

OXFAM NOVIB ANNUAL REPORT 2019-2020



OXFAM
Novib

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In line with Oxfam International, our reporting period covers the fiscal year April 1, 2019 to March 31, 2020. The Annual Report and Annual Accounts are available online at oxfamnovib.nl/jaarverslag.

We set high quality standards for all our work; that's why we regularly check the quality and accuracy of the results registered in our systems. This may mean that the results registered in our systems are corrected after the publication of this Annual Report. For regular updates of project results, please visit <https://atlas.oxfamnovib.nl/>.



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Fatuma Abdalla peeks through the window of her house that has been destroyed by Cyclone Kenneth, Mozambique

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OUR RESULTS

490,000

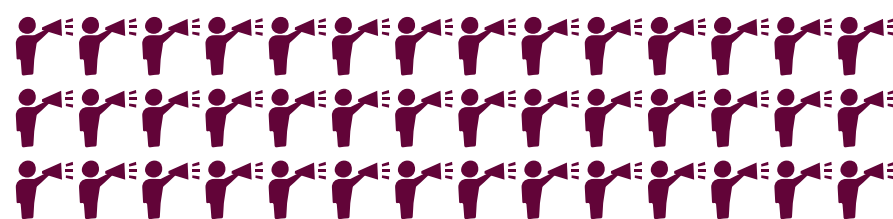
PEOPLE ENHANCED THEIR CAPACITIES

490,000 people enhanced knowledge and skills to, for example, improve their income or bargaining position, or benefit from climate-change-resilient farming systems or exercise their civic rights.

72,000

CITIZENS CHANGED THEIR ATTITUDES

72,000 men and women in Niger, Nigeria, Mozambique, Occupied Palestinian Territory and Israel, Uganda, Vietnam, and Pakistan demonstrated increased awareness of – and changed their norms and attitudes regarding – conflicts and peacebuilding, women's rights, and the potential of youth.



1,020,000

CITIZENS RAISED THEIR VOICES

1,020,000 people in 28 countries had their voices heard as a result of our national and global campaigns; they took action to claim their rights, and provided hope for positive change and greater empowerment in their lives.

GOVERNMENTS IMPROVED POLICIES

740 cases in which international bodies such as the EU and the UN and governments in Afghanistan, Brazil, Burundi, Indonesia, India, Morocco, Myanmar, the Netherlands, Uganda, Mali, Nigeria, Niger, Somalia, Occupied Palestinian Territory, Cambodia, Vietnam, and Mozambique improved their policies; they now promote vital issues for women such as gender-responsive budgeting, inclusive security sectors, access to land and seeds, and pro-poor value chains.



2019/20¹

2,2

MILLION

WOMEN AND MEN RECEIVED LIFESAVING RELIEF

2.2 million women and men affected by conflict and natural disasters in eleven countries received humanitarian aid.



CIVIL SOCIETY SPACE WAS STRENGTHENED

3,000

3,000 civil society organizations in 34 countries are better able to lobby and advocate for issues

that are key to defeating poverty, such as protecting civic space, promoting gender equality, tax justice, land rights, and fair climate policies.

276

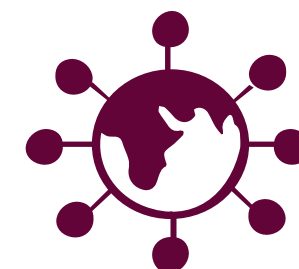
CASES WHERE POLITICAL WILL HAS INCREASED

276 cases in which those in power in Afghanistan, Niger, Nigeria, Uganda, Mozambique, Occupied Palestinian Territory, Senegal, Mali, Pakistan, Zimbabwe, Kenya, Bolivia, Indonesia, Myanmar, and the Netherlands have endorsed our policy asks on issues such as local humanitarian leadership, inclusive peacebuilding, land rights, climate adaptation policies, and budget monitoring.

532

COMPANIES BEHAVED MORE RESPONSIBLY

532 cases in which (international) companies in Cambodia, Indonesia, Myanmar, Nigeria, Somalia, Uganda, Vietnam, and the Netherlands promoted or implemented policies on financial flows and transparency, food, land and water, and gender and youth.



WORLDWIDE INFLUENCING NETWORK GAINED POWER

214 alliances have become more influential advocates, in particular for tax justice and land rights; they add to a worldwide influencing network that leverages citizen power.

¹ All numbers in this chapter are rounded off and based on Oxfam Novib's Outcome Framework, which combines the results of projects that we implement with partners worldwide. For individual projects, we gather results based on a more detailed and context-specific monitoring plan.

MESSAGE FROM THE EXECUTIVE DIRECTOR



AND NOW THE FUTURE

In the last 12 months, Oxfam Novib has been looking towards the future. On the brink of a new decade, we have been working closely together with all our colleagues on ambitious plans to help solve the urgent problems of our time: extreme inequality, the climate crisis, and the rise of populism and xenophobia. Deeply rooted injustice, which is keeping exclusion and poverty in place, requires us – now more than ever before – to address the underlying political and economic systems. It requires us to mobilize the forces of change – both globally, and here in the Netherlands. It requires us to work closely together with everyone willing to contribute to a better world.

TURNING TABLES

Then Covid-19 hit. As the pandemic spread, the virus disrupted healthcare systems and put the economy on hold. Lockdowns to control the virus caused unprecedented societal and economic damage. Even in the wealthier countries the effects are significant, but in poor countries the crisis has had a devastating effect leading to more poverty and more hunger. Vulnerable countries simply do not have the means to arrange effective prevention measures

or to adequately treat patients. Millions of informal workers around the world suddenly lost their source of income, and they were left without a safety net and without government support. As a Kenyan taxi driver put it: “This virus will starve us, before it makes us sick.” In India, we saw the desperate poor embarking on long marches out of the slums in major cities. They preferred to walk hundreds of miles back to the village where they were born, rather than staying and starving to death without work.

Within a few weeks, Oxfam published a series of reports mapping out the consequences of the pandemic for the most vulnerable countries and people. We urged world leaders to free up financial aid – not just in their own country but also internationally on a large scale. Without these financial contributions, these countries are not able to support their healthcare systems and globally another 500 million people will drop below the poverty line. Without strong intervention, the food crisis in mainly Eastern Africa is threatening to result in the death of millions. The food crisis is caused by the locusts’ plagues and drought, but the Covid-19 situation has made matters even worse. This is why Oxfam Novib urges the Dutch government to make a fair contribution to international emergency funds and to make a structural increase in the funds for development cooperation. This is necessary to address the roots of the problems, which are making millions around the world extremely vulnerable to crises.

TIME FOR CHANGE

At the time of writing this text – it’s July 2020 – it is difficult to predict how long and how deep this crisis will be. It’s also difficult to imagine what the world will be like after Covid-19. And yet, this is exactly what we need to be doing right now. Because if there is one thing that this crisis has made very clear, it is that radical solutions are needed *and* possible. The billions of financial government support to companies as well as the substantial investment packages to get the economy up and running again offer a unique opportunity. They offer the opportunity to make

real choices: for an inclusive, human economy and a sustainable environment.

Oxfam Novib will intensify its fight for a fair global tax system that enables governments to strengthen their own healthcare capacities. For a fair and sustainable global food system that allows people to overcome extreme poverty and hunger and build a better future. For the right of refugees and people affected by conflict to live in peace and security, and to be treated with dignity. For the inclusion of women and girls, youth, indigenous peoples, LGBTIQ persons, and all other individuals who are denied the right to decide about their own lives and shape their societies. If we use this unique opportunity well, we can lay the foundations in the years ahead for a future that is truly fair and more sustainable.

What this means for Oxfam Novib is that we will have to operate on many different levels. On the one hand we must act full force to keep the virus away from refugee camps and vulnerable groups of the population in poor countries. We must also support farmers in rescuing their harvests and we need to support vulnerable citizens even more in these difficult times. At the same time, we must keep looking towards the future and work for real, systemic change.

HARVESTING RESULTS

To enable the power of people for this change, Oxfam Novib can build on decades of knowledge and experience. We have supported and partnered with numerous local organizations, movements and activists to raise their voices, assert their rights and connect


to a global movement of millions. All around the world we work with women and youth groups, small-scale farmers and land rights defenders, tax justice experts and media, and with companies and authorities, to improve peoples’ daily lives and tackle the root causes of inequality and injustice. We are proud to present the results that we have achieved with our programs in the last 12 months in this annual report.

JOINING FORCES FOR A FAIR FUTURE

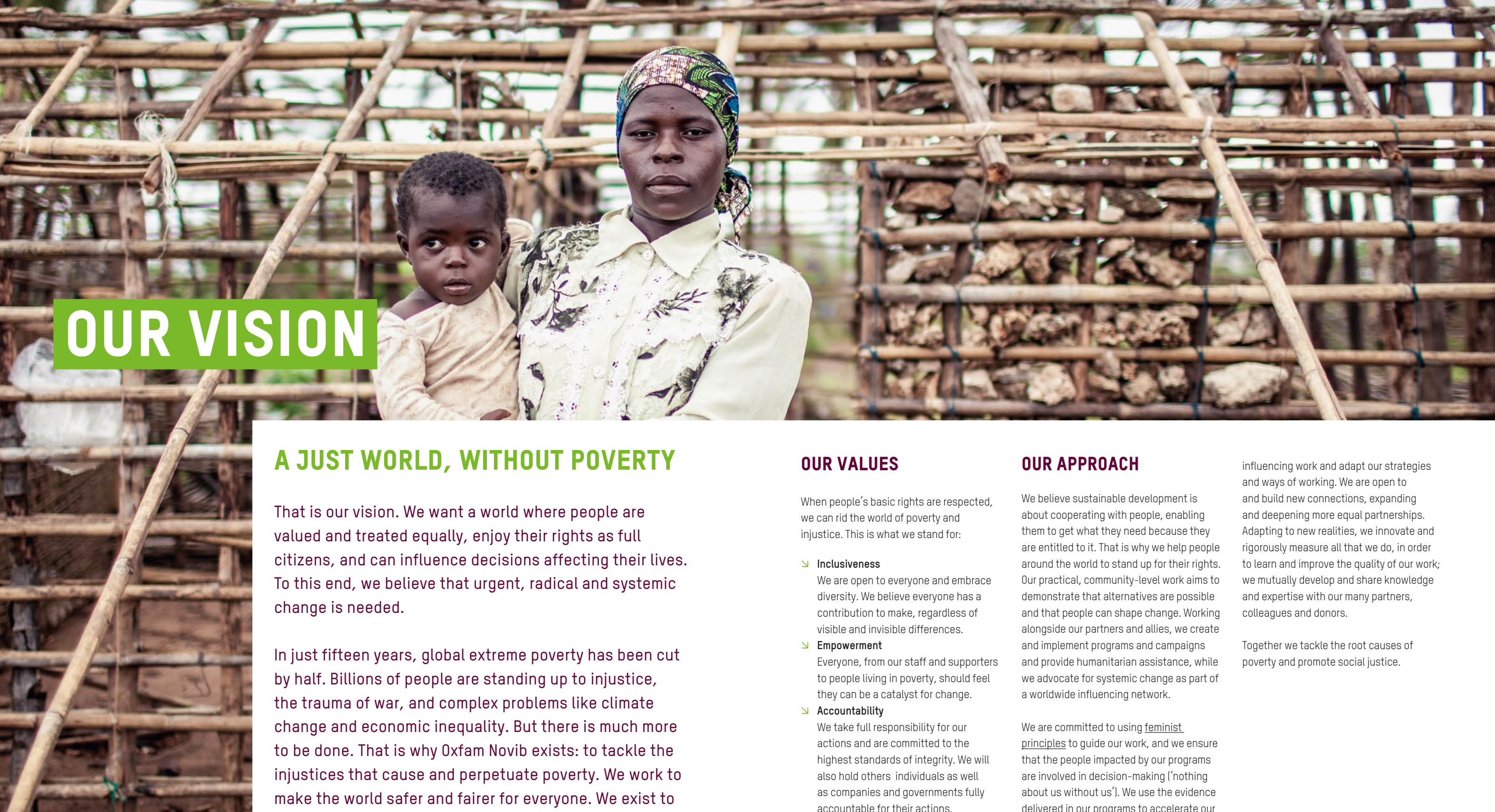
With just under ten years left to achieve the Sustainable Development Goals, Oxfam Novib will step up its efforts to realize a more inclusive, secure, equitable and sustainable world. First and foremost we will hold politicians and companies responsible for the choices they are making. The economy and our political system will have to work for everyone. This is why we are joining forces from around the world, including scientists, policy makers, activists and citizens, as well as hundreds of thousands of donors and supporters who are prepared to stand up for a fair and sustainable world. It’s time for a fair future.

Michiel Servaes
Executive Director

OUR MISSION & APPROACH



Oxfam Novib, a member of the Oxfam confederation, is a worldwide development organization that mobilizes the power of people against poverty. Around the globe, we work to find practical, innovative ways for people to lift themselves out of poverty and thrive, supporting them to raise their voices and hold governments and the private sector to account.



OUR VISION

A JUST WORLD, WITHOUT POVERTY

That is our vision. We want a world where people are valued and treated equally, enjoy their rights as full citizens, and can influence decisions affecting their lives. To this end, we believe that urgent, radical and systemic change is needed.

In just fifteen years, global extreme poverty has been cut by half. Billions of people are standing up to injustice, the trauma of war, and complex problems like climate change and economic inequality. But there is much more to be done. That is why Oxfam Novib exists: to tackle the injustices that cause and perpetuate poverty. We work to make the world safer and fairer for everyone. We exist to defeat poverty.

Nyamu Ibrahimu and her son Mohammed are standing in front of their new house under construction, Mozambique

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OUR VALUES

When people's basic rights are respected, we can rid the world of poverty and injustice. This is what we stand for:

- **Inclusiveness**
We are open to everyone and embrace diversity. We believe everyone has a contribution to make, regardless of visible and invisible differences.
- **Empowerment**
Everyone, from our staff and supporters to people living in poverty, should feel they can be a catalyst for change.
- **Accountability**
We take full responsibility for our actions and are committed to the highest standards of integrity. We will also hold others individuals as well as companies and governments fully accountable for their actions.

OUR APPROACH

We believe sustainable development is about cooperating with people, enabling them to get what they need because they are entitled to it. That is why we help people around the world to stand up for their rights. Our practical, community-level work aims to demonstrate that alternatives are possible and that people can shape change. Working alongside our partners and allies, we create and implement programs and campaigns and provide humanitarian assistance, while we advocate for systemic change as part of a worldwide influencing network.

We are committed to using feminist principles to guide our work, and we ensure that the people impacted by our programs are involved in decision-making ('nothing about us without us'). We use the evidence delivered in our programs to accelerate our

influencing work and adapt our strategies and ways of working. We are open to and build new connections, expanding and deepening more equal partnerships. Adapting to new realities, we innovate and rigorously measure all that we do, in order to learn and improve the quality of our work; we mutually develop and share knowledge and expertise with our many partners, colleagues and donors.

Together we tackle the root causes of poverty and promote social justice.



OUR WORK

THE POWER OF PEOPLE FOR SOCIAL JUSTICE

In 2019/20, Oxfam Novib worked with over 508 partners in 49 countries to realize a more inclusive, secure, equitable and sustainable world. Before we highlight the themes, reach and impact of our work, we elaborate briefly on our contribution to the Sustainable Development Goals, highlight our largest program, and touch upon the role we think the private sector needs to play in achieving the world that we want.

KEY PROGRAM COMPONENTS

‘Leave No One Behind’ is the ambitious aim of the Sustainable Development Goals (SDGs), adopted by all UN member states in 2015 in order to fight poverty and inequality while protecting the planet. Although there is still a lot of work to do to make sure we meet the SDGs by 2030, Oxfam Novib and Oxfam believe that it’s the best global plan we have to build a better world. We fully support and contribute to the SDGs, in particular to SDG 1 (no poverty), SDG 2 (no hunger),

SDG 5 (gender equality), SDG 10 (reduced inequalities), SDG 13 (climate action), and SDG 16 (peace, justice and strong institutions), and we are guided by SDG 17 (partnerships for the goals).

In this chapter we elaborate on how we work to further all SDGs through campaigning, advocacy and programs, in close collaboration with other civil society organizations and partners. We target and engage private sector parties to play their part, and governments to deliver on their promises.

STRATEGIC PARTNERSHIP

Civil society plays an indispensable role in realizing inclusive, secure, equitable and sustainable societies. In dialogue or through dissent, civil society organizations (CSOs) challenge governments and the private sector to change their behavior, practices and policies. Within the five-year Strategic Partnership with the Dutch Ministry of Foreign Affairs, ‘Towards a worldwide influencing network’, Oxfam Novib and SOMO are strengthening organizations to take up this role effectively. In 2019/20 we financed and collaborated with more than 100 CSOs across 17 African and Asian countries, linking citizens’ power and lobby and advocacy efforts across the globe. Together we built the capacities of 651 organizations to raise their voices and influence powerholders.

One example of this is the Culture and Free Thought Association (CFTA), which strengthens the advocacy and campaigning skills of youth in the Occupied Palestinian Territory, and helps them develop action plans (see page 22). We also worked with Gender and Development for Cambodia (GADC) to help schools translate gender-responsive budgeting into their everyday practice, and thus reduce the number of girls who

drop out (see page 26). In cocreated campaigns such as #eyesongreed we supported the Fight Inequality Alliance, which mobilizes organizations and citizens worldwide. Together they raise awareness and demand changes to the economic system that fuels inequality.

In the reporting year, some 735,000 people participated in the worldwide influencing network by signing petitions, sharing content and opinions on social media, or demonstrating. Our mutual efforts contributed to 120 policy changes by governments and global actors, and 102 improvements in company policies and practices; changes that help realize poor people’s basic rights to food, safety, and the fair distribution of resources.

PRIVATE SECTOR

Challenging companies to contribute to a just and sustainable world – and holding them accountable if they don’t – is part and parcel of Oxfam Novib’s private sector policy. In 2019/20 one of the sectoral Responsible Business Conduct Agreements (signed by Oxfam Novib, the Dutch government, and others) came to the end of the agreed term. Although this sector – the Dutch banking sector – had made some progress, the agreement

lacked the ambition of subsequent covenants with, for example, the insurance sector. Oxfam Novib continues to monitor the banks’ performance through the Fair Finance Guide.

For the second year in a row, Oxfam Novib’s Behind the Barcodes campaign challenged Dutch supermarkets to improve working conditions in their food supply chains. Following the human rights commitments of the two largest retailers – Albert Heijn and Jumbo – in the first year, we campaigned for the remaining three large supermarkets to follow suit. Lidl responded to the call of 38,000 people in the Netherlands and the UK, by publishing a new human rights policy in April 2020 which will be rolled out across 32 countries. The other two retailers (Aldi and PLUS) are still lagging behind.

In November, we encouraged debate among CSOs on the role of the private sector through our report ‘[Ready to Engage](#)’. Besides providing practical guidance for civil society, it also fed into a debate between CSOs from fragile and conflict-affected countries, and representatives of the International Dialogue on Peacebuilding and Statebuilding, a forum consisting of governments and civil society.

Abdiraman Carab Cumar, local technician of a solar powered desalination installation, talking with Oxfam Communication Officer Adiaziz Abdani, Somaliland

© Petterik Wiggers

EQUAL:

WE STAND FOR AN INCLUSIVE WORLD

Equal rights and opportunities for every individual, irrespective of gender, sexual identity, physical capacity, age, ethnicity, or religion: that is what Oxfam Novib stands for. Bucking the global trend that puts these values under pressure, we promote inclusive and diverse societies. Through Voice we amplify the unheard voices of the most marginalized and discriminated-against people. In addition, we directly support women’s rights organizations and work with youth movements. As part of the More than Brides Alliance, Oxfam Novib empowers girls and shifts social norms in order to reduce child marriage rates in Pakistan, Niger, and Mali.

In Empower Youth for Work!, young people in rural climate-affected areas of Pakistan, Bangladesh, Indonesia, and Ethiopia develop opportunities for themselves, supported by Oxfam. We amplify their voices, and help them develop the skills and networks they need to find a job or start their own business. As part of the Work in Progress! Alliance, Oxfam Novib takes a similar approach to enable urban youth in Egypt, Nigeria, and Somaliland to generate a sustainable living wage.

In a world where civic space is shrinking in many places, Oxfam Novib supports civil society organizations to raise their voices, create safe (digital) spaces, challenge social norms and exclusion, and demand accountability from governments and the private sector. We equipped partners in e.g. Niger, OPTI, Egypt and Uganda with antidefamation tactics and digital security tools, and piloted the creation of new narratives to counter polarization. In addition, we facilitated participatory action research and exchange of tactics, e.g. between land right defenders, to find out what works in a context of shrinking civic space.

THE RESULTS ACHIEVED UNDER THIS GOAL WERE MADE POSSIBLE BY THE DUTCH MINISTRY OF FOREIGN AFFAIRS, IKEA FOUNDATION, EUROPEAN COMMISSION, AND IFAD.



Umiyata is chair of the Female Farmers cooperation in her village in Indonesia. She is farming together with her husband Jamilatun.

© Ilvy Njiokiktjien

SLAM POETRY AGAINST GENDER-BASED VIOLENCE

Gender-based violence is one of the most devastating expressions of the patriarchal norms that still dominate most societies, affecting one in three women in their lifetime. Oxfam's Enough campaign stands up against this violence. Joined by some 50 partners from across the world, we challenge the harmful social norms that justify and perpetuate gender-based violence, from the household to the political level. From 25 November to 10 December 2019, we supported our local partners in Empower Youth for Work (EYW) and the More Than Brides Alliance to join the annual international campaign 16 Days of Activism against gender-based violence, by launching a worldwide [#SayEnoughCypher](#): a cypher is a circle of poets or musicians who take turns performing on a given theme.

YOUTH JOIN IN A GLOBAL CYPHER

In [Mali](#), [Niger](#), and [India](#), local artists taught girls how to write their own slam poetry about child marriage and

perform it on camera. Their intense, angry, and uncensored voices reached an international audience through the online channels of Oxfam Novib and its partners. Local artists and organizations shared the videos in their networks and used them as a tool to advocate against child marriage. Over a hundred young people in two Ethiopian regions took part in the spoken word contest we organized with Fana Radio, while in [Bangladesh](#) almost 8,000 young people spread the campaign message through street songs and stage drama, a community consultation, a game show, and eye-catching murals. In [Pakistan](#) our partners tackled the theme with open mic events, puppet shows, and even conversations with rickshaw drivers. Some 1,000 [Indonesians](#) joined Oxfam in awareness-raising activities such as a flash mob, traditional dance, and panel discussions. Their successful advocacy led to district officials and village leaders promoting and enforcing the regulations that set 19 as the minimum age for marriage.

FATOUMATA'S POWERFUL SLAM POEM

Young Malian Fatoumata (23) dropped out of school, with few options for controlling her own future. Facing marriage at a young age, she became involved in a More Than Brides Alliance program and developed new skills and confidence. Fatoumata's life took a different direction: she started earning her own income and became a peer educator and community champion, inspiring other young girls to stand up against early marriage. Fatoumata's powerful [slam poem](#) attracted the attention of her peers and of community leaders, who started to support her message, which ends: "We are also human beings and we want to build the future of this country."



SHERLY SPEAKS UP AGAINST CHILD MARRIAGE

Sherly (19), a young woman from Sulawesi, Indonesia, joined [#SayEnoughCypher](#) by delivering a passionate speech about the impact of child marriage. Sherly knows what she's talking about: a few years ago, her mother wanted to marry her off to solve the family's financial problems. Instead, Sherly decided to study marketing, graduated in 2018, and found a job as a treasurer. She attends the soft skill training at EYW's youth hub; it helps her grow and made her more confident about speaking in public – even on a sensitive issue like child marriage: "I will speak up if child marriage is about to happen in my neighborhood."



SAFE:

WE CONTRIBUTE TO A SECURE WORLD

Around the world, at least 70.8 million people have been forcibly displaced. From Yemen and [Mozambique](#) to Myanmar and El Salvador, conflicts and disasters destroy the lives of millions of women, men and children. Many find themselves trapped in a vicious cycle of poverty and inequality, which reverses years of progress. At present a third of the world's poor live in fragile and conflict-affected countries. By 2030 this proportion will probably have increased to one-half.

Oxfam Novib works in a large number of conflict-affected countries. We bring humanitarian relief, for example in cyclone-hit and food-insecure Mozambique, and help people to rebuild their livelihoods and become more resilient to disaster. We support local humanitarian organizations to take up a leadership role as first responders, and to access funds and decision-making spaces. In the Netherlands and throughout Europe, Oxfam Novib advocates for humanitarian migration policies that put human dignity first, contribute to sustainable solutions, and counter intolerance and polarization. We highlighted the denial of a fair asylum process to people seeking protection in Greece, and the dire situation in overcrowded refugee camps such as

Moria on Lesbos. In addition, we provide humanitarian assistance to asylum seekers, including legal aid, social and psychological support, and food and essential non-food supplies.

We particularly defend the rights of women in crises, and work to make their voices heard. In October 2020 it will be 20 years since the adoption of UN Security Council Resolution 1325 on women, peace, and security. However, feminist movements and female human rights activists encounter increased oppression, especially in conflict-affected countries. Oxfam Novib supports the many women who have worked hard – and continue to work hard – to build peace in their countries, without recognition from decision-makers.



THE RESULTS ACHIEVED UNDER THIS GOAL WERE MADE POSSIBLE BY THE SUPPORT FROM THE DUTCH MINISTRY OF FOREIGN AFFAIRS.

Nibona Sylvere, Logistics Manager for the humanitarian team, checking the unloading of the cargo in the Oxfam warehouse in Mozambique.

© Micas Mondlane

GAZAN YOUTH LOBBY FOR FEMALE JOURNALISTS

Despite the significant number of female journalists in Gaza producing high-quality work, their representation and influence in the independent Palestinian Journalists' Syndicate is very low. For this reason, protecting them as they work and increasing their participation in decision-making has never been a priority for the syndicate. Female journalists in Palestine face the double jeopardy of violence from the Israeli forces and a patriarchal system that discriminates against them. In newsrooms and in media, women's voices and views often remain underrepresented; this means many missed opportunities to increase the engagement of female audiences and to challenge gender stereotypes – including highlighting women's role in peacebuilding and security sector development.

Sixty young women and men from different backgrounds in Gaza, all changemakers in their communities, decided to focus their efforts on influencing the journalists' syndicate. In 2016 these young people were approached by Oxfam and the Culture and Free Thought Association (CFTA) in the Occupied Palestinian Territory. After

being trained in advocacy and (digital) campaigning to empower them to fight violations of women's rights in conflict, they launched the national campaign 'Your Participation Matters' in 2018. In 2019 the young influencers organized a series of activities, including listening sessions, radio spots and press articles, to address the inequality faced by female journalists.

LEADERSHIP TRAINING

Supported by CFTA, the young Gazans pushed the syndicate for the inclusion and meaningful representation of women in media work; at present women comprise just 19% of the syndicate's members. In addition, the group lobbied for a formal commitment to a 30% quota of representation of women in decision-making (it currently stands at 10%). A major success in March 2019 was the syndicate's adoption of a training program on leadership and decision-making for female journalists. Furthermore, the syndicate's periodic meetings are now held in gender-sensitive environments to enable women to actively participate in decision-making processes.

"IF WOMEN COULD HAVE MADE THE DECISIONS..."

Mariam Zakout experienced discrimination from a young age: "It was always the boys that were meant to go to university." As the general director of CFTA in Gaza, she works tirelessly to change the societal norms that maintain this deep-rooted gender inequality. CFTA supports survivors of gender-based violence to become activists and raise awareness, empowers youth, and encourages men to become more engaged with their families. "Whatever tiredness I may feel, whenever I see a survivor become successful in the community, it makes me feel stronger. I believe that women are at the core of social cohesion and society. If women could have made the decisions, there would be peace in Palestine now."



A LIFE-CHANGING EXPERIENCE

Kareema Al-Farra (28) experienced the same discrimination as Mariam did. After graduation she worked at a local university, where a teacher told her that she was taking up an undeserved opportunity and should quit to give her job to a man. His remarks had the opposite effect: Kareema did not make way for a man, and instead joined CFTA to defend women's rights. The trainings on advocacy, media and content writing she received were a "life-changing experience". Despite being an introvert, Kareema now holds meetings with the syndicate's decision-makers and voices her concerns about the challenges faced by women journalists. "I even had the opportunity to host a radio debate that reached thousands in West Bank and Gaza."



FAIR:

WE FIGHT FOR AN EQUITABLE WORLD

Although global extreme poverty has declined since the 1990s, poverty rates remain high in low-income countries and countries affected by conflict. Worldwide, inequality is on the rise, with the richest 1% owning as much wealth as 6.9 billion poor people, as Oxfam's report ahead of the World Economic Forum in January 2020 revealed. This inequality is fueled by the economic system, in which women and girls put in 12.5 billion hours of unpaid care work per day, worth at least US \$10.8 trillion per year. Fair taxes could provide billions of people with decent healthcare, education and social protection.

Oxfam successfully put inequality high on the political agenda through its [F.A.I.R. – Even it Up!](#) program. We call for global tax justice, and expose how corporate tax avoidance is facilitated by countries such as the Netherlands. Supported by an increasing number of citizens, we urge governments to promote progressive taxation and boost social spending, including gender-responsive budgeting. We demand that corporations pay their fair share of taxes and fair wages, in return for the infrastructure, services and labor they profit from in many countries, including low-income countries. And we encourage citizens to influence public budgeting, stressing that it's their tax money governments are spending; we support the millions who

take to the streets, risking their lives to demand a fairer, greener world.

At the same time we hold the private sector to account, demanding inclusive and sustainable global value chains that provides smallholders and workers with a living wage, for instance in our [Behind the Barcodes](#) campaign. Our [GRAISEA](#) program, which involves all stakeholders, was set up to achieve gender-equitable and sustainable supply chains for rice and seafood in South East Asia. Oxfam Novib boosts the small and medium-sized enterprise (SME) sector as a key venue for fair circular production, entrepreneurship by women and young people, and local value creation.

THE RESULTS ACHIEVED UNDER THIS GOAL WERE MADE POSSIBLE BY A NUMBER OF DONORS, INCLUDING SIDA, THE DUTCH MINISTRY OF FOREIGN AFFAIRS, AND RVO (NETHERLANDS ENTERPRISE AGENCY).



A young employee of SME Tayo industries is producing school uniforms, Somalia/Somaliland

© Petterik Wiggers

BUDGETS THAT WORK FOR WOMEN AND GIRLS

Oxfam Novib promotes fiscal justice in various ways, including by encouraging gender-responsive budgeting: taxing and spending money in such a way that it works for everyone. We support civil society in monitoring public finance and holding governments accountable for the delivery of free quality services, including healthcare and education. Good-quality public education can be a great equalizer within societies, and fairer taxation of the wealthiest can help pay for that. In Cambodia 4.5 million people remain poor, despite the country's high rate of economic growth; with women substantially overrepresented in the ranks of the poorest, this reinforces gender inequality. Oxfam in Cambodia encourages the use of gender-responsive budgeting to improve gender equality in education.

PREVENTING GIRLS DROPPING OUT OF SCHOOL

In Cambodia, Gender and Development for Cambodia (GADC), our partner for 20 years, uses gender-responsive budgeting to prevent girls dropping out of school. By law, schools are obliged to put 'gender issues' on their budgets, but

many simply don't know how to. GADC helps schools to identify how they can use budgeting to support girls to stay in school. Examples might include having separate toilets for girls, providing sanitary products, or contributing to safer ways for girls to travel to and from school. At the same time, GADC engages the wider community to communicate the importance of people sending their daughters to school. The NGO has organized village meetings and integrated gender-responsive budgeting into discussions with villagers on issues such as violence against women and girls, and women's rights and law.

Oxfam in Cambodia supports GADC in various ways including through capacity-building on public finance reform, and sharing experiences from other countries on how to advocate for gender-responsive budgeting. GADC in turn builds the capacities of school principals and teachers, community councilors and groups (including youth). As a result of this, plans and budgets were shifted using gender analyses, thus reducing dropout rates. At the Tol Leap primary school, for instance, the dropout rate for girls fell from 10% to 2.15% per year.

LY NITA FEELS SAFE AT SCHOOL

Ly Nita (10) grew up in a dusty village in Pursat, one of Cambodia's poorest provinces. Every day she cycles to Tol Leap primary school. Since 2016, the school has invested in new separate toilets for girls, sanitary napkins, sexual education, and bikes to make it easier for girls to attend school. Ly Nita: "Before, it wasn't clean, there was no soap to wash your hands. Because of the smell, I often waited until I went back home to go to the toilet." Ly Nita has not yet had her first period, but her older friends get sanitary napkins from the library: "It feels like it's equal now that we have a female librarian there."

SANITARY NAPKINS IN THE LIBRARY

Sophanna Ngen (15) is one of the oldest girls at Tol Leap primary school. For young women like her, having separate toilets at school makes a big difference. That was especially true when she got her first period. "The first time, I was at school and felt a pain. I checked in the bathroom. I knew what it was, because my mother had told me. I told the librarian that I had 'an issue in my stomach' and she understood right away. She didn't even ask, she just gave me the sanitary napkins. In the library we also have a book we use to talk about these things with the other children. Now I know it's natural."

GREEN:

WE DEMAND CLIMATE JUSTICE FOR A SUSTAINABLE WORLD

More than 20 million people a year are forced to leave their homes due to climate-fueled disasters. By the end of 2019, extreme weather events had caused more than 52 million people in Africa to go hungry. On top of that, many suffer from ongoing conflict and an unprecedented loss of biodiversity both caused by and aggravating land degradation. Even the devastating locust swarms that ruined food crops across Africa in early 2020 are related to climate change.

Oxfam has published these staggering figures to illustrate the urgent need for climate action. Climate change, biodiversity loss, hunger and conflict are all interrelated, and they all hit poor people – who contribute the least to global CO2 emissions – the hardest. In 2019/20, Oxfam not only provided these people with large-scale humanitarian assistance, but also supported small-scale farmers and rural women in becoming more climate resilient through

programs such as Sowing Diversity = Harvesting Security. We enabled them to shape solid adaptation plans, and to access resources and new technologies. We also amplified the voices of brave activists and (youth) climate movements, and we advocated tirelessly for ambitious and fair climate policies and funding, from petitioning the Dutch government to lobbying the UN Climate Summit in Madrid.

THE RESULTS ACHIEVED UNDER THIS GOAL WERE MADE POSSIBLE BY A NUMBER OF DONORS, INCLUDING THE DUTCH MINISTRY OF FOREIGN AFFAIRS, IKEA FOUNDATION, EUROPEAN COMMISSION, AND IFAD.



Bilquis Usman is replanting mangroves to protect her coastal village in Hawkesbay, Pakistan

© Khaula Jamil

TREES REDUCE POVERTY AND CLIMATE IMPACT

In Katsina state, in northern Nigeria, it is clearly visible what a combination of poverty and climate change can bring about. A growing population needed more agricultural lands and firewood to cook on. Yet agricultural production is hampered due to droughts and heat waves, leading to even more forests being converted into farmland. As a result, deforestation and desertification have increased at an alarming rate.

To counter this trend, Oxfam and the International Centre for Energy, Environment and Development (ICEED) intended to restore the balance between fuelwood production and consumption. Since 2014, farmers in seven local government areas in Katsina have been trained and supported in sustainably managing the production of fuelwood. In the meantime we stimulated people to plant trees, use efficient stoves, reduce their fuelwood consumption, increase their livelihood resilience, and improve women's health.

A NEW FUELWOOD BALANCE

Our approach had proved to be very successful by the time that our Fuelwood Balance (FuWoBa) project ended in January 2020. Exceeding the 55,000 households targeted, more than 60,000 farming families became involved in planting and maintaining trees on their

farmland (160,000 ha). In total these families planted 7.8 million trees (target: 5.5 million), ranging from cashew and mango trees to neem (fuelwood), moringa (medical products) and eucalyptus (wind shields, construction wood).

These millions of trees improved agrobiodiversity in the area, and generated an income for the 402,000 women, men, and children who directly benefited from the project; this greatly exceeded the planned target of 275,000 beneficiaries. An important success factor was the involvement of all stakeholders in local coordination platforms. Farmers and pastoralists agreed on mutually beneficial arrangements about land use, allowing cattle to graze without destroying the crops, while fertilizing the land.

Stimulated by an awareness campaign, including radio jingles about the benefits of fuel-efficient stoves, almost 129,000 stoves were produced and sold at an affordable price. Women were the main beneficiaries of the health effects; cooking on an open fire currently causes an estimated four million premature deaths a year, most of them women. Research showed that 96.6% of the stoves were used regularly, and significantly reduced the amount spent on fuelwood.

MUHAMMAD HELPS FIGHT CLIMATE CHANGE

Muhammad Buhari Fago (50) was very concerned about deforestation and the ever-drier land in his region. As a farmer, the decreasing rain and rising temperatures meant that he could hardly survive. So when the FuWoBa project started, Muhammad decided to help his community and applied to be a beneficiary. With the 900 eucalyptus seedlings he received to start his own plantation, he managed to turn dried-out land into something productive. "I am happy that I can contribute to the fight against climate change," Muhammad says. He even earns good money by selling the mature poles, while the young trees shield his farmland from the harsh winds.

MAIMOUNA'S BEAUTIFUL COOKSTOVES

The village where Maimouna Dabu (50) was born used to be famous for its traditional pottery and water jars. The introduction of plastic jerrycans destroyed their market, but the promotion of fuel-efficient cookstoves revived the craftsmanship for which the villagers had been known. Maimouna, the mother of five surviving children (seven died before the age of five) joined the village's flourishing Bela Sandamu Potters Association: "I am the best producer in the village. I work fast and my stoves are beautiful! My life has really improved because of the income. I bought goats and land."

STORIES ABOUT THE POWER OF PEOPLE

Four stories set in one context, Somalia/Somaliland, show the power of people to fight injustice and realize change - both for themselves and their communities - and the way in which Oxfam Novib works with these changemakers.

FEMALE LAWYERS STAND STRONG AGAINST DOMESTIC IMPUNITY

© Petterik Wiggers

Somalia/Somaliland is marked by a patriarchal and clan-based society, although the mainly young population is open to change. For many Somali women this means that gender-based violence is still prevalent, in particular in rural areas where traditional law takes precedence. Many survivors don't report this violence: they are afraid of reprisals and know that they themselves might be criminalized, as rape is still viewed as adultery.

STRATEGIC LITIGATION TRAINING

Amina Hassan Osman (26) is one of the young female lawyers who is determined to change this injustice. She graduated from law school in 2017 and has been working in the courts for three years now, taking up cases of violence against women in rural areas. The practices she encounters have convinced her of the need for a formal law that criminalizes sexual violence. "For example, I had a case of two young girls who were raped and murdered. If we had a proper law that punishes rape, its impact on all women and girls would be huge."

In February 2020, Amina decided to participate in the intensive training run by Strategic Initiative for Women in the Horn of Africa (SIHA), which is supported by Oxfam Novib. SIHA is not only advocating for a criminal law on sexual offenses, but also directly supports female lawyers who have the skills to challenge domestic impunity. Thirty women have trained in strategic litigation (ten of these, including Amina, in Hargeisa) using actual cases.

CUSTOMARY LAW IN RURAL AREAS

All cases were from rural areas, where the influence of customary law is still

very strong. The training helped Amina and her colleagues to stand strong. "Before, I never thought I could do strategic litigation," says Amina. With her newly acquired skills, she feels more confident defending survivors of gender-based violence. She also undertook gender-based violence sensitivity training, and was taught how to manage and document gender-based violence cases and how to use regional and international mechanisms.

Amina does see women increasingly seeking justice in court, supported by the more progressive wind that is blowing in Somaliland. "But these are mainly urban women. There is still a big difference between the justice systems used in rural and urban areas," Amina notes. "In rural areas, cases of rape or abuse are often resolved through customary law. Male leaders of a household come together and negotiate the resolution of the conflict or crime. The outcomes seldom do justice to the female victims."

"I WANT TO INSPIRE FEMALE LAWYERS"

Working as a female lawyer in Somaliland is not easy, says Amina: "The biggest challenge we face are our male clients, and how dismissive they can be towards us." But Amina always wanted to be a lawyer, and has no intention of giving up. "I want to show that we are very capable of working as lawyers. I want to inspire other female lawyers, who have lost hope because of societal norms. My ambition is to become a Member of Parliament. I want to campaign for a family law and for a strong sexual offenses law."



STRONG WOMEN LEAD THE WAY IN TIMES OF CRISIS

Ibaado Mohamed (50), from the Las Anod area in Somalia/Somaliland, has nine children and is the backbone of her family. This gave her the strength to decide to drastically change their lives when they lost all their livestock as a result of the devastating drought that hit the region in 2015. Ibaado left her husband and children in search of a new way to earn a livelihood. At first she tried her luck in the city, where she stayed with relatives. When that didn't work out, Ibaado found herself homeless and settled in a camp for internally displaced people (IDPs).

In the following years Ibaado scrambled to find different jobs and ways to change her situation. She worked in a meat store and was slowly able to save enough money to move out of the IDP camp into her own home. She then arranged for her family to come and live with her, but she maintained her ties with the other IDPs. In the camp she had noticed that women were especially vulnerable to threats and dangers, as they are in charge of the household and need to fetch water and collect food.

MANAGER OF THREE IDP CAMPS

Ibaado decided to become active in the IDP camp. She worked with women's groups and vulnerable people, and raised awareness of the need for supplies and support in the camp. As a former IDP, she was the first in the wider community to draw attention to the dire situation faced by people in the camps during the 2017 drought. Ibaado lobbied with clan elders and raised awareness among media and government representatives on the lack of food and other supplies for IDPs.

She became the chair of various committees within the camp and, as there was no formal management in the nearby IDP camps, she filled this gap and started managing other camps as well. As of 2020, Ibaado manages three camps. She coordinates with Oxfam, which provides lifesaving support to the camps, on how best to support the affected communities. She also coordinates the protection teams established by Oxfam. Their members are female IDPs who pay home visits to camp residents to check on hygiene, health, and domestic and gender-based violence, and to give information and advice.

"WOMEN JUST NEED TO GET AN OPPORTUNITY"

Ibaado is working with the government's IDP agency, which is responsible for all IDP-related issues. The government recently nominated her as the liaison for IDPs, and as an agency representative. She is very proud of this important coordinating role. Ibaado does all this work because she feels connected to those who are affected by drought and other disasters. "I know what it feels like to lose everything. It's important to get support, especially for women and vulnerable people."

Being a natural leader in a male-dominated society, Ibaado is used to challenging the limitations placed on her as a woman. "There were many men who expressed their dissatisfaction with the work that I do. But I believe that women are smart and often work harder than men. They just need to get an opportunity."

WINNER OF SME CHALLENGE DRIVES DEVELOPMENT WITH SOLAR KITS

When Said Abib took over renewable energy company Kaafi in 2014, providing rural communities and smallholders with solar energy was not regarded as a viable business model in Somalia/Somaliland. However, Kaafi – based in Hargeisa and Borama – was already a frontrunner, managing the first solar-powered grain mills in the country. The company manages dozens of phone-charging stations, fridges and freezers, juice-mixing services, light and fan rental services, and TV services, all in remote areas. It provides solar pumps for irrigation systems, freezing systems for the fishing industry, and light rental and phone charging services for more than 60 families in Daami, a refugee camp in Hargeisa.

Slowly, Said has developed his dream: providing people in rural areas with solar energy to charge their mobile phones. An increasing number of people are dependent on their phones, because mobile payments and banking are the main ways of transferring money in the region. A fully-charged mobile phone is thus essential for small businesses and families, but the price of electricity in rural areas, which are supplied by generators running on fossil fuels, is very high. The cost of electricity means that poor people have no light after sunset, and that they are unable to refrigerate fresh products.

INNOVATIVE BUSINESS CASE

In 2019 Said participated in Oxfam Novib's SME development program, aiming to strengthen his entrepreneurial capacities and increase Kaafi's social impact. He was proud to be selected for the Impact SME Challenge, along with five other small and medium-sized businesses from three countries.

Starting in January 2020, each entrepreneur developed an innovative business case. Said decided to elaborate on his plan to give rural communities access to affordable renewable energy, through the small shopkeepers that are usually at the center of service delivery in these villages.

In his innovative pay-as-you-go system, the shopkeepers will lease solar kits and sell the electricity to the villagers at a much lower price than what they're currently paying. The solar kits will each contain a fridge, a television, a fan, a set of lamps, and a telephone charger, all powered by solar panels. By paying monthly installments, the shopkeepers will own the kit after one year; failure to pay means the system will be switched off. Although it's likely that the owners will take good care of their solar kits, Said's business case includes a dedicated repair team that will deliver services to Kaafi's rural SME clients.

SOCIAL IMPACT ON RURAL COMMUNITIES

The social impact of Said's business case exceeds the delivery of affordable energy to poor rural communities. His project will create jobs for youth and increase the income of small shopkeepers who in turn will drive economic growth in their villages. Solar energy will improve poor people's health by reducing the use of polluting diesel, and the solar lighting will increase their safety as well as enabling children to do their homework in the evenings. No wonder Said came out as the winner of Oxfam's Impact SME Challenge. His reward was a €15,000 prize, which he is happily investing in the development of the solar kits as well as a system to track and trace both service requests and payments.



HOW A PASTORALIST ADAPTED TO CLIMATE CHANGE

Faisal Yusuf (36) had been trekking around Somalia/Somaliland with his herd all his life. But the big drought of 2017 changed everything: water shortages had already been increasing in the area, but now the situation was disastrous. Faisal could not find water for his livestock and had to watch his goats die. The nomadic pastoralist, his wife and four children decided to radically change their way of living.

A NEW FUTURE

Faisal owned a small piece of empty land, surrounded by a few settlements and villages. It was this land that enabled him to plan his new future. In 2019, while searching for possibilities to provide people with water, Oxfam and the government found a non-functioning borehole on Faisal's land. Together they decided to rehabilitate the well and power it with solar panels.

Initially Faisal planned to use the water for the few goats he had left, and resume his nomadic life. However, he realized that increasing temperatures and environmental degradation were here to stay. Faisal and his family chose to settle on the land and learn how to farm and to maintain the borehole.

WATER FOR THE WHOLE AREA

Oxfam not only invested in the borehole, but also trained Faisal in how to manage it and maintain the solar panels. Faisal now sells the water, at a fair price, to pastoralists and farmers, and is responsible for both maintenance and

services. Even the nearby cities depend on his water, which is delivered by trucks that come to collect water from Faisal's well every day.

Because the well provides all the families in the surrounding settlements with fresh water, Oxfam installed and trained a water committee. The committee, chaired by Faisal, is also made up of two women and three men representing the nearby community. It guarantees the fair distribution of water.

LEARNING TO BE A FARMER

By hiring people to teach him what to do and work with him on the land, Faisal has also learned how to farm. The hard work they put in to plant onions, cabbage, coriander, tomatoes, and lemons is now bearing fruit; Faisal's latest harvest, in February 2020, was enough to sustain him and his family. His children are happy too: now that the family has settled on the land, they are able to go to school.

Climate change threatened to ruin Faisal's future. However, by adapting and changing his way of living, with the help of Oxfam, the government and his own perseverance, he is now able to sustain himself and his family, and provide his community with lifesaving water. Faisal encourages his fellow pastoralists to find another means of making a living: "The world is changing, and I truly believe that pastoralism is no longer a sustainable way of living. I see a future in agriculture, and cultivating your own food, to be self-sufficient."



OUR WORK IN THE NETHERLANDS

OUR SUPPORTERS

Oxfam Novib’s most important stakeholders are the people we work with in the global South and our supporters in the Netherlands. Connected to a global movement of millions, our worldwide influencing network, we campaign and advocate to end poverty and inequality.

Our Dutch supporter base helps us to influence the policies and practices of the Dutch government and Dutch companies, and contributes to financing our work. We invest in true engagement and activities that contribute to building trust with our supporters. In 2019/20 we saw a further decrease in the number of individual supporters, (from 308,017 to 292,431), mostly due to the aftermath of the Haiti misconduct case and the related media attention in the previous year. We place a high value on our supporters’ opinion of Oxfam Novib, so we constantly survey them on satisfaction; in 2019/20 supporters’ satisfaction improved compared to the previous year

Engaging tens of thousands

We share compelling stories about the people we meet and support, their challenges and solutions, and how our supporters enable them to bring about change, thus inspiring both existing and new supporters. Issue-based campaigns engaged supporters, potential supporters and a wider audience in 2019/20, inviting them to share our content and their opinions, and to take action. Our Fair Climate campaign, for instance, resulted in 137 new structural donors. More than 16,000 people signed our petition to the Dutch Parliament, urging the government to live up to their Paris Agreement commitments regarding the US \$100 billion Green Climate Fund. At the Lowlands festival, one of our important donor contact moments, we engaged almost 3,200 people who committed to and shared our climate goals, participated in our climate competition, or posed for our climate pictures.

Through a multi-channel brand campaign, we continued to inform a wide audience about our work. Our commercial was broadcast on three major national TV channels, reaching 74.2% of the target audience, who on average viewed

the commercial 4.1 times. In total, we realized more than 30 million contact moments with people aged over 18 years in the Netherlands. We invite our audience to view and share our content and their opinions, and to take action. Before the end of the year we launched our ‘Living Room Quiz’ on Facebook and in TV and radio commercials; these were viewed by almost 3.8 million people. More than 11,700 quiz packages were distributed, enabling families and friends to play the informative tv-style quiz, presented by two quizmasters, at home. Research showed that the initiative was well appreciated, scoring 7 out of 10; people particularly valued the clarity and urgency of Oxfam Novib’s messaging on climate impact and inequality.

In 2019/20 we ran a very successful online brand and influencing campaign on tax evasion, to raise awareness on the ‘inequality gap’. Over 93,000 people signed our petition calling on the Dutch government to end the Netherlands’ tax haven status, and 14,000 people promoted our message by ordering a tote bag. Another 1,300 people donated the price of a cup of coffee to support our ambassador Dolf Jansen’s visit to Dutch parliamentarians to discuss fair taxes.

Moreover, 950 people decided to support our work as structural donors.

Online media presence

Mainly thanks to paid ads on Facebook, Google and YouTube, the number of visitors to our website almost doubled from 486,122 to 757,842. Facebook remains our largest online media channel, although the reach of regular posts decreased substantially to 1.3 million (2018/19: 2.8 million), due to changes in Facebook’s algorithms. These now promote posts by individuals and groups at the cost of brands such as Oxfam Novib.

Legacies and bequests

Although we raised interest in legacy-giving from more than a thousand individual supporters in 2019/2020, the income from legacies and bequests was far below the 2018/19 level. However, more than twenty people pledged to leave gifts to Oxfam Novib in their wills, mostly unrestricted. We are immensely grateful for these important commitments to supporting our work.

Major donors and private donations In 2019/20 we welcomed more, and very much appreciated, major donors

and foundations, which contributed a higher total amount of donations than the previous year. Furthermore, we established a new Named Fund, a specific fund named by the donor who also determines the objective, and held by Oxfam Novib. We maintain regular contact via email newsletters and our supporters’ magazine *Close Up*, providing information about the projects our donors support, and through visits and telephone calls from their Oxfam Novib contact people. We met with these important givers at events like a special International Documentary Festival Amsterdam (IDFA) night showcasing the land rights movie *Máxima*, and regional events in Nijmegen, Arnhem, and Eindhoven.

Entrepreneurs for entrepreneurs

Oxfam Novib’s longstanding and engaged Entrepreneurs for Entrepreneurs network of more than 550 Dutch entrepreneurs is a large and inspiring corporate social responsibility network for small and medium-sized enterprises (SMEs) in the Netherlands. The entrepreneurs support microfinance and SME development worldwide, and aim to contribute to the Sustainable Development Goals (SDGs). Oxfam Novib supports them with workshops, inspirational dinners, and an intensive sustainability trajectory. We help companies discover opportunities to increase their positive social and sustainable impact by adapting business processes. Six Dutch entrepreneurs traveled with us to meet their Ugandan colleagues, inspiring and learning from each other, and working together to tackle local business challenges.

Supporter contacts

Oxfam Novib handled a total of 52,530 inbound customer contacts in the form

of emails, phone calls, letters, and social media messages. The reasons for contacting us ranged from administrative requests to questions about our work, and from complaints to proposals for cooperation.

Oxfam Novib actively seeks to interact with our donors. In 2019/20 we launched an online chat pilot, increased our efforts to respond through social media, proactively reached out to donors, and invited them to several special events. These events included IDFA itself, a series of meetings around ‘The Best of IDFA on Tour’ in different Dutch cities, and the Oxfam Novib-PEN award at the Winternachten/Writers Unlimited festival in The Hague.

MEDIA

Oxfam Novib’s actions to promote a more equitable world again gained more media attention than any other theme in 2019/20. Our press releases and reports on tax evasion, inequality, and supermarkets’ corporate social responsibility all received very good coverage from the Dutch media. The same was true of Fair Finance Guide reports on Dutch banks, insurance companies, and pension funds. In keeping with tradition, our biggest media hit was the inequality report Oxfam launched ahead of the World Economic Forum in Davos in January 2020. All major Dutch media, such as NOS, RTL Nieuws, NU.nl, and all national newspapers used the Oxfam report ‘Time to Care’ for extensive reporting on the topic, including live interviews with Oxfam Novib’s executive director.

Likewise, our 2019 report on the EU blacklist of tax havens and press

releases about our Behind the Barcodes campaign received substantial Dutch media attention. With regard to our financial and economic reporting, Oxfam Novib is considered an expert. This means that we are able to actively approach media outlets and more or less determine when and where our reporting will become news. In contrast, our news and reporting on humanitarian crises are highly dependent on the external news agenda and on media interest in Oxfam Novib staff visiting countries hit by natural or human-instigated disasters.

We actively pitched Oxfam reports and information on refugees stranded on the Greek islands, the Rohingya refugees, and war-torn Yemen, which contributed to the relatively good media coverage of these urgent crises. Oxfam Novib also managed to garner interest in and increase visibility on another big topic, climate change, most notably with the Oxfam climate report ‘Forced from Home’ that was launched during the UN Climate Summit in Madrid (December 2019).

POLICY INFLUENCING AND ADVOCACY

In November 2019, Oxfam Novib spoke out strongly against the proposed ‘Criminalization of Residence in an Area Controlled by a Terrorist Organization’ law during a Dutch senate hearing. This law will have a very negative impact on humanitarian assistance and will endanger aid providers. Also in 2019, Oxfam Novib supported a lobby tour by Palestinian farmers. The farmers came to Europe to share the threats and obstacles they face in their daily work due to the expansion of illegal settlements on the West Bank. We organized meetings with policy-makers

and politicians, and supported the farmers’ call to the EU to keep investing in Palestinian agriculture and help them to stay on their land.

Supported by 93,000 signatures from Dutch citizens and our report ‘Belastinglek Nederland’, which reveals one of the many tax loopholes that the Dutch authorities have constructed to facilitate multinationals, we continued our lobby against tax injustice. In the report, we calculated that a specific tax loophole, known as ‘informal capital structures’, could lead to an annual tax avoidance of five to ten billion euros from 2020 onwards. As a result, Oxfam Novib discussed the report with former State Secretary for Finance Menno Snel, while politicians took part in our fair taxes campaign outside the Dutch Parliament, enjoying a cup coffee with Dolf Jansen. In February 2020 we criticized the EU’s tax haven blacklist, which lists only non-EU countries while letting tax havens such as the Netherlands off the hook.

In September the Dutch government presented the lowest Dutch development budget in fifty years, well below the international norm of 0.7% of GNI. In response, Oxfam Novib and other organizations used social media to remind political parties and politicians of their election promises regarding the level of the development budget, and spoke to politicians to discuss what should happen. These measures led directly to an adopted parliamentary motion to urge the Dutch government to try to increase the development budget. In the upcoming year, Oxfam Novib will continue to advocate and campaign for an increase to the Dutch development budget.





OUR PARTNERS

INSTITUTIONAL DONORS

Oxfam Novib wholeheartedly thanks our institutional donors and partners for their longstanding, faithful partnership and support. Together we continue to fight poverty and promote social justice.

Padek Field staff is facilitating a workshop, Cambodia

© Kimlong Meng

The Dutch government is Oxfam Novib's main partner and was our biggest donor in 2019/20, contributing a total of €52 million to our work. We are particularly proud of the three-year extension that the Dutch Ministry of Foreign Affairs has granted to the successful Voice program, which we manage together with Hivos. This innovative grant facility received €36 million to continue supporting the most marginalized and discriminated-against people in ten African and Asian countries. Furthermore, the Ministry granted us a second phase of Work in Progress!, enabling our alliance to expand our work with young people in Egypt, Nigeria, and Somalia/Somaliland.

We also thank our longstanding donors for their support to the implementation of

our flagship projects; we are particularly grateful to Sida, IFAD, IKEA Foundation and the United Nation Agencies.

In 2019/20, 16% of our income originated from the European Union. The EU made a great contribution to Oxfam Novib's programs with a total of €13 million, as well as to our humanitarian responses in the Horn of Africa and to the Rohingya crisis.

PRIVATE FUNDS AND CORPORATE DONORS

The Dutch Postcode Lottery has supported Oxfam Novib's work for an impressive 30 years now, since 1990. In addition to the €13.5 million of unrestricted funding that the Postcode Lottery again granted us in

2019/20, we received one million euros for Oxfam's Impact SME Development program. The 'Money Trail' investigative journalism project by Oxfam Novib and Free Press Unlimited has been funded by the Postcode Lottery since 2018, and will now embark on its final year. The project is providing many excellent results in the form of meaningful investigations and corresponding articles.

The Hans Geveling Foundation, our longstanding and loyal partner, enables us to support smallholder farmers in Africa and maintain our Oxfam Novib Fund, which provides funding to microfinance institutions. Vivace Foundation supports our important program in Zimbabwe, in which smallholder farmers develop their own quality seeds. We are also very

grateful for the funding from Soroptimist Club International and Books4Life, both of which support our project Marriage: No Child's Play, fighting child marriages in Pakistan, Mali, and Niger. Medium-sized entrepreneurs in Vietnam could count on the (ongoing) support of both the GSRD (G-star) Foundation and the 'De Leerschool' Foundation, while SanoRice is our highly appreciated partner in the Gender Transformative and Responsible Agribusiness Investments in South East Asia (GRAISEA) project.



The Maikundi family is showing the award they won with their clean cook stove production, Nigeria

© Benedicte Kurzen

MEASURING AND LEARNING

Oxfam Novib's mission is ambitious: we aim to fight extreme poverty and promote international social justice. The urgent, radical, and systemic change we aim for requires us to constantly adapt and innovate our ways of working. We therefore promote quality and a culture of experimentation, both in our own organization and those of our partners.

Measuring our impact and ensuring systemic learning from successes and failures is at the heart of our approach. Knowledge, learning, and innovation are a core part of what we do. We strive to learn how to do better, exploring new and innovative ideas to tackle poverty and injustice. We work towards enhancing the quality of our programs and projects, while ensuring inclusiveness, empowerment, and accountability. Through our teams and partners Oxfam Novib supports impact measurements, information and knowledge management, corporate and project learning, and capacity-strengthening in country offices. We connect with the academic world by enabling around thirty interns per year to support our teams in learning and developing high-quality knowledge products, while enhancing their own skills and knowledge.

IMPACT MEASUREMENT AND KNOWLEDGE

We power our programs and campaigns with knowledge; measuring the impact on people's lives lays the foundation for evidence-based design and implementation of new campaigns and programs, and for adapting current

projects. Together with local partners, we conduct formative and evaluative research to learn about the lives, views, ambitions, and capabilities of the people whose lives we seek to impact. In 2019/20 we embarked on 66 research projects in 25 countries, setting up extensive participatory learning trajectories on, for example, activism in restricted civic spaces. We strive to connect data rather than just collecting data, thus increasingly integrating the use of online data into our work.

For example: Voice diaries

In collaboration with Voice, we designed a learning trajectory to understand how people experience discrimination and marginalization, who they turn to for support, and what the process of finding and using their voice looks like. We asked 54 representatives of rightsholder groups to keep a diary over a period of five months. Their entries shed a revealing light on the diversity of experiences on the road to empowerment. For many, confidence, self-belief, and inner strength emerged as important preliminary steps towards raising one's voice. The learning trajectory turned out to be a two-way street: the act of diary-keeping encouraged self-reflection and was in

itself a source of strength. At the same time, analysis of the entries has provided new general insights that grantees working on empowerment within the Voice program can use to steer the design of follow-up strategies.

STRENGTHENING CIVIL SOCIETY

In 2019/20, Oxfam Novib supported around 800 local organizations in Africa, Asia, and the Middle East in strengthening their voices and increasing their impact, in order to be able to claim and exercise their rights safely. We enable these organizations to develop each other's capacities, and to become more accountable, evidence-based, and impactful when speaking up to governments and the private sector. We help create an enabling environment by setting up or improving safe spaces, particularly for young people who are increasingly making themselves heard through (digital) platforms and movements. In addition to this we strengthen partnerships, supporting collective efforts in humanitarian and development work, and enabling local organizations to take the lead. We endeavor to increase

local organizations’ access to funding by sharing our donor intelligence and networks. As these local partners in turn share their resources, knowledge, and connections with their networks, our capacity-strengthening efforts have a trickledown effect, reaching even more organizations.

For example: Civil society in Somalia

In Somalia we facilitated the dialogue between local organizations and Oxfam in Somalia and explored how to connect better, implement more influencing actions, and increase the leadership role of local organizations. In this country, with child marriage rates of 45% and with 98% of women suffering genital mutilation, we also assisted local partners with creating awareness against gender-based violence as part of the global campaign ‘16 Days of Activism Against Gender-Based Violence’. By improving their campaigning skills, we particularly encourage young activists to participate. For instance, they created awareness among private sector parties on existing policies that enable fairer opportunities for young people.

INNOVATION

Oxfam Novib continues to accelerate innovations through its €500,000 Innovation Fund. Colleagues in country offices apply for and receive grants for experimenting together with partners, including the private sector. In April 2019, Oxfam Novib and Oxfam Asia started the second Impact@Scale Accelerator Asia with a new group of six innovation teams. Together with three other Oxfam affiliates we supported the teams with budget, technical assistance, training, coaching, and networks. Experimenting with online support methods, we offered webinars

on business development and pitching, online training on Human Centered Design, and online peer coaching. We stimulated a system perspective: what (kind of) innovation is needed to make the system change?

For example: Award-winning pilot

One interesting pilot was B-Ready, a Philippine project co-funded by Oxfam Novib and DRA, which is aimed at changing the humanitarian aid paradigm from disaster responsiveness to disaster preparedness. In the city of Salcedo, the most vulnerable received cash prior to a typhoon hitting the country, in order to enable them to buy food, reinforce their houses, or leave the area. In addition, the project initiated a study on how to engage the Philippine financial sector to develop the necessary preemptive financial services.

As a result, the Government of the Philippines asked Oxfam to help develop the implementing rules and regulations of the pre-disaster state of calamity guidelines. At the same time, Oxfam included forecast-based finance in its input for the country’s disaster risk reduction and management plan 2020–2030. B-Ready attracted the attention of the United Nations as an example of climate change adaptation, and won the ‘best innovative project’ award at the SEEP Microfinance conference in October 2019 for combining forecast technology with digital finance.

INFORMATION, KNOWLEDGE AND LEARNING

Oxfam Novib’s information management team enables and promotes the effective sharing and usage of our

data, information, and knowledge, both internally and externally. We publish project information in the International Aid Transparency Initiative (IATI) standard, creating high-quality visual communication products of our results and lessons learned. We also maintain our archive and strengthen institutional memory, amongst other initiatives. In 2019/20 the team’s activities expanded to include knowledge management and learning coordination across Oxfam Novib, increasing its contribution to accountability and program quality.

For example: Online transparency

Oxfam Novib’s project browser [Atlas](#) enables everyone to easily access information about our programs, projects, and partners online. It displays data submitted by seven Oxfam affiliates that currently publish data to IATI’s public registry: Oxfam GB, Oxfam Novib, Oxfam Intermón, Oxfam America, Oxfam Ibis, Oxfam Australia and Oxfam Solidarité–Solidariteit. Atlas contains open and public data and enables users to search for and download information on 9,000 projects, activities, and partners. In 2019/20 Atlas was visited by approximately 6,000 users from 127 countries, resulting in a total of 110,000 pageviews. Oxfam Novib upgraded its IATI data to include humanitarian response information, making this data – and Atlas – more relevant to the humanitarian sector.

KNOWLEDGE HUB

Oxfam Novib hosts one of Oxfam’s five knowledge hubs: the hub on governance & citizenship is a flat, global network of 350+ staff connected to governance and citizenship programming. Our knowledge

hub facilitates collaboration, knowledge-sharing, and evidence-based learning across all of Oxfam and externally, on the topics of civic space, active citizenship, and fiscal justice. Oxfam supports learning and creativity through collaboration and in-depth listening, and by creating safe spaces for critical reflection and experimentation with others. We also support and motivate people to contribute their best efforts through connecting them with their peers both inside and outside the organization. In this way, it is easier for staff to learn from each other’s successes and failures, identify experiences they can use to inspire their work, and deliver greater impact.

For example: Shared learning agenda

Concerning fiscal justice, we tackle questions such as: How can citizens influence their governments to make the right pro-citizen and pro-poor choices? How to mitigate the influence that powerful interests have on these decisions without putting citizens and activists at risk? Oxfam teams working on fiscal justice and the knowledge hub cocreated a shared learning agenda at the beginning of 2019, which bore fruit during the reporting year by responding to key questions such as how fiscal work can open or close space for civic actors. The teams, who work in more than twenty countries, acknowledged that the collective learning agenda enables them to identify peers with similar experiences who are able to help them with their program design and implementation, and allows them to capitalize on the lessons shared by others.



OUR ORGANIZATION





Pupils attending class at the HargaBits Digital Design Academy, Somalia/Somaliland

© Petterik Wiggers

HOW WE ARE ORGANIZED

Changes to the Board of Directors

In 2019/20 there were no changes to the Board of Directors and the Board of Supervisors. Michiel Servaes is Oxfam Novib's Executive Director, Pauline Mulder is our Director Finance & Operations, and Ton Meijers remains our Director Programs and Campaigns. (See page 80 for the composition of the two boards.)

Staff

As of March 31, 2020, the total number of colleagues employed through Oxfam Novib's office in The Hague was 354 (62% women), of whom 312 were based in The Hague. In the twelve countries in which Oxfam Novib is an Executing Affiliate (see the 'One Oxfam' box), another 985 people (38% women) are employed, with the largest offices being Afghanistan, Mozambique, Nigeria, and Uganda. Our employees represent 59 different nationalities, with 75% coming from countries outside Europe.

Over the past few years, Oxfam Novib has invested in creating a healthy workplace and reduce the high long-term

absenteeism rate. In 2019/20 this proved successful: thanks to the joint efforts of managers and employees, and the cooperation with health and safety service Arbo Unie, the absenteeism percentage at our office in The Hague decreased from 4.5% to 3.1% in 2019/20.

Staff initiatives

Our staff have a #WeToo group dedicated to putting sexual diversity and gender identity issues on the agenda, to ensure that (sexual) diversity is embraced at Oxfam Novib. Underpinning this ambition, Oxfam Novib joined Workplace Pride, the international platform for inclusion of LGBTI at work, in January 2019.

'Lighten it Up' is the name of another initiative: an independent internal working group aimed at promoting an organizational culture that reflects Oxfam's values. The group organized open discussion sessions and, based on staff's suggestions, set up an anti-bullying campaign and facilitated 13 feedback workshops.

Works Council

The Works Council counts nine members, and has a daily board with a shared chairship as well as three working groups: safety & health, communications, and finance. In July 2019 the Works Council organized an onboarding training for new members and defined our strategic objectives. Following the results of the Oxfam-wide culture survey among all staff, the Works Council prioritized the promotion of a healthy working environment in order to curb the high absenteeism rates at Oxfam Novib.

In 2019/20, the Works Council set up a panel for frequent staff consultations on a variety of topics, such as the health and safety service, and the strategic direction and associated organizational processes of Oxfam Novib for the period 2021-2025. Based on broad staff consultations, the Works Council supported the extension of the insurance contract for employees' pension provisions. It also helped to protect the organization by agreeing to an advanced digital surveillance system and the screening of new staff and suppliers (see page 63).

Training and personal development

We continue to encourage Oxfam Novib

employees to take advantage of training opportunities and develop relevant skills and knowledge. Building on the success of the previous year, we improved and optimized our induction program for new employees. In cooperation with Young Oxfam Novib, our platform for young professionals within the organization, we created a buddy system for all staff, that is already starting to bear fruit.

Raising awareness of the online platform Learning at Oxfam has increased the use of online learning resources. We have supported workplace resilience training to address staff wellbeing, and brought the 'happy healthy workplace' topic to everyone's attention. We have undertaken research and preparation for the 'Let's Talk' performance review process, exploring how this might be woven into next year's management development program. Our training request procedure has been updated, and 130 staff members made use of training opportunities in 2019/20.

HR support to country offices

Our support to country offices has evolved significantly around the emergency response in Mozambique in 2019. As of 1 December 2019, we have three staff

members based in The Hague who are fully dedicated to supporting the country offices on all HR matters. After the initial launch of our online HR self-service tool, SuccessFactors, in the country offices in 2018/19, we provide continued guidance to the countries in which Oxfam Novib is an Executing Affiliate. Recruitment and selection processes, as well as employee registration, continued to be completed via SuccessFactors.

Our key objective in 2020/21 will be to empower the country offices in the areas of: (1) fairer and adapted staff terms and conditions; (2) recruitment and employer branding; (3) digitalization, and; (4) engagement and business transformation. As we adopt digitalization and new ways of working, we want to ensure that country offices are equipped with the right skills through continued support and training. It is crucial that we offer a framework that guarantees that everyone feels comfortable about speaking up and raising concerns, and is empowered to initiate improvements.

Restructuring HR, improved shared services

At a global level, we prepared for intensified collaboration with other Oxfam

affiliates, assessing how to provide the best services for our employees and align these within Oxfam International. In 2019/20, Oxfam Novib’s HR department was reorganized to mirror the HR setup at Oxfam International and other affiliates. The restructuring resulted in a huge improvement to interaction, communication and cooperation in Oxfam’s shared services, and to the increased professionalization of Oxfam Novib’s HR department. Today, a more holistic approach is taken to addressing problems and concerns, while best practices are shared and implemented globally and thus more effectively. The projects and policies related to global rewards and mobility are good examples of where One Oxfam is headed; they aim for a more inclusive and general approach towards recruitment and entitlements for Oxfam personnel globally.

Global security team

In the first full year of operation, both Oxfam’s security incident reporting & information system OSIRIS and a regular reporting tool proved to be of great value. Most specifically, the country and regional audit tools have provided line managers with vital information to improve security risk management. The global security team has produced video tutorials on OSIRIS and is producing training materials for our security management toolkit, such as risk guidance notes. In addition, we successfully organized training sessions

on security and other topics for the crisis management teams of Oxfam Novib and all other Executing Affiliates. The global team completed the incident management protocol and began conducting accompanying training sessions in various country offices.

On 19 February 2020, while delivering lifesaving assistance to civilians, two Oxfam aid workers were killed in an attack in Southern Syria and a volunteer was injured. Oxfam mourned its colleagues and condemned the attack in the strongest possible terms. This incident was the most serious of the four security incidents classified as critical/crisis in 2019/20. In Lebanon, an Oxfam colleague was kidnapped before being released after almost a month. In Yemen, the shelling of an Oxfam building was fortunately without casualties, but the armed intrusion into an Oxfam compound in the Central African Republic (CAR) left a guard wounded and triggered the suspension of our activities in Batafango. In 2019/20 a total of 243 security incidents involving Oxfam affiliates were reported in OSIRIS. Six of these were classified as severe, 65 as serious, 104 as moderate and 64 as minor. The countries most affected were Yemen (68), Bangladesh (22), Iraq (21), CAR (19), and Somalia (19).

ONE OXFAM

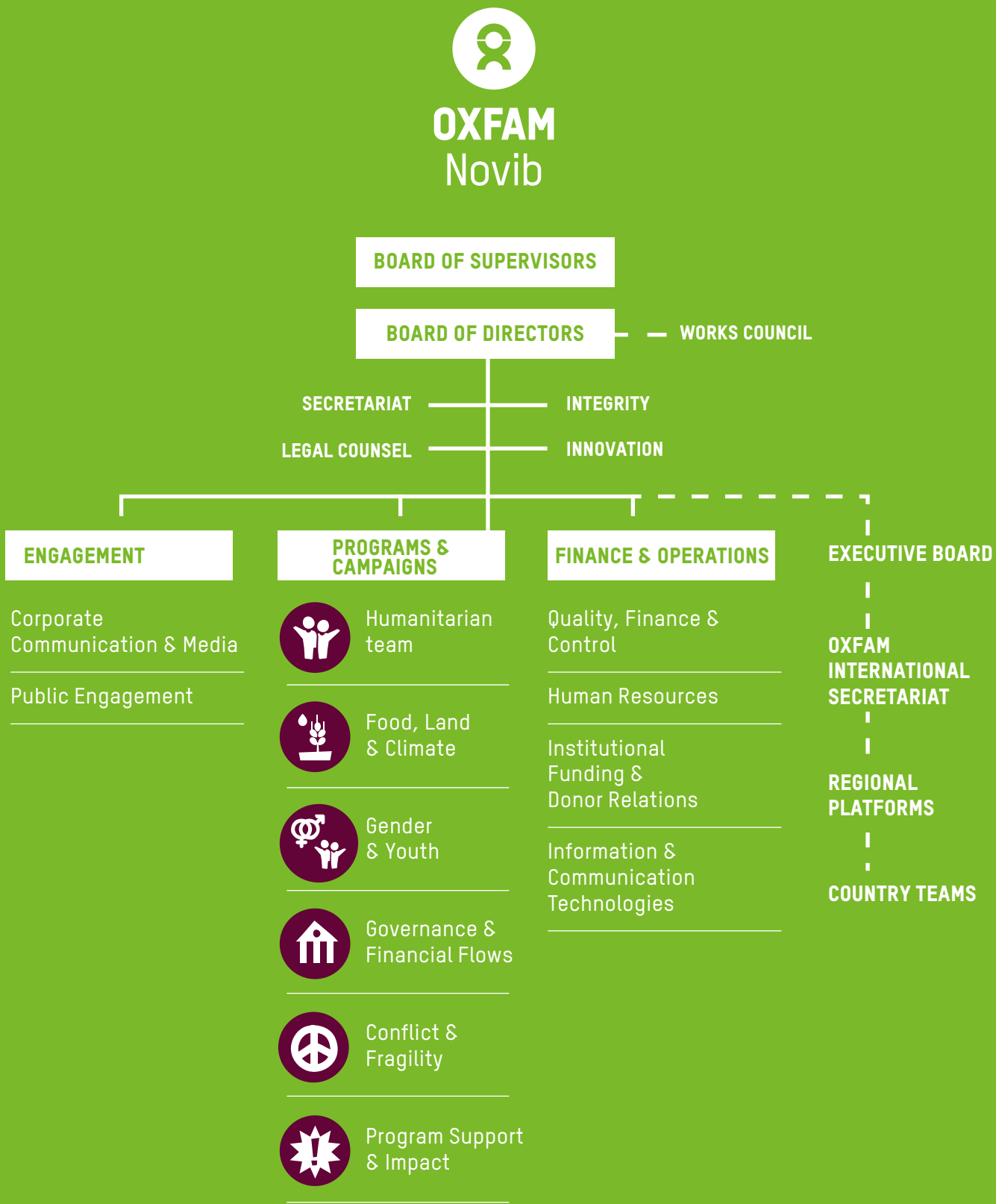
Oxfam Novib is an affiliate of the Oxfam confederation, in which 20 likeminded organizations join forces to defeat poverty and injustice. Together we are active in more than 90 countries. In accordance with the Oxfam 2020 plan, we have completed the One Oxfam initiative to become a stronger Oxfam with more affiliates in the global South; a confederation that is sustainable, accountable and relevant.

In each country we now have a single Oxfam program strategy, program, and budget, as well as a single country team. Oxfam regional platforms, each led by an Oxfam regional director, provide strategic leadership, deliver regional impact, and facilitate connections between practitioners. Affiliates engage with countries and regions as Partner Affiliates, providing thematic and capacity-building support as well as funding; some act as Executing Affiliates that also provide back office support.

Of course, the change process within Oxfam continues. Following an inclusive 18-month process, Oxfam International approved a new Global Strategic Framework (2020–2030) in March 2020. A multi-stakeholder forum – 45% of participants from outside Oxfam, 80% from ‘the global South’ – provided regular input, leading to a bold and future-oriented framework that is relevant to those we work for, and work with.

In December 2019, Turkish women’s organization Kadın Emeğini Değerlendirme Vakfı (KEDV) joined the Oxfam network as an affiliate. Not only does KEDV ground Oxfam’s presence in a country that has huge regional and global influence, but its membership also underpins Oxfam’s drive to be more diverse, globally balanced, and rooted in communities. KEDV has an outstanding track record in Turkish civil society as well as in some other countries in the Middle East. In the course of 2020 we expect Oxfam in Colombia to join the Oxfam network as an observer.

OUR ORGANIZATION





Farmer Amina showing her cloth that has been destroyed by locusts, Ethiopia

© Petterik Wiggers

TRANSPARENCY AND ACCOUNTABILITY

Oxfam Novib works hard to operate sustainably and responsibly, and requires its suppliers to do the same by signing and adhering to the Oxfam Ethical and Environmental Purchasing Policy. We identify, manage, and mitigate the risks that influence our ability to deliver on our strategic goals. Oxfam Novib’s quality management system guarantees both high-quality processes and accountability towards our stakeholders.

ENVIRONMENTAL IMPACT FROM OUR OPERATIONS

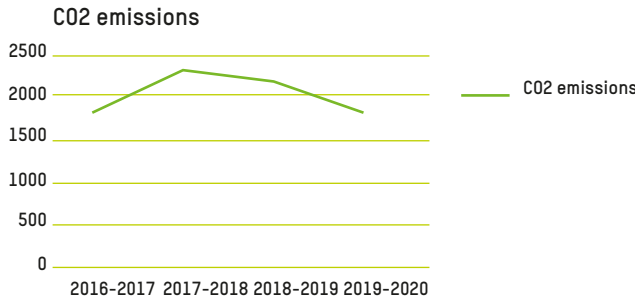
Oxfam Novib reports on its direct environmental impact based on statistics available for our The Hague office, and reports air travel by employees working in the Netherlands. To reduce our indirect impact on the environment and the climate, we have introduced a new Supplier Code of Conduct. This code requires suppliers to respect the applicable environmental laws and regulations, and seek to reduce their environmental impact.

All flights booked through travel agencies are compensated in accordance with the CO₂e offset guidelines issued by the Dutch Ministry of Economic Affairs and Climate Policy. In 2019/20 Oxfam Novib contracted a new travel agency that offers several support mechanisms to increase our environmental sustainability.

CO₂e emissions from air travel² in 2019/20

Air Travel	Number of flights	Total kilometers	CO ₂ e emissions in 1000 kilos
Short haul: 700 km or less	683	305,701	85
Medium haul: 700 to 2500 km	1009	1,492,969	299
Long haul: more than 2500 km	1691	9,965,575	1465
Total	3383	11,764,245	1849

CO₂e emissions 2016-2020



² CO₂ equivalent (CO₂e) emissions are calculated following guidelines from CO₂-emissiefactoren, an initiative by environmental organizations and the Dutch Ministry of Infrastructure and Environment. Oxfam Novib uses Well-to-Wheel data: direct (fuel used for flights) and indirect (getting fuel from well to airplane tank) emissions.

C02e emissions from energy consumption in 2019/20

Electricity consumption	% renewable energy (mainly wind)	C02e emissions
331,612 kWh	100%	0

Gas and fuel consumption from district heating	C02e emissions
2021 GJ	17,784 kg C02e

Oxfam Novib strives to make its The Hague office climate neutral, and is currently researching how to realize this as part of a four-year environmental strategy.

Commuting in 2019/20

Only 4.9% of our employees receive a kilometric allowance for commuting by

car to our office in The Hague. All others either use public transport (70%), or cycle or walk (25.1%). We stimulate this in various ways, including by deliberately limiting the number of parking spaces available for our office.

Water and waste in 2019/20

Water consumption	Water consumption per FTE	Residual waste	Waste paper
1,622 m³	5.52 m³ ³	12,493 kilos	9,157 kilos

Oxfam Novib separates paper, plastic, organic, and residual waste. As of next fiscal year, we will also report figures on our plastic and organic waste.

Environmental impact of purchased goods

- **Office supplies:** Oxfam Novib’s preferred supplier manufactures office furniture following cradle-to-cradle design principles.
- **Green ICT:** our hardware has several energy-saving tools and was selected

- based on Greenpeace’s Guide to Greener Electronics.
- **Lighting:** we have LED lighting systems and motion sensors installed in appropriate locations, such as toilets.
- **Plastics:** staff and guests use only reusable mugs.
- **Catering:** Our (outsourced) caterer uses sustainable, organic, and fair trade products whenever possible. On Meatless Monday the company serves only vegetarian food, and on

Sustainable Tuesday it offers dishes from a food enterprise that produces meals from food that would otherwise end up as waste. At the initiative of Oxfam Novib’s staff, we have purchased worms that eat our organic waste.

- **Cleaning:** the company that cleans our offices works as sustainably as possible, without using chemical cleaning agents.

RISK MANAGEMENT

Oxfam Novib has integrated risk assessment into all organizational levels, as well as our relationships with partner organizations. Members of senior management (Board of Directors, management team) receive regular risk assessment overviews, and action plans are drafted in response to high-priority risks.

Risks at confederation level

Within the One Oxfam model (see page 56), Oxfam International carries out line management in all countries in which Oxfam Novib acts as an Executing or Partner Affiliate. Close cooperation within the confederation mitigates the risks of interdependency. Risks are also mitigated by a clear framework on roles and responsibilities and on how, as a confederation, we are working together to prevent risk areas materializing, or mitigate them.

Risk at organizational level

Through the Strategic Risk Register, Oxfam Novib’s senior management identifies strategic risks at organizational level, defines mitigation measures, and monitors its mitigation measures as well as the risks every six months. Mitigation plans are the responsibility of line management. During the six-monthly evaluation of the Risk Register, senior management reviews the risk level, the effectiveness of the mitigation measures, and the need to include or remove risks from the register. The planning for this review is part of Oxfam Novib’s planning & reporting cycle.

Risks at country level

Country offices have separate risk profiles, including financial risk profiles. Wherever and whenever needed, Oxfam Novib supports its country offices in managing their risks. This is done in a range of ways, including via training and the implementation of a solid control framework. Furthermore, all main risk areas are tested and checked regularly through our internal audit cycle. When audits prove that risks mitigation is

insufficient, we work together to draft an action plan, provide support, and plan follow-up actions.

Risks at project and partner level

Risks within the projects we execute are managed throughout the entire process. The Oxfam Novib project cycle describes our ways of working and the checks and balances we have implemented. In the planning and design phase, a project risk assessment is required for externally funded projects. When a (local) partner organization implements a project, this partner will be assessed, including a financial and governance risk assessment. A uniform Risk Assessment Method Oxfam Novib (RAMON) is mandatory whenever we take on a new partner organization, and an annual update of the findings is obligatory. We manage risks regarding our partners through RAMON as well as through periodical reporting and field visits. As country offices manage relationships with local partners, potential risks are carefully managed from the country itself. Payments to partner organizations are made only when all contractual conditions have been fulfilled.

Risks at personal level

Oxfam Novib regularly faces security incidents, which are usually managed by the immediate line management. Occasionally, a complex or acute incident or event requires the activation of a Crisis Management Team. Oxfam Novib’s security crisis protocol outlines the steps to follow in such cases.

Risk at privacy level

- To incorporate compliance with the General Data Protection Regulation (GDPR) into Oxfam Novib’s business processes and activities, we:
- set up a Data Processing Register
 - implemented the Data Breach Notification Procedure
 - secured Data Processing Agreements with relevant external suppliers and processors
 - rolled out mandatory GDPR e-learning to raise awareness among staff
 - assigned a Privacy Coordinator

Oxfam Novib is developing a privacy policy to further embed GDPR in our ways of working and to provide a clear governance framework.

QUALITY MANAGEMENT SYSTEM

Oxfam Novib’s quality management system is the framework for all our policies, processes, and procedures. The system is outlined in a quality manual, which is updated at least once a year to reflect all improvements – both large and small – to our ways of working. The Board of Directors approves this reviewed quality manual, and simultaneously reviews the scope of our quality management system.

The planning & reporting cycle

Our planning & reporting cycle is one of the core processes in our quality management system. It helps us to be a genuine learning organization that is accountable for its ways of working, achievements, and failures. The planning & reporting cycle incorporates all activities, deliverables and responsibilities that ensure that Oxfam Novib can be held accountable and learn.

Internal audits

Based on an overall risk profile of the organization, the Board of Supervisors approves an annual audit plan, which is carried out across operations and activities by our internal audit team. The team provides the Board of Directors with regular reports on audits conducted, risks identified and management responses to audit findings, and an annual internal audit report.

Oxfam Novib follows an Oxfam-confederation-wide audit methodology for Oxfam in-country operations, assessing 135 key controls across nine operational areas. Follow-up audits are normally carried out six months after issuing an internal audit report. In 2019/20 the audit team performed audits in Afghanistan, Burundi, Mozambique, Nigeria, and Niger. It conducted follow-up audits in Cambodia, Occupied

³ The average for similar organizations is 7.1 m³; see milieubarometer.nl/examples/offices.

Palestinian Territory and Israel, Tunisia, Somalia, and Uganda. In addition, the audit team tested a methodology for risk-based process audits.

External standards

Through certification and adherence to external standards, Oxfam Novib provides insight in how we perform as an organization:

- The **ISO 9001:2015** certificate guarantees that our processes are run according to the highest standards of quality. SGS audited Oxfam Novib for initial certification in February 2019, with a positive result. In March 2020 we successfully passed an external surveillance audit for ISO 9001:2015 and for the special 'Partos ISO

9001:2015 version 2018' certificate, a standard for the Dutch development cooperation sector.

- The **CBF Recognized Charity** is a quality label for charities in the Netherlands, granted by the Netherlands Fundraising Regulator (CBF). Oxfam Novib participated in the annual assessment in July 2019, with a positive result.
- Oxfam Novib complies with the **International Aid Transparency Initiative (IATI)** standard, and publishes updated project data sets to the IATI registry every day. The IATI project information of seven Oxfam affiliates is easily accessible through [Atlas](#). In 2019/20 we added humanitarian information and SDG

goals to our IATI data. Oxfam Novib has been reelected as a member of the IATI governing board for a second two-year term starting April 2020.

- Through Oxfam International, Oxfam Novib is a member of **Accountable Now**, the accountability charter for the non-profit sector. Every two years, we make a public [report](#) to an independent review panel regarding our economic, environmental, and social performance, in line with Accountable Now's reporting guidelines. The latest Oxfam-wide accountability report for all affiliates was established in 2018/19 and covers the period 2017/18.



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INTEGRITY: SAFEGUARDING AND ANTI-CORRUPTION

Oxfam Novib is committed to preventing and eradicating all forms of unwanted behavior and misconduct within our work. In recent years there has been a lot of progress made in relation to integrity, but we aim to improve our practices still further. We will continue to hold ourselves – and all those working for Oxfam Novib – to the highest standards of behavior. Safeguarding and corruption misconduct have no place in our work. Management, staff, partners, suppliers, and volunteers have a shared responsibility to do everything they can to prevent violations, and to respond appropriately, proportionately, and professionally when incidents occur.

Oxfam Novib integrity team

In 2019/20 Oxfam Novib recruited additional staff, including specialists in misconduct investigations and a reporting officer. As of January 2020, Oxfam Novib's now five-member **integrity team** also covers anti-corruption, which was previously handled by our Quality Finance and Control department.

This helps us to further streamline our integrity incident response and prevention work as well as embed integrity strongly into all areas of our work, in close cooperation with HR and other departments.

Safe recruitment

Since December 2019 Oxfam Novib

has participated in the **Inter-Agency Misconduct Disclosure Scheme**, a sector-wide initiative designed to prevent the rehiring of individuals known to have committed misconduct. We use a special toolkit to implement participation in this scheme in line with GDPR guidelines, and stimulate other Dutch humanitarian organizations to join the initiative.

New policies and strategies

In July 2019, Oxfam adopted a new confederation-wide **Anti-Fraud and Corruption Policy**, establishing its minimum standards in fighting fraud and corruption. The associated **Anti-Fraud and Corruption Strategy** defines Oxfam's strategic approach and commitments in tackling fraud, and highlights the One Confederation approach. Oxfam also adopted two new policies on **Youth and Digital Safeguarding**.

In the same month, **Oxfam adopted the One Oxfam Safeguarding & Culture Framework 2019-2021**, to take forward the progress made on safeguarding in the confederation in the last two

years. The framework closely aligns with the Inter-Agency Standing Committee's strategy on protection from sexual exploitation and abuse. It sets out objectives and targets to achieve progress against four key intervention areas over the next two years: (1) to enhance accountability and investigations management; (2) to drive safe and robust reporting; (3) to ensure high-quality and accessible survivor assistance, and; (4) to transform Oxfam's culture, ensuring that we live our values.

Anti-corruption training

Corruption is one of the biggest drivers of global poverty and diverts resources away from where they are needed most. Building awareness of corruption, including its reporting, response and prevention, is of the utmost importance to Oxfam. In July 2019, a **new online e-learning program on anti-corruption** was developed and made available to all staff in Arabic, Portuguese, French, Spanish, and English. Oxfam Novib organized additional workshops for staff in The Hague, to strengthen their understanding of corruption issues, Oxfam's framework for tackling these, the available specialist support, and what staff can do to support Oxfam's anti-corruption strategy.

In August 2019, Oxfam Novib trained twelve global staff members in the skills necessary to support the integrity team's investigative specialists when they need assistance while investigating corruption cases.

Misconduct cases

The integrity team receives and investigates allegations of safeguarding misconduct (i.e. sexual harassment, sexual exploitation or abuse, child abuse) and corruption misconduct (i.e. fraud, theft, bribery, nepotism, money laundering, aid diversion) that occur in the context of Oxfam Novib's work in The Hague and in the countries where we are an Executing Affiliate. Since the safeguarding and anti-corruption teams only recently merged, data sets are not yet completely aligned. Data will be more comparable once the team has transferred to a new global case management system in 2020/21.

In 2019/20 the number of reported misconduct cases increased in comparison to 2018/19. This means that our efforts to improve reporting channels and raise awareness – through trainings, country visits, communications and e-learning, among others – is paying off. We believe that the increase in reporting shows that our staff know the system and trust the reporting channels.

Safeguarding misconduct

In 2019/20 the team received 45 reports of safeguarding or other interpersonal misconduct, of which 20 were referred to or addressed jointly with other departments; these cases did not relate to allegations of safeguarding misconduct or otherwise require the integrity team's involvement. Of the remaining 25 allegations, 22 were closed in 2019/20, as were six complaints that dated from 2018/19. Five of these 28 closed allegations concerned sexual exploitation, ten were about sexual harassment, and thirteen involved other issues.

In 22 of the closed cases the allegations involved Oxfam staff members, three involved partner staff members, one related to a consultant, and for two cases the subject of complaint could not be determined. The affected persons (survivors) were Oxfam staff members in 16 cases, and staff members of partner organizations in three cases. In three other cases community-based volunteers were involved, four related to beneficiaries, and in two cases the survivor could not be determined.

In four of the closed cases, the complainant did not wish to proceed. Another case was referred to a partner organization, and three cases lacked sufficient evidence to proceed with a formal investigation. Seven cases were not upheld following an investigation, and in eight cases management took non-disciplinary action, e.g. performance improvement actions. Three cases resulted in termination of employment and two others in disciplinary actions.

Corruption misconduct

In 2019/20 the team received 69 reports of alleged corruption misconduct. Of these, 27 were closed by 31 March 2020, as were four suspicions that had been brought forward from 2018/19. Five corruption allegations involved partner organizations, 23 involved Oxfam staff members, and three were directed against both staff and partners.

Of the 31 closed cases, 16 concerned fraud, two involved theft, five were bribery allegations, seven related to nepotism, and one remained unclassified. In ten of these 31 closed cases corruption was proven, which lead to HR follow-up actions including dismissal; the financial loss was estimated at €56,122.

SAFEGUARDING IN MOZAMBIQUE

Oxfam's humanitarian response to the devastation wreaked by Cyclone Idai in Mozambique, in March 2019 and onwards, provides a good example of how safeguarding can be integrated into the response early on. Oxfam's global team deployed specialist safeguarding humanitarian staff, after which Oxfam in Mozambique recruited its first fulltime national safeguarding officer. This not only enabled stronger local leadership on safeguarding, it also strengthened Oxfam in Mozambique's ability to build long-term, trusted relationships with partners and staff, and to build trust within communities on safeguarding.

The Mozambican safeguarding officer coordinates a network of trained safeguarding focal points in different locations, and facilitates peer-to-peer learning and support, including with focal points in partner organizations. She supports Oxfam's partners in mapping safeguarding activities within their project plans, and in developing materials and awareness-raising activities on safeguarding in communities.



BOARD OF SUPERVISORS' REPORT





2 members celebrating the election of the first women in the board of the Union UGTT, Tunisia.

© Ons Abid

BOARD OF SUPERVISORS' REPORT 2019/2020

The Board of Supervisors has a supervisory role at Oxfam Novib and functions as the employer and a sounding board for the Board of Directors. The Board of Supervisors upholds the principles of the Code of Good Governance for Charities and acts accordingly. The Board of Supervisors exercises its supervisory role in advance as well as retroactively.

The mandate and tasks of the Board of Supervisors are laid down in the statutes and further detailed in a regulation. Members of the Board of Supervisors are recruited on the basis of an agreed profile and through open advertisement.

The Board of Directors of Oxfam Novib consists of one Executive Director and two Directors. The Directors are primarily responsible for the realization of the statutory objectives and the strategy, and take the necessary decisions to this end.

In 2019/20, the Board of Supervisors met four times for the regular face-to-face meetings. Additionally, the Board of Supervisors had a multi-day strategy session together with the Board of Directors and members of other Oxfam Boards of Supervisors (England, Spain, and Belgium). The Supervisors, and the Chair in particular, also regularly act as a sparring partner and sounding board for the Board of Directors. All members often join meetings with stakeholders and events organized by Oxfam Novib.

Composition and functioning of the Board of Supervisors

The statutes prescribe that the Board of Supervisors consists of three to seven members. The Board of Supervisors currently has seven members and is chaired by Peter Verbaas. There were no new members recruited this year, as the majority (four members) started in 2018/19. In the first quarter of 2020, the Board of Supervisors started the process of hiring new members to succeed members who will reach their final term in the next fiscal year. We expect these new members to take up their positions in October 2020 and March 2021 at the latest.

The 2019/20 composition of the Board of Supervisors is included in Annex 2.

The Board of Supervisors as a sounding board

The Board of Supervisors is regularly informed about and consulted on major changes and important strategic choices relating to organizational development, operations, finance, the strategic direction of Oxfam Novib, and decisions relating to Oxfam International, amongst other things. Recurring topics include the Oxfam Global Strategic Framework 2030 development (see page 56), confederation development (global operational and governance model reviews), major program developments (e.g. the Power of Voices Partnerships with the Dutch Ministry of Foreign Affairs), strategic policy choices, organizational issues, innovation, and integrity.

The Board of Supervisors in its supervisory role

In its supervisory role, the Board of Supervisors approved the Board of Directors' Balanced Scorecards, the 2018/19 Annual Accounts and Board Report, the Oxfam Novib 2018/19 Annual Report, and the 2019/20 Annual Plan and Budget. The 2019/20 quarterly reports on Internal Audits and on Integrity were also discussed with the Board of Supervisors.

The finance committee is responsible for overseeing the financial management of Oxfam Novib, preparing related agenda items for the Board of Supervisors, and advising the Board of Supervisors in its decision-making capacity. In 2019/20 the finance committee discussed issues including the 2018/19 Annual Accounts, the importance of having an adequate audit function related to funds received from diverse donors, and the progress made in the key performance indicators of the Balanced Scorecards. The finance committee is also taking into account the temporary and long-term consequences that the Covid-19 crisis will have for Oxfam Novib.

A second subcommittee is the program and project committee. Members of this committee monitor the achievements, challenges and lessons learned from Oxfam Novib's major programs and projects, and provide advice and guidance on emerging issues in the field of development cooperation. Key program and project leads regularly present their progress and innovations to the committee.

The Board of Supervisors is informed by the Board of Directors as well as the Works Council, and through staff presentations on various fields of Oxfam Novib's activity. The Board of Supervisors also keeps abreast of events through the members' individual contacts within the organization, and via participation in events and activities. Moreover, the Board of Supervisors initiated in 2019-20 a new initiative to regularly inform all Oxfam Novib's staff about the highlights of its work.

The Board of Supervisors as an employer

A third subcommittee of the Board of Supervisors is the remuneration committee, as the Board of Supervisors also serves as the employer of the Board of Directors. The members of this committee conduct performance reviews with the members of the Board of Directors.

Oxfam International

The Oxfam International Board of Supervisors usually holds two face-to-face meetings each year. The Chair of Oxfam Novib's Board of Supervisors participates in these meetings on behalf of the organization. Among other things, the Oxfam International Board of Supervisors reviews and adopts proposals for confederation development, strategic plans, operational plans, budget, and governance in its meetings.

The Oxfam Novib Board of Supervisors participates in strategic discussions on Oxfam International's future. The Board of Supervisors was closely involved in the review of Oxfam International's global governance model in 2019/20.

Compensation

Members of the Board of Supervisors perform their duties unremunerated. Costs of travel and accommodation made in the performance of their function are reimbursed, based on a regulation applicable to all Oxfam Novib staff members and volunteers. A total of €5,000 was paid out in reimbursements in 2019/20.

Closing remarks

The Board of Supervisors would like to take this opportunity to thank all Oxfam Novib staff for their unceasing effort to defeat the root causes of poverty. Their intrinsic motives and inexhaustible personal energy inspire us. A final word of gratitude goes to all people and all organizations that support our work. You carry us and you extend our accomplishments and the reach of our message and mission. We thank you.

Peter Verbaas
Chair, Board of Supervisors Oxfam Novib

A smiling woman with short dark hair, wearing a blue dress with white leaf patterns, stands with her arms crossed in a refugee camp. In the background, there are several white tents and bare trees under a clear sky.

FINANCIAL SUMMARY & AUDITORS REPORT

Oxfam Novib prepares the financial statements in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). The detailed Annual Accounts 2019/20 can be downloaded from our website oxfamnovib.nl/jaarverslag

CONSOLIDATED BALANCE SHEET AS AT MARCH 31 AFTER APPROPRIATION OF NET RESULT

Amounts in thousands of Euros	FY 2019-20	FY 2018-19
ASSETS		
Tangible fixed assets	7,567	7,195
Financial fixed assets	49,888	58,050
Inventories	11	32
Receivables from governments		
Long-term	5,312	8,665
Current	9,866	16,093
	15,178	24,758
Receivables	47,320	43,464
Cash and cash equivalents	67,643	81,212
TOTAL	187,606	214,712
LIABILITIES		
Reserves and funds		
Reserves		
Contingency reserve	13,251	14,854
Earmarked reserves	47,929	43,960
	61,179	58,814
Funds	39,705	45,085
	100,884	103,898
Provisions	2,347	2,321
Debts	852	
Current	16,757	16,193
	17,609	17,629
Project liabilities		
Long-term	23,368	31,802
Current	43,398	59,061
	66,766	90,863
TOTAL	187,606	214,712

² FY = FISCAL YEAR

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of Euros	FY 2019-20	BUDGET 2019-20	FY 2018-19
INCOME			
Income from private individuals	23,861	25,492	25,575
Income from companies	10,405	8,277	17,333
Income from lottery organisations	14,500	18,200	13,496
Income from government subsidies	63,423	92,077	82,620
Income from affiliated non-profit organisations	45,421	40,995	35,877
Income from other non-profit organisations	0	0	2,150
Income raised	157,610	185,041	177,051
Income from delivery of products / services	4,524	4,987	4,044
Other income	64	0	68
Income from fundraising activities	162,198	190,028	181,164
EXPENDITURE			
Food, Land and Climate	32,945	38,889	38,002
Governance and Financial Flows	43,314	52,032	49,522
Conflict and Fragility	9,920	12,283	11,971
Gender and Youth	13,435	15,297	14,850
Emergency	46,695	54,601	52,395
Public Engagement	7,639	7,541	7,392
Expenditure on goal 'structural poverty' alleviation	153,948	180,643	174,131
Direct fundraising	6,178	6,717	4,774
Third-party campaigns	372	505	349
Securing government grants	1,717	1,772	1,620
Costs of generating income	8,267	8,995	6,743
Management and administration costs	2,193	2,337	2,124
Expenditure from fundraising activities	164,407	191,975	182,998
Balance of financial income and expenses	(807)	1,114	11
NET RESULT	(3,016)	(832)	(1,823)
APPROPRIATION OF NET RESULT			
Added / charged to: contingency reserve	(1,603)	(1,889)	(1,180)
Added / charged to: project reserve	(2,711)	(1,679)	1,440
Added / charged to: other earmarked reserves	6,679	3,696	(13)
Added / charged to: funds	(5,380)	(960)	(2,071)
NET RESULT	(3,016)	(832)	(1,823)
Costs of direct fundraising as a % of income from direct fundraising	19.5%	21.7%	15.8%

EXPENDITURE ALLOCATION

	GOAL OF STRUCTURAL POVERTY ALLEVIATION						COSTS OF GENERATING INCOME			MANAGEMENT & ADMINISTRATION	TOTAL		
	FOOD, LAND AND CLIMATE	GOVERNANCE AND FINANCIAL FLOWS	CONFLICT AND FRAGILITY	GENDER AND YOUTH	HUMANITARIAN/ EMERGENCY	PUBLIC ENGAGEMENT	DIRECT FUNDRAISING	THIRDPARTY CAMPAIGNS	GOVERNMENT GRANTS		FY 2019-20	BUDGET 2019-20	FY 2018-19
Amounts in thousands of Euros													
1. Grants and contributions	14,414	18,327	4,435	5,393	20,096	0	0	0	0	0	62,666	104,578	96,320
2. Fees and other payments	1,137	1,377	281	481	1,753	0	0	0	0	0	5,030	5,103	4,735
3. Publicity, communication, other	(276)	1,283	(63)	120	(759)	4,532	4,645	247	22	168	9,920	14,203	11,648
4. Staff costs	8,890	11,618	2,888	3,771	12,820	2,439	1,347	102	1,265	1,494	46,635	33,908	40,164
5. Housing costs	117	139	37	64	192	64	19	3	35	28	698	939	672
6. Office and general expenses	8,502	10,380	2,293	3,521	12,333	523	142	16	349	467	38,526	32,146	28,536
7. Depreciation	160	190	49	85	259	80	24	4	47	35	932	1,098	922
TOTAL	32,945	43,314	9,920	13,435	46,695	7,639	6,178	372	1,717	2,193	164,407	191,975	182,998
Publicity and communication (except if allocated to goals):													
Other internal operating costs	17,669	22,327	5,266	7,442	25,604	3,106	1,533	125	1,696	2,024	86,792		
Total internal operating costs											91,875		
Maximum size of contingency reserve is 1.5 times the annual internal operating costs:											137,812		

STAFF COSTS

Amounts in thousands of Euros		FY 2019-20
Salaries The Hague		19,421
Salaries local contracts and ex-pats		20,982
Social security contributions		2,740
Pension costs		1,972
Temporary workers		574
Commuting costs		376
Other costs (incl. participations)		571
TOTAL		46,635

AUDITORS' FEES

	AUDIT OF THE FINANCIAL STATEMENTS	OTHER AUDIT SERVICES	OTHER SERVICES	TOTAL
Amounts in thousands of Euros				
Mazars NV	137	249	0	387
SGS	0	0	9	9
KPMG	0	17	8	25
Deloitte	0	0	97	97
TOTAL	137	266	114	518

KEY PERCENTAGES

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	BUDGET 2019-20	FY 2019-20
Amounts in thousands of Euros							
Income from direct fundraising	30,072	37,845	40,723	36,876	30,186	30,954	31,692
Costs of direct fundraising	6,283	7,310	6,821	6,929	4,774	6,717	6,178
as a % of income from direct fundraising	20.9%	19.3%	16.8%	18.8%	15.8%	21.7%	19.5%
Management and administration	2,452	2,099	2,539	2,234	2,126	2,337	2,193
as a % of total expenditure (own criterion max. 2%)	1.3%	1.2%	1.4%	1.1%	1.2%	1.2%	1.3%
Expenditure on goals	168,289	144,116	171,707	188,799	174,129	180,643	153,948
as a % of total income	87.0%	89.4%	95.4%	96.6%	95.2%	94.1%	93.6%

AUDITORS REPORT

INDEPENDENT AUDITOR'S REPORT

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

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 March 2020 and changes in cash flows for the year then ended, and related notes, are derived from the audited financial statements for the year ended 31 March 2020 of Stichting Oxfam Novib. We expressed an unqualified audit opinion on those financial statements in our report dated 14 October 2020. 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 on the basis described in the notes.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Dutch law, including the Dutch Standard on Auditing 810 'Engagements to report on summary financial statements'.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements for the year ended 31 March 2019 of Stichting Oxfam Novib are consistent, in all material respects, with those financial statements, in accordance with the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board.

Rotterdam, 14 October, 2020

MAZARS N.V.

Original has been signed by: E. de Prouw MSc RA



ANNEXES



ANNEX 1: COMPOSITION OF THE BOARD OF DIRECTORS

MICHEL SERVAES (1972)

Michiel Servaes started as Executive Director in October 2018. As Executive Director and chair of the Board of Directors, he has final responsibility for the strategic direction and organizational development of Oxfam Novib. Michiel Servaes is also the director responsible for the Public Engagement Unit, the Corporate Communication Unit, and the Innovation Team.

Within Oxfam International, Michiel Servaes is a member of the Executive Board, the Executive Board Operational Committee, and the Executive Board Humanitarian Committee. He represents Oxfam Novib on the Board of the Foundation of Cooperating Aid Organizations (Samenwerkende Hulporganisaties), the Dutch umbrella organization for emergency appeals.

TON MEIJERS (1958)

Ton Meijers started as Director of Programs & Campaigns in September 2017 after managing the Program, Support & Impact Unit at Oxfam Novib. He is responsible for the Thematic Units, the Program, Support & Impact Unit, and the Humanitarian Team.

Ton Meijers represents Oxfam Novib as shareholder in Triple Jump, which manages the Oxfam Novib Fund. Furthermore, he is a member of the CEO meeting of the Dutch Relief Alliance (DRA) and a member of the Board of Partos. Within Oxfam International, Ton Meijers is a member of the Long Term Development, Knowledge and Institutional Funding platform and of the Influencing platform.

PAULINE MULDER (1974)

Pauline Mulder started as Director Finance & Operations in September 2018. She is responsible for the Corporate Groups: Institutional Funding and Donor Relations, Human Resources, Information Communication Technology & Facilities, Quality Finance & Control, and the Integrity team. Pauline Mulder holds consultation meetings with the Works Council and negotiates with the union on the collective labor agreement on behalf of the Board of Directors. She is also a member of the Board of Supervisors of Triple Jump.

Within Oxfam International, Pauline Mulder is a member of the Executing Affiliate Working Group and the Safeguarding Task Force. She is also Chair of the Board of Oxfam Sweden.

ANNEX 2: COMPOSITION OF THE BOARD OF SUPERVISORS

PETER VERBAAS (1959)

Peter Verbaas was first appointed in November 2012, and his maximum period of tenure will end in 2021. He was appointed Chair of the Board of Supervisors in November 2018. He is also a member of Oxfam International's Board of Supervisors and of its Finance, Risk and Audit Committee (FRAC).

Peter Verbaas is a partner at Charistar, a not-for-profit consultancy for impact with clients in the charity sector, culture, education, and sports. His other positions include a non-executive position at VU Medisch Centrum Fonds, and membership of the Non-Executive Board of ASN Beleggingsbeheer.

JOYEETA GUPTA (1964)

Joyeeta Gupta was first appointed in November 2012, with a maximum period of tenure ending in November 2020. She is a member of the program and project committee.

Joyeeta Gupta is Professor of Environment and Development in the Global South at the University of Amsterdam (UvA) Faculty of Social and Behavioral Sciences, and at the IHE Delft Institute for Water Education. She holds several other positions on the scientific steering committees of international programs. In 2019 Joyeeta Gupta was appointed Co-Chair of the Earth Commission (2019-2021), set up by the global network Future Earth.

LAURIEN KOSTER (1950)

Laurien Koster was appointed in June 2015, with a maximum period of tenure ending in 2024. She has been Chair of the remuneration committee since June 2015.

As of 2017, Laurien Koster is the independent Chair of the Children's Rights Collective (KRC), a coalition of NGOs. Until 2015, she was Chair of the Netherlands Institute for Human Rights and of its predecessor, the Equal Treatment Commission. Laurien Koster's prior experience includes being President of the Court in Alkmaar and more than 32 years as a judge and a lawyer.

CHRISTEL DE LANGE (1989)

Christel de Lange was appointed in July 2018, with a maximum period of tenure ending in 2027. She is a member of the finance committee.

Christel de Lange works at the Inspectorate of the Budget of the Ministry of Finance. Until 2018, she was a member of the Advisory Council on Youth within the Council of Europe. Her prior experience includes strategic consultancy, and board membership of the Dutch National Youth Council, where she focused on local and European youth participation and human rights education.

KRIS DOUMA (1961)

Kris Douma was appointed in July 2018, with a maximum period of tenure ending in 2027. He is Chair of the Finance Committee.

Since the beginning of 2020, Kris Douma has been Director Corporate Engagement at Sustainalytics, an independent provider of research and ratings for companies to measure their environmental, social, and corporate governance performance. He is also a member of the Board of Supervisors of NV Schade, an enterprise for invalidity insurance. Before joining Sustainalytics, he was a director at the UN-supported initiative Principles for Responsible Investment (PRI). His prior experience includes being Director Responsible Investment and Governance at MN, a fiduciary asset manager for pension funds, and a consultant and manager at FNV trade unions. From 2003 to 2006 he represented the PvdA (Social Democrats) in the Lower House (Tweede Kamer) of the Dutch Parliament.

INGE HUTTER (1959)

Inge Hutter was appointed in October 2018, with a maximum period of tenure ending in 2027. She is a member of the Remuneration Committee.

Inge Hutter is Rector at the International Institute of Social Studies (ISS), The Hague, part of Erasmus University Rotterdam. She is also Professor of Participatory and Qualitative Research in Population and Development at ISS. Before joining ISS, she worked in the University of Groningen's Faculty of Spatial Sciences, most recently as

Professor of Demography and Dean. In 1994 Inge Hutter was awarded her PhD cum laude by the University of Groningen, conducting research on women’s nutrition during pregnancy and its effects on the wellbeing of women and children in South India. She conducted several (participatory) research projects in India, Cameroon, Malawi, and the northern Netherlands, and supervised PhD researchers from, or working in, India, Bangladesh, Pakistan, Tanzania, Uganda, Ghana, the Netherlands, and the USA.

MARTIJN DADEMA
(1975)

Martijn Dadema was appointed in November 2018, with a maximum period of tenure ending in 2027. He is a member of the Program and Project Committee.

Martijn Dadema has been the mayor of Raalte, a municipality of 37,700 inhabitants in the east of the Netherlands, since 2014. He was previously a seasoned diplomat with extensive experience and knowledge of international peace and security, development cooperation, conventional arms control, and the environment, as well as with the United Nations, World Bank and IMF. From 2000 Martijn Dadema held various positions in the Dutch Ministry of Foreign Affairs, including Head of Arms Exports and Control, deputy Head of Political Affairs at the Netherlands Mission to the UN in New York, and First Secretary and deputy permanent representative to UNEP and UN-Habitat in Nairobi.



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