novib will engage with SMEs more directly to support their role in creating sustainable employment and marketing products and services that benefit small scale farmers, women and other marginalised groups. Oxfam Novib will pilot in three countries (Vietnam, Nigeria and Uganda) an initiative called Impact Investment which will provide socially-oriented SMEs with capital (loans and equity), business development services and support in measuring the social impact of their operations. This initiative will be implemented by a new bureau in Oxfam Novib, Business for Development (B4D).

OTHER INNOVATIVE PROJECTS

The launch of the B4D unit demonstrates that Oxfam Novib continues to innovate and take risks. We also make sure that learning and experiences from innovations are collected, disseminated and used in policy and strategy development. Further innovations to be implemented in 2014 include:

SEEDS GROW

Oxfam Novib signed a contract with the Swedish International Development Agency (Sida) to implement an ambitious five year plan. The Seeds GROW project encompasses two important initiatives – a seeds biodiversity and food security programme, and our GROW campaign, with special attention on the Food and Climate Justice campaign. Both are part of Oxfam Novib's broader Sustainable Livelihoods programme and have a global outreach, spanning a total of 13 countries in collaboration with ten partner organisations.

CASH DISTRIBUTIONS IN SOMALIA

To mitigate aid diversion in our Right to Life and Security programme, Oxfam has decided to deliver cash through private sector partners such as money transfer companies

and use of modern technology such as mobile transfers. To further ensure accountability, a toll-free telephone number has been shared with communities to enable beneficiaries to give feedback and complaints on project implementation directly to Oxfam.

WATER GOVERNANCE IN THE MEKONG AND PAKISTAN

Initiated in 2013, Oxfam's Mekong Water Governance Programme collaborates with regional partners and networks such as the Save the Mekong Network, WWF Greater Mekong Programme Office, International Rivers and Mekong Watch as well as other partners in Cambodia, Lao, Myanmar and Vietnam to support women and men in rural communities in the lower Mekong and Salween watersheds to influence the structures and processes that determine their access to natural resources. Oxfam aims to promote dialogue, build trust and increase transparency by co-ordinating support to, and space for, civil society and regional financial and governmental institutions to engage constructively with each other. Primary targets include the Mekong River Commission, the Asian Development Bank, ASEAN and commercial banks.

In Pakistan, Oxfam Novib works in close cooperation with corporate sector and government structures in the Water Governance Programme. The ultimate aim is for provincial governments to adopt sustainable water management models or influence the private sector to commercialise water technologies and services in a manner affordable and accessible for low-income households. To ensure responsiveness of the private sector and state actors to the proposed interventions, Oxfam has involved partners from the start through stakeholder mapping and multi-stakeholder consultation. We will continue the process this year with the co-development of concrete interventions, and cooperate with partners and communities to implement direct action to improve water productivity for sustainable agricultural livelihoods.

CRAFT

Oxfam Novib has developed a project on fair taxation in Egypt, Uganda, Nigeria, Bangladesh, Senegal, Mali and Ghana. The Capacity for Research and Advocacy for Fair Taxation (CRAFT) project supports a growing global movement for tax justice, whereby

those who have the most contribute more. CRAFT aims to contribute to pro-poor tax systems, more transparent and accountable fiscal policies and eventually the creation of more democratic states. The project strengthens civil society through training, action research, policy advocacy, civic education and global alliance building. It has built the capacity of up to 100 CSOs in more than ten countries to undertake a monitoring, watchdog and advocacy role to promote progressive tax reforms.

WIN DIGITAL

As part of Oxfam's ambition to become an actor in change within the Worldwide Influencing Network, we will invest in becoming a centre of expertise on digital influencing. We will build a digital influencing platform that facilitates alliance building and fast, flexible campaigning on local as well as global levels through integrated digital tools that all country offices, partners and other stakeholders can access. We will assist in building digital influencing expertise among country office colleagues and partners and explore influencing opportunities within the Worldwide Influencing Network.

AMAL

AMAL is a multi-country programme aiming to promote active participation and leadership of women in the Middle East and North Africa (MENA) region. It supports women to formulate their needs and priorities and ensure they are reflected in socio-economic policies and practices affecting them at all levels. The programme is implemented in the Occupied Palestinian Territory (OPT), Morocco, Tunisia and Yemen. It has set up an innovation fund to promote and facilitate the transfer of new and innovative approaches to women's political participation and transformative leadership – particularly around advocacy and campaigning – both within country programmes and beyond. The fund aims to research and pilot new methodologies, develop new components of the programme and extend grants to new women and youth organisations and groups in the MENA region.

CAMPAIGNS

Oxfam Novib continues to conduct and contribute to innovative and creative campaigns that expand and raise awareness of a strong and influential global movement against poverty and injustice.

In 2014, Oxfam Novib will actively contribute to three broad Oxfam campaigns: GROW, Tax Justice, and Rights in Crisis. As part of Tax Justice, a new inequality campaign will take shape in 2014.

The GROW campaign is the biggest cross-Oxfam campaign and focuses this year on demonstrating the relationship between food and climate change. It will encourage people to change their own behaviours and use their collective power to demand that politicians and companies help to mend the broken food system and support small scale farmers. The Behind the Brands campaign, another component of GROW, will investigate concrete ways in which the food and beverage sector can address climate change. Oxfam Novib is co-leading the design of the Food and Climate Justice Campaign – working with a variety of

partners in different countries, linking local to global, and providing support and co-creation of national campaigns with national alliances, for example in Niger and Pakistan.

Land rights remain an important element of the GROW campaign. Oxfam Novib is perceived as a credible champion of land rights and opponent of land grab not only by supporters, but also by the government and the financial sector, who have been open to engage with us. We will continue to engage with the Dutch government on land rights in 2014, when we will take the lead on developing a global, multi-country programme on land rights with other Oxfams and allies.

The Dutch Fair Tax campaign will also be launched in 2014. The first phase will be focused on informing new and existing supporters about unjust tax systems and their relationship with worldwide inequality. This Dutch campaign will join the International Inequality Tax campaign, with media activities and calls on customers to pressure their banks and insurance companies to improve their practices, drawing on the resources the Fair Bank Guide and Fair Insurance Guide.

We will also carry on our ongoing lobby and advocacy focused on Dutch commercial banks to encourage corporate social responsibility policies both within their own direct bank loans and in their wider portfolios. Both Oxfam Novib and our IMPACT alliance partner SOMO pursue a constructive dialogue with banking groups geared to enhancing the sustainability of their investment policies.

The Oxfam 'Rights in Crisis' campaign focuses on aid funding, effective humanitarian response and political solutions to ongoing conflicts. The crisis in Syria remains a key issue. Meanwhile, the African Conflicts campaign is working on gender justice and security (protection and peace building) and the "Africans Act 4 Africa" mobilisation project. The African Conflicts campaign focuses on Sudan, South Sudan, Somalia and DRC with a thematic focus on gender, peace and security including UN peacekeeping/ integrated missions mandates. The campaign on women's rights in Afghanistan, including policing reform, peace process and aid and accountability, will remain high on our agenda.

HUMANITARIAN WORK

In 2014, Oxfam Novib's Humanitarian Bureau will continue to support Oxfam Novib country offices to be prepared for and respond to humanitarian crises in a timely and effective manner and on an appropriate scale, with a focus on strengthening local partners' capacity to respond. In the countries where Oxfam Novib is Oxfam's lead affiliate for humanitarian response, we will invest in further strengthening our capacity where necessary. The Humanitarian Advisory Team and Rapid Deployment Team will complement each other in their support to country teams to deliver rapid scale up and technically sound and strategic humanitarian emergency responses in line with Oxfam quality standards. Oxfam Novib's local partners are at the centre of each emergency response and will be guided and supported and their capacity built as required.

The Humanitarian Bureau manages the Oxfam Novib Catastrophe Fund (Cat Fund) and makes funds available to enable country offices to respond quickly to needs. The bureau will also support country offices by rolling out concrete quality standards for programming, which will be conducive for successful fundraising. The Humanitarian Bureau monitors and supports countries' preparedness to respond to disasters and conflicts, by ensuring humanitarian strategies (as part of their Joint Country Actor Strategy) and accurate and meaningful contingency plans are up to date. Together with the Knowledge and Programme Management Bureau, guidelines on resilience programming will be developed to help countries design integrated programmes that link food security, disaster risk reduction and humanitarian assistance, and address structural causes of vulnerability.

In our programming we will capitalise on the experience built up in conflict transformation. DRC, Burundi, Rwanda, the Great Lakes Region, Zimbabwe, Myanmar, OPT/I, Somalia, Afghanistan and Pakistan have all undergone

a solid joint conflict analysis in the past year. 2014 is about further developing the conflict transformation strategies and translating them into comprehensive programmes. Moreover, SOMO and Oxfam Novib plan to cooperate further on conflict sensitive investments and are working together on the Citizen's First programme in Pakistan, which aims at improving human security by engaging the private sector to become accountable. HIRDA, Oxfam Novib and Oxfam Great Britain will jointly implement the post-conflict reconstruction programme developed for Somalia (funded by the Ministry of Foreign Affairs).

INTERNAL ORGANISATION

THE FUTURE STARTS NOW

The 'Future Starts Now' project was launched in 2013 to prepare Oxfam Novib for a future in a strong and interlinked Oxfam with priorities set by Oxfam's new strategic plan, and without the current co-financing system of the Dutch government. With this project we are temporarily investing in strengthening our programmatic approach, telling our story, adapting systems and procedures to programmatic working, and initiatives that strengthen the WIN (Worldwide Influencing Network). The goal is to enable country offices and bureaus in The Hague to make the switch to a programmatic working in 2014 and 2015, raise income from institutional fundraising and put into practice our WIN plan.

'The Future Starts Now' deliberately keeps our ambitions high. By 2016 we strive to be an organisation that develops and implements high quality programmes with secured diverse funding sources.

OXFAM 2020

'Oxfam 2020' is the roadmap that sets the longer-term goal for the Oxfam Confederation. The Oxfam 2020 initiative addresses the decisions the Executive Directors took last year to expand the number of southern Oxfam affiliates, revise the structure of country offices, define global programmes and campaigns, improve knowledge management and programme support and set up shared back office functions. The consequences of Oxfam 2020 for Oxfam Novib was discussed in March 2014, in the Executive Directors' meeting in Boston.

At the moment it is clear that, considering our obligations in the financial year 2014-2015, we must focus all our attention on the development, implementation and accountability of quality programmes. Irrespective of whatever structural changes are awaiting us, quality programmes are Oxfam Novib's best contribution to the confederation's work.

IMPROVING SYSTEMS AND PROCEDURES (ENABLING ENVIRONMENT)

In 2014 we will be making extra investments in the quality of our systems, in particular in the project browser Atlas and the HR Success Factors system. We therefore expect to see clear progress in the accessibility of information, opportunities for learning, and possibilities for linking with colleagues.

OPEN DATA

We are in an advanced stage of negotiations with the International Aid Transparency Initiative (IATI) on publishing our data in line with their standards. This is scheduled to be realised in April 2014. We expect this to result in improvements in the accessibility of information, and opportunities for learning and linking with colleagues. Transparency is high on our agenda and we are proud that Oxfam Novib was, for the second year in row, awarded the transparency price for its innovative annual report.

PUBLIC POSITIONING IN THE NETHERLANDS

The post-2015 (MDG) process is important for our crosscutting corporate advocacy. Our objective is to support Oxfam's advocacy for a target on economic inequality, linking this to the need for reducing gender inequality. We will engage with private sector allies on a joint and balanced approach to the post-2015 agenda. We also aim to secure the quality of Dutch aid (including the definition of aid), by influencing the strategic partnership criteria, as well as the criteria for the Dutch Good Growth Fund and Budget for International Security.

Building on the successes of the Eerlijke Bankwijzer (Fair Bank Guide) and Behind the Brands, we will continue our advocacy towards the financial sector and the food and beverage industries. We will lead Oxfam's Behind the Brands campaign, aiming for the food and beverage companies to deliver on the promises they have made thus far, while also announcing steps to improve their mitigation policies, as a result of the

mitigation campaign spike planned for spring 2014.

The wider GROW campaign includes our advocacy on food and climate justice, the focus of Oxfam's GROW campaign in the coming years. Our objective is to support and strengthen national campaigns in Niger and Pakistan, build regional and local-to-global linkages, and advocate for improved mitigation and adaptation policies at the global level. We will follow through on our bio fuels advocacy towards the Dutch government and EU. We will also continue leading Oxfam's land advocacy, aiming for the RSPO, World Bank and Commission on Food Security to improve their policies and practice.

In the autumn, Oxfam will run a public campaign on tax justice. Our objective is to increase our capacity to help shape Oxfam's new inequality agenda, and in particular to contribute to Oxfam's tax justice advocacy objectives: achieving fairer and more accountable taxation systems in a number of poor countries; avoiding harmful tax competition; and preventing tax avoidance

that sucks money out of the poorest country's budgets, undermining investment in health and education. An important role for us will be to link national level advocacy (CRAFT) to Oxfam's global agenda and to deepen our understanding of the impact of inequality in the Netherlands, including on other countries.

We will position Oxfam Novib as a leading, distinctive, innovative and transparent organisation with a human face. We will realise this by giving the general public and our stakeholders better insight into the way we work and the results of our work. It is essential for our visibility and credibility to improve how we tell our story about what and how we are contributing to a just world without poverty. This will help to convince the Dutch public, our support base and donors, to fund us, and help us boost the influence we can exert through our campaigning and lobby work. We will increase our visibility by investing in 2014-2015 in at least ten impact research publications, six events or conferences and 20 track record publications. Key staff will be trained in how to produce and present evidence-based publications of successful change stories.

FUNDRAISING AND FINANCIAL PERSPECTIVE

In the coming year our structural budget will be under a lot of pressure. It is therefore crucial to manage our funds effectively and efficiently and increase institutional fundraising by exploring opportunities in new markets. That means budget discipline and cost efficiency on the one hand, and investment in fundraising on the other.

To broaden our income base, Oxfam Novib has opened this year, on behalf of Oxfam, a new marketing and fundraising office in Sweden. The decision was taken after extensive market research in 2012 identified an opportunity to generate (mainly unrestricted) income from the Swedish public, corporations, trusts and foundations. Our ambition is to become a top ten player in public fundraising in the next ten years.

Raising funds is a collective responsibility. We will make every effort to acquire unrestricted funds through marketing and fundraising by convincingly promoting our

stories and results, increasing institutional fundraising and investigating new sources of income. Our priority is to hold on to current levels of structural fundraising, maintain the high quality of fundraising efforts in the private market and tie major donors to us. We will do this by increasing the loyalty of our donors through better targeting fundraising activities and strengthening our constituency in terms of its support to our campaigns or voluntary work. We will also launch a joint fundraising campaign in 2014.

Projected income from institutional fundraising in the financial year 2014-2015 is €83 million, an increase of 20% compared to 2013-14. Another 20% raise is foreseen in 2015-16. Although it will be hard work, we are confident Oxfam can meet this ambitious target by offering a new and surprising way of involving people by smartly integrating our campaign activities with fundraising; by being positive, open and transparent; and by being edgy in our communication and daring in our choice of fundraising channels.



FINANCES

TABLE 1: STATEMENT OF INCOME AND EXPENDITURE 2014-2015 IN € X 1000

INCOME	
Income from direct fund raising	33,589
Income from third party campaigns	15,818
Government grants co-financing	80,019
Government grants other	74,825
Income from interest	3,022
Other income	2,701
Total income	209,974

EXPENDITURE	
Expenditure on goal of “structural poverty alleviation”	
Projects and programmes	155,663
Lobbying and advocacy by partner organisations	19,484
Lobbying and Advocacy by Oxfam Novib	5,044
Support provided to partner organisations	3,513
Popular Campaigning	4,757
Public information and marketing	5,697
Total	194,157

COSTS OF GENERATING INCOME	
Costs of direct fund raising	6,510
Costs third party campaigns	507
Costs of securing government grants	2,845
Total	9,863

MANAGEMENT AND ADMINISTRATION	
Management and administration costs	2,688

TOTAL EXPENDITURE	
	206,707

RESULT	
	3,266

SPENT ON THE OBJECTIVE OUTSIDE THE STATEMENT OF INCOME AND EXPENDITURE	
Loans and guarantees provided	14,142
Repayments received	-14,176
Oxfam Novib Impact Investment	6,950
Microfinance Innovation Fund	4,005

APPROPRIATION OF NET INCOME	
Added/charged to	
Earmarked reserves	111
Earmarked funds	1,855
Contingency reserve	1,300
Total income	3,266



ANNEX

The numerical planning below is based on our Corporate Plan for 2011-2015, which was developed in 2010. Developing numerical planning for a period of five years has proven to be a challenge.

We have, for example, already reached some of our targets for 2015 before starting the fourth year of implementation of our Corporate Plan. For some of our work we were able to attract more external funding than expected in 2010, making it possible to reach higher results. These fluctuations in available finances are unpredictable. Also, innovations such as the increasing use of mobile phones by youth worldwide have had an impact, enabling us to make more youth than could have been expected in 2010 aware of their sexual and reproductive health rights.

Therefore we want to stress that the planning below needs to be read as a rough estimation of our targets for 2014-2015 – an indication of the scale of our work, but not an exact planning.





PROGRAMME RIGHT TO SUSTAINABLE LIVELIHOOD

OVERALL MULTI YEAR OBJECTIVES

Increased control over natural resources and better production systems

- Increase control that people living in poverty have over natural resources that sustain their livelihoods and recognition of their role as change agents using and protecting such resources.
- Prevent people living in poverty from being driven further into poverty as a consequence of current large-scale farming practices.
- A substantial rise in government investments in production systems and strategies from which vulnerable groups derive a large part of their income and food, and protection of these groups when their income drops below a specific minimum.

Better access to financial services, markets and trade

- Increase the opportunities for people living in poverty to take active part in, and benefit from, trade systems and markets.

- Increase the resilience of people living in poverty to mitigate the negative effects of the current financial and trade systems.

Target groups small-scale farmers, cattle farmers, fisher folk, in particular women, and the families and communities that depend on them. Special attention will be given to these groups in areas where the effects of climate change have been severe, natural resources are under pressure, and access to credit and markets can be improved.

Countries Afghanistan, Angola, Bangladesh, Burma, Burundi, Cambodia, DR Congo, Egypt, Laos, Mali, Mozambique, Niger, Nigeria, Pakistan, Senegal, Somalia, Sudan, Uganda, South Sudan, Rwanda, Vietnam and Zimbabwe.

The global strategy in this programme targets international organisations (UN, G20, IMF, World Bank, FAO, IFAD), regional organisations

(African Union, SADC, ECOWAS, ASEAN), the European Union, corporate sector (financial sector and transnational companies in cocoa, palm oil, soya and bio fuels), emerging powers (in particular government and companies from Brazil, India and Indonesia) and civil society organisations (GRAIN, IIED, ILC, Third World Network).

EXPECTED OUTCOMES AND OUTPUTS IN 2014/15

In the period covered by this Annual Plan, Oxfam Novib plans to support partner organisations in the following areas:

- Control that people living in poverty have over natural resources and means of existence.
- Access to financial services, markets and trade.
- Development and implementation of research, lobby processes and campaigns.

OUTCOME INDICATORS PROGRAMME 1	PLANNING 2011-2015	PLANNING 2014/15
Have reached at least # women and men (small-scale crop farmers, cattle farmers, fisher folk) who now are able to use sustainable production methods, and # women and men (small-scale farmers) now using effective adaptation techniques.	3,053,000	1,000,000
	876,000	140,000
Have increased by # the number of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training.	597,000	300,000
Have supported # partner organisations to be better able to communicate at the national and international levels the voice of people in rural areas living in poverty, and # partner organisations providing financial services that are now better able to reach the poorest groups (especially women) with their financial services.	129	45
	30	13
Have supported # globally-working partner organisations to enhance their lobby, network and research capacity for influencing international institutions and internationally-operating companies with a pro-poor agenda, and # globally-working partner organisations to be better able to influence agenda setting with issues emerging from national organisations and movements around land, water and food.	26	30
	29	40
Have contributed to at least # policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity.	39	30
Have contributed to at least # policy changes regarding pro-poor markets and financial systems, and # policy changes regarding governments, international financial and trade institutions and multinational companies.	123	24
	44	15
Have supported # cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes, and # research and learning cases on the struggle for land, water and food.	6	5
	53	15

To achieve these outcomes, the outputs we will deliver include:

OUTPUTS 2014/15 PROGRAMME 1

- | | | | |
|-----|---|----|---|
| 110 | partners supported to carry out projects focusing on land, water and food. | 15 | local partner organisations working on land, water and food are involved, in association with knowledge institutes, in knowledge trajectories which focus on themes that are of importance to their activities. |
| 26 | micro financing organisations receive support to increase access to financial services for people living in poverty. | 24 | information products (user guides, briefing papers, toolkits, websites, etc.) |
| 70 | partner organisations active in land, water and food are given support to strengthen their capacities in lobbying, networking, research and accountability. | | |
| 50 | local producer organisations receive support to strengthen their lobbying and networking capacity. | | |
| 12 | partner organisations in the financial service sector receive support to be able to operate financially independently, to design pro-poor financial services and products, and to better adapt their financial services to women. | | |
| 16 | global partner organisations active in fair markets and trade receive support to strengthen their capacities in lobbying, research and networking. | | |
| 30 | research reports about specific themes and business activities in developing countries. | | |
| 25 | internationally operating food and drink companies that have been reached by the lobby process of Oxfam Novib. | | |
| 30 | southern partner organisations supported by Oxfam Novib to lobby their local and national governments for the improvement of legislation on land, water and biodiversity, in particular with regard to women. | | |



PROGRAMME RIGHT TO BASIC SOCIAL SERVICES

OVERALL MULTI YEAR OBJECTIVES

Access to quality education for more girls and boys

- In 2015, more children, especially girls, and women will have access to quality education, so they can fully participate in economic and social life, and stand up for their rights.
- In 2015, more people will have access to sexual and reproductive healthcare.
- In 2015 more women, girls and boys will have control over their sexual and reproductive health and improved access to information and services, and will therefore be better able to protect themselves against HIV and AIDS, STDs, sexual violence, unwanted pregnancies and maternal mortality.

Target groups Girls and boys in primary and secondary education, their families, teachers and people living with HIV and AIDS.

Countries Afghanistan, Bangladesh, DR Congo, Yemen, Mali, Niger, Pakistan, OPTI, Senegal, Somalia, North Sudan, Uganda.

The global strategy targets global organisations (UN, World bank, G20, Global Fund, FTI), regional organisations (African Union, European Union), bilateral donors (including Dutch), private sector (in particular in PPPs), emerging powers (in particular government and companies from Brazil, India and South Africa) and civil society movements (Global Campaign for Education, Global Call against Poverty, Social Watch).

EXPECTED OUTCOMES AND OUTPUTS IN 2014/15

In 2013 we set the groundwork for reaching national lobby goals on sexual and reproductive health rights (SRHR) through programmes such as the SIDA-funded My

Rights My Voice Programme, which is training youth on how to lobby and advocate their governments on sexual and reproductive health rights. In 2014-2015, we should see results of their efforts to change national policy.

In 2014-2015 Oxfam Novib plans to support partner organisations on enhancing access to sexual and reproductive healthcare, and protection against HIV and AIDS, STDs, sexual violence, unwanted pregnancies and maternal mortality.

OUTCOME INDICATORS PROGRAMME 2	PLANNING 2011-2015	PLANNING 2014/15
Have reached # women and men (girls and boys) who now benefit from access to quality education and, # women and men (youths) who are able to make use of good preventive sexual reproductive health information and services.	706,000 697,000	390,000 1,066,000
Have supported # partner organisations to develop their capacity to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	49	39
Have strengthened # partner organisations working in the area of SRHR to more effectively involve people living with HIV, youths and women in their programmes.	22	23
Have contributed to at least # policy changes by national governments and global actors which improve the quality of education policy and its implementation at country level, and # policy changes on providing more and better sexual and reproductive healthcare and HIV services for women and youths at country level.	24 11	8 3
# Cases regarding education interventions and cases on programme development and implementation, showing that the effectiveness of interventions has grown due to capacity building and # learning trajectories on quality education and HIV mainstreaming.	29 11	11 2

To achieve these outcomes, the outputs we will deliver include:

OUTPUTS 2014/15 PROGRAMME 2

- | | | | |
|----|---|---|---|
| 19 | partner organisations in fragile states that have implemented projects providing educational services to girls, boys and young women. | 4 | partners, research institutes and staff of Oxfam Novib and the IMPACT Alliance that are participating in five knowledge exchange programmes about measuring and demonstrating the effects of educational programmes on behavioral change. |
| 24 | partner organisations that have implemented projects to provide quality SRHR services to women, men, girls and boys. | | |
| 24 | southern partner organisations active in education that have participated in capacity-building programmes in countries in order to promote the transparency of, and public participation in, the planning, implementation, monitoring and evaluation of their educational activities (link to the Right to social and political participation programme). | | |
| 12 | southern partner organisations active in education that have implemented projects to promote the transparency of and public participation in the planning, implementation, (budget) monitoring and evaluation of educational policy. Link to Right to social and political participation programme. | | |
| 13 | organisations of people living with HIV that are (also) supported by the IMPACT Alliance. | | |
| 27 | southern partners that have lobbied their government for prioritizing good education and adopting innovative practices. | | |
| 6 | southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media. | | |
| 5 | partners that actively participate in knowledge exchanges and training courses aimed at improving the quality of their educational interventions. | | |



PROGRAMME RIGHT TO LIFE AND SECURITY

OVERALL MULTI YEAR OBJECTIVES

Greater role for women in conflict transformation

- To increase the capacity of local communities to play an active role in preventing and solving conflicts.
- To increase the role of women in solving local conflicts and in broader peace processes.
- To increase the accountability of local organisations and the IMPACT alliance to the target group, donors and the general public.

Improved resilience and better protection of the local population in crisis situations

- Considerably more women, men and children in vulnerable communities are resilient and prepared for crises and disasters.
- Local organisations are better prepared so that they can offer timely and adequate aid, in collaboration with local governments where possible.

- Citizens in conflict zones and crisis areas can make their voices heard, so they can hold their governments accountable for their protection and the quality of the aid provided.

The IMPACT alliance also contributes to people in disaster areas receiving humanitarian aid according to international standards.

Target groups vulnerable communities in conflict or disaster-risk areas.

Countries Afghanistan, Bangladesh, Burma, Burundi, Cambodia, DR Congo, Mozambique, Niger, Nigeria, Pakistan, OPTI, Sudan, Somalia, South Sudan, Uganda, Vietnam, Yemen, Zimbabwe.

The global strategy targets global organisations (UN, NATO), regional organisations (African Union, European Union), civil society movements (e.g. Global Network of Women Peacebuilders).

EXPECTED OUTCOMES AND OUTPUTS IN 2014/15

In 2014-2015, the IMPACT Alliance will support partner organisations in the areas of increasing the role for women in conflict transformation, of improving resilience and protection of the local population in crisis situations, and of developing and implementing innovative methods, pilot projects, lobby activities and mobilising campaigns.

The challenge is to also meet the targets for cases revealing that the capacities of partner organisations in the field of community-based disaster risk reduction able to exchange knowledge with each other and with knowledge institutes.

In the past few years we have connected partners working on community based disaster risk reduction with each other. For 2014-2015 we will strengthen the links with knowledge institutes, for instance the Wageningen University Disaster Studies Unit and the Free University of Amsterdam.

OUTCOME INDICATOR PROGRAMME 3	PLANNING 2011-2015	PLANNING 2014/15
Have made # women and men better able to protect themselves against violent conflict and to limit damaging effects in fragile states, and # women and men better able to protect themselves against disasters.	484,000	707,000
	326,000	357,000
Have supported # partner organisations working in fragile states to be better able to programme with sensitivity to conflict and promote women leadership in conflict affected areas (conforming to UN resolution 1325).	52	100
Have strengthened the capacity of # partner organisations in risk areas to include community-based disaster risk reduction in their work methods, and # partner organisations to show through case studies that they are better able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of international aid.	61	36
	27	20
Have supported the capacity development of local organisations to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and to improve accountability towards local people.	63	52
Have contributed to # policy changes by national governments and/or the international community regarding better civilian protection (above all of women in conflict situations, applying Resolution 1325).	21	17

To achieve these outcomes, the outputs we will deliver include:

OUTPUTS 2014/15 PROGRAMME 3

- | | | | |
|----|--|----|---|
| 40 | partners in fragile states implement projects concerning conflict transformation. | 6 | partners in fragile states exchange knowledge about conflict transformation and the protection of citizens with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking). |
| 29 | partners implement projects concerning local resilience, with a special focus on the role of women, in fragile states. | 16 | partners in fragile states exchange knowledge about community-based disaster risk reduction with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking). |
| 54 | partner organisations in risk areas receive (financial) support to strengthen their capacity in the area of community-based disaster risk reduction. | | |
| 31 | partners active in risk areas receive support to develop contingency plans that comply with international quality standards for emergency aid, and are strengthening the role of women in humanitarian and contingency planning. | | |
| 10 | partners in fragile states receive substantive support from Oxfam Novib to hold their government to account, e.g. through lobbying, campaigns and research, about its obligations to guarantee peace, security, protection and access to humanitarian aid to its citizens. | | |
| 12 | partners in fragile states receive substantive support from Oxfam Novib to hold their government to account, e.g. through lobbying, campaigning and research, about its obligations to protect women in conflict situations in accordance with UN Resolution 1325, and to strengthen their leadership role in peace processes. | | |
| 17 | national governments are held to account by Oxfam Novib and its partners about the need to translate UN Resolution 1325 into national policy. | | |



PROGRAMME RIGHT TO SOCIAL AND POLITICAL PARTICIPATION

OVERALL MULTI YEAR OBJECTIVES

Improved access to information for

disadvantaged groups, in particular women

- To improve access to information for, about and produced by disadvantaged groups (and the organisations representing their interests). As a result, disadvantaged groups (and the organisations representing their interests) will be better able to inform themselves and others, and to form and express opinions on social and political decisions that affect them. This will promote the transparency which is necessary for the proper functioning of a democratic society, in which governments, other institutions and companies are held accountable.
- To increase the availability of relevant channels (traditional media and ICT) for the distribution of honest information for, about and produced by disadvantaged groups by making use of the technological opportunities offered by Web 2.0 and mobile communication.

- Specific emphasis on gender awareness in the media, including new media.

Improved access to the legal system for disadvantaged groups.

- To increase the opportunities of disadvantaged groups to use formal and informal legal institutions and procedures, and so enhance their resilience, self-awareness and self-respect.
- To increase the capacity of disadvantaged groups and organisations representing their interests to reveal instances of political and civil rights violations and to take action to prevent, stop and counteract such violations.

Increased space for and role of civil society organisations in campaigning for rights and in holding governments, companies and international institutions accountable.

- To increase the role of civil society organisations and disadvantaged groups in developing countries in urging governments

and other decision-makers (international companies, IFIs, international institutions) to be accountable to the population and disadvantaged groups.

- To retain and, where possible, enhance the space for civil society in the living/working environment (locally, nationally, regionally and globally) to take initiatives and assert the rights of disadvantaged groups.

The programme is implemented in the following countries: Regional West Africa, Senegal, Mali, Nigeria, Niger, Burundi, Rwanda, Uganda, Somalia, South Sudan, Angola, Mozambique, Zimbabwe, Maghreb region (Morocco, Tunisia, Algeria, Libya), Egypt, OPT/I, Yemen, Afghanistan, Laos, Myanmar/ Burma, Cambodia, Vietnam, and global and regional level.

The global strategy targets global organisations (UN, World bank), regional organisations (SADC, ECOWAS, African Union, regional development banks), European Union, private sector (Internet and ICT companies and multinational companies in the financial and food sectors) emerging powers (in particular Turkey and Saudi Arabia), civil society movements (Social Watch, CIVICUS, AMARC, IFEX), including virtual and online civil initiatives.

EXPECTED OUTCOMES AND OUTPUTS IN 2014/15

In the period covered by this Annual Plan, Oxfam Novib will support partners in the following areas:

- Access to information for marginalised groups, women in particular.
- Access to the legal system for marginalized groups.
- Space and role for civil society organisations to advocate and claim rights and demand accountability of governments, private sector and international institutions.
- Development and implementation of innovative techniques, methods, training, lobby and monitoring processes in the areas mentioned above.

OUTCOME INDICATORS PROGRAMME 4	PLANNING 2011-2015	PLANNING 2014/15
Have given # women and men in marginalised groups access to information and decision-making through ICT and new media, and enabled # women and men to benefit from improved access to legal systems including legal aid.	772,000	975,000
	718,000	50,000
Have supported # partner organisations to develop their capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women.	91	100
Have identified # cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers), and # cases revealing that globally-linked citizens and globally-operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisations accountable for power abuse, corruption and gender injustice by using ICT and new media.	45	20
	98	25
Have identified # cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protect space for civil society, such as by relaxing restrictive NGO regulations and legislation, and # cases revealing that countries and international institutions have improved public access to budget information of governments, businesses and institutions after lobbying by the IMPACT Alliance and partner organisations, increasing their accountability for the adverse effects of their interventions on human rights and especially women's rights.	151	40
	60	150
Have identified # cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information, and # cases showing how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on women's organisations in countries with repression and conflict.	65	33
	26	20

To achieve these outcomes, the outputs we will deliver include:

OUTPUTS 2014/15 PROGRAMME 4

- | | | | |
|-----|--|----|---|
| 12 | projects use a mixture of new media and traditional media (radio and television) for communication about development themes. | 20 | partners lobby for budget priorities for the benefit of disadvantaged groups that are not being heard. |
| 7 | partners monitor human rights violations and report on this, and (publicly) put pressure on governments and the corporate sector to accept their responsibility in terms of respecting, protecting and observing human rights, and use new media to do so. | 10 | local and global partner organisations are involved, in association with knowledge institutions, in knowledge exchanges about access to information. |
| 9 | partner organisations take part in development programmes on new media, the ethics of journalism, and citizen journalism. | 10 | methods and instruments are developed aiming at improving the legitimacy (including transparency and representativeness) of individual civil society organisations with regard to disadvantaged groups (e.g. participative planning and accountability towards the target group). |
| 30 | organisations complete a course in budget monitoring and accountability because of the efforts of Oxfam Novib. | | |
| 15 | global citizens' initiatives make active use of new media to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice. | | |
| 7 | global partner organisations strengthen their cooperation with regional, national and local organisations, partly due to their use of new media, to monitor and report on human rights violations. | | |
| 250 | organisations are involved in citizen dialogues in favour of space for civil society. | | |
| 260 | organisations are involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights. | | |



PROGRAMME RIGHT TO AN IDENTITY: GENDER JUSTICE

OVERALL MULTI YEAR OBJECTIVES

- Women have more control, sexual and reproductive rights are respected, and violence against women is reduced.
- Reduction of impunity and social acceptance of violence against women, and the creation of conditions for women and girls to enjoy their human rights, especially their sexual and reproductive rights.
- Greater leadership role for women in change processes.
- More women have opportunities for organising themselves collectively and go into action around their specific needs. More women question discrimination and the denial of their rights. More women play a leading role in formal and informal decision-making processes in their own organisations and institutions.

- Increased capacity of civil society organisations to mainstream gender justice in their work, or organisations have increased capacities to mainstream gender in all their programmes, policies and fieldwork, which are implemented based on a solid gender analysis and gender-sensitive strategies.

Target groups Women and girls confronted with gender-based violence, threats and discrimination, in particular the poorest and marginalised among them.

Countries The programme is implemented in Angola, Bangladesh, Cambodia, Egypt, Laos, Maghreb, Myanmar, Mozambique, Nigeria, Occupied Palestine territories and Israel, Sudan and South Sudan, Vietnam, Yemen and with global partners through the Global link

programme. In all countries where Oxfam Novib is active, gender will be mainstreamed and civil society organisations are strengthened to integrate gender justice in their work.

The global strategy targets UN, UN Women's Agency, regional organisations (SADC, ECOWAS, ASEAN, League of Arab States, European Union), private sector (companies in palm oil, cocoa, soya), building civil movements (e.g. Women's Learning Partnership, World March of Women).

EXPECTED OUTCOMES AND OUTPUTS

IN 2014/15:

In the period covered by this Annual Plan, Oxfam Novib will support partner organisations in such areas as:

- Women's say, sexual and reproductive rights, violence against women.
- Women's leadership roles in change processes.
- Capacities of civil society organisation to mainstream gender justice in their work.
- Development and implementation of research and analyses, strategies, exchanges, tools, pilot projects, training, lobby processes and public mobilisation campaigns in these areas.

OUTCOME INDICATORS PROGRAMME 5	PLANNING 2011-2015	PLANNING 2014/15
Have reached # men and women through partners' interventions to make positive changes in their behaviour regarding women's rights to bodily integrity, and # women to demonstrate greater leadership and participation in decision making processes within their sphere of influence (local and/or national institutions and governments).	1,136,000	1,550,000
	127,000	32,000
Have strengthened # women's organisations and networks to work more effectively in promoting and protecting women's human rights.	104	30
Have supported # partner organisations to develop their capacity for implementing gender-sensitive programmes.	250	32
Have contributed to at least # policy changes to adopt and enforce regulations or legislation regarding women's rights, and # policy changes to secure sufficient resources for the UN's Women's Agency to monitor and influence governments' implementation of women's rights frameworks, including on bodily integrity.	288	20
	17	4
Have identified # cases showing increased capacity of partner organisations to implement programmes, lobby and conduct advocacy initiatives at national, regional and global level, and # cases on gender mainstreaming during the design and implementation of programmes and lobby and advocacy initiatives.	25	5
	53	8

To achieve these outcomes, the outputs we will deliver include:

OUTPUTS 2014/15 PROGRAMME 5

- | | | | |
|----|--|---|---|
| 27 | partner organisations complete awareness-raising programmes about women's rights to bodily integrity and gender justice. | 4 | organisations complete evaluation studies of the implementation of their programmes about women's right to bodily integrity. |
| 26 | campaigns against violence against women are undertaken. | | |
| 36 | partner organisations implement programmes about female leadership in their communities. | 2 | partners that are affiliated to learning networks or institutes (as a consequence of which they strengthen their members' learning capacity in terms of gender mainstreaming and female leadership. |
| 14 | women's organisations are supported (in the partner portfolio of the other programmes) to promote the development of female leadership at community level. | | |
| 22 | women's organisations implement organisational capacity-building projects about lobbying and advocacy strategies for women's human rights. | | |
| 11 | partner organisations participate in exchange activities on the national implementation of human rights frameworks for women. | | |
| 3 | partner organisations complete the Gender Mainstreaming and Leadership Training programme. | | |
| 40 | analyses of gender capacity are completed and discussed with partner organisations. | | |
| 4 | global (women's rights) partner organisations undertake lobby and campaigns for the improvement of national legislation on women's human rights. | | |
| 27 | partner organisations undertake lobbying activities targeting national governments, aimed at the effective promotion and quality assurance of social and political participation by women. | | |

COLOFON

Oxfam Novib
Postbus 30919
2500 GX Den Haag

T +31 (0)70 342 16 21
info@oxfamnovib.nl
www.oxfamnovib.nl

Design

Ontwerpwerk, The Hague