



**OXFAM**  
Novib

# STAND UP FOR EQUALITY

**OXFAM NOVIB  
ANNUAL REPORT  
2021-2022**



# STAND UP FOR EQUALITY

**OXFAM NOVIB  
ANNUAL REPORT  
2021-2022**

In line with Oxfam International, our reporting period covers the fiscal year April 1, 2021 to March 31, 2022. The Annual Report and Annual Accounts are available online at [oxfamnovib.nl/jaarverslag](https://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 project results registered in our systems are corrected after the publication of this Annual Report. For regular updates of project results, please visit [atlas.oxfamnovib.nl](https://atlas.oxfamnovib.nl).



# CONTENTS

<b>MESSAGE FROM THE EXECUTIVE DIRECTOR</b>	<b>08</b>
--	-----------

<b>OUR MISSION &amp; APPROACH</b>	<b>10</b>
-----------------------------------	-----------

<b>OUR WORK</b>	<b>14</b>
EQUAL: standing up for equal rights and civic space	16
FAIR: towards a human economy	22
GREEN: climate justice now!	28
SAFE: defending the rights of people in crisis	34
Our Work in the Netherlands	40
Our Funding Partners	48
Learning, Innovation and Knowledge	52

<b>OUR ORGANIZATION</b>	<b>56</b>
How We Are Organized	58
Transparency and Accountability	66
Safeguarding integrity	70
Board of Supervisors' Report	72

<b>OUR FINANCIAL SUMMARY</b>	<b>76</b>
Annex I Composition of the Board of Directors	86
Annex II Composition of the Board of Supervisors	87

Photocredits	89
--------------	----



# OUR RESULTS

## 10 MILLION

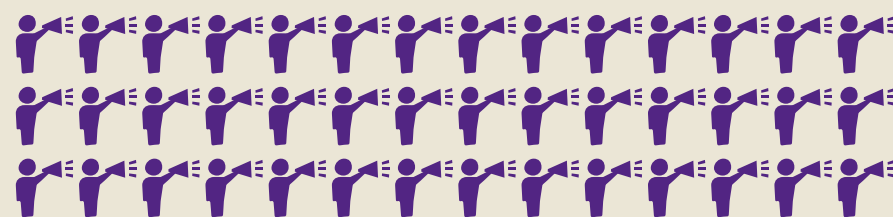
10 million EU citizens accessed information and took action on climate change, gender and development, and their interconnectedness, through activities supported by Oxfam and partners.

EU CITIZENS  
INCREASED  
THEIR  
AWARENESS



## 50,000 CITIZENS CHANGED THEIR ATTITUDES

50,000 men and women in Bangladesh, Mozambique, Nigeria, Pakistan, Somalia, Uganda, and Vietnam demonstrated increased awareness of – and changed their norms and attitudes regarding – women’s rights and the potential of youth.



## 350,000 PEOPLE RAISED THEIR VOICES

350,000 people in 17 countries raised their voices for issues such as land rights or climate justice as a result of our national and global campaigns; they took action to claim their rights, and provided hope for real change and greater empowerment in their lives.

## 272 GOVERNMENTS IMPROVED POLICIES

272 cases in which international bodies (such as the EU and the UN and governments in Burundi, Brazil, Cambodia, Indonesia, Morocco, Mozambique, Myanmar, Nigeria, Pakistan, South Sudan, Uganda, and Vietnam) improved their policies; they now promote vital issues for women such as tax justice, access to land and water, climate justice, and pro-poor value chains.



## 2021/22<sup>1</sup>

## 2,4 MILLION

2.4 million people affected by conflict and natural disasters in 12 countries, including Occupied Palestinian Territory, Syria, Yemen, and Myanmar, received humanitarian aid

WOMEN  
AND MEN  
RECEIVED  
LIFESAVING  
RELIEF



## 1,529

CIVIL SOCIETY SPACE WAS STRENGTHENED

1,529 civil society organizations in 25 countries are better able to lobby and advocate for issues that are key to defeating poverty and fighting inequality, such as protecting civic space, promoting local humanitarian leadership, gender equality, land rights, and tax justice.



## 271 CASES WHERE POLITICAL WILL HAS INCREASED

271 cases in which those in power in Belgium, Brazil, Burundi, Germany, Indonesia, Mozambique, Myanmar, the Netherlands, Nigeria, Pakistan, and Uganda have endorsed the policy asks of Oxfam Novib and its partners, on issues such as inclusive agribusiness investments, protection of civic space, tax justice, women-inclusive security provision, peacebuilding, and conflict transformation.

## 216

COMPANIES BEHAVED  
MORE RESPONSIBLY

216 cases in which local and international companies in Belgium, Brazil, Cambodia, Germany, India, Indonesia, Laos, the Netherlands, Nigeria, Norway, Sweden, Uganda, and Vietnam promoted or implemented gender-sensitive policies on vital issues such as land rights, tax transparency, and inclusive agribusiness.



## 1.87 MILLION PEOPLE IN 14 COUNTRIES WERE TRAINED

to enhance their capacities, knowledge and skills to improve their income or bargaining position, and fulfill their civic rights; they also benefitted from climate-change-resilient farming systems.



## 99 ALLIANCES WORLDWIDE GAINED POWER

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

<sup>1</sup> 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. More information on these figures: [atlas.oxfam.org](https://atlas.oxfam.org)

## MESSAGE FROM THE EXECUTIVE DIRECTOR

MICHIEL SERVAES



What do the Dutch childcare allowance scandal, the reception of refugees and the climate crisis have in common? Not only were these three topics frequently in the news over the last year, but they are also a painful reminder that inequality is growing.

We see parents who ended up in debt and in trouble because of the Dutch government, while very wealthy people managed to claim back their taxes in court. We see refugees from Afghanistan who were left behind or stopped, while those fleeing the conflict in Ukraine – heartwarmingly but in stark contrast – were welcomed with open arms and generosity. We see countries facing serious droughts and famine, while those who cause this crisis keep on burying their heads in the sand. Inequality was already alarmingly high and has only grown in recent years, both in the Netherlands and in the rest of the world.

### COURAGEOUS PEOPLE

However, those who think that everyone will simply accept this inequality are wrong. See how the parents of the Dutch childcare allowance scandal are standing up for their rights and holding the politicians accountable. See how people all around the world – and especially young people – continue to take to the streets to fight for climate justice. And see how individuals have the courage and the passion to stand up against injustice and to promote fairness and equality – not without risk in many countries. I have the deepest respect for all of them.

Oxfam Novib stands with courageous people who fight for justice and equality. We support them financially, with our knowledge, with our courage, with our employees and our supporters. Both in the Netherlands and on a global scale, closely working together with many other organizations and activists. We are putting key issues on the agenda, protesting injustice, developing new initiatives, and always showing that things can be different and must be better. From our perspective, this is the key to a fair and sustainable society which Oxfam Novib advocates.

### THE POWER OF ACTION

One of the most inspiring events was the Climate Protest on November 6, 2021, in Amsterdam. Many people took to the streets to demand a fair and ambitious climate change policy, from young activists to concerned parents and from groups of friends to political parties. It was precisely the wide variety of people that made such an impact. With a positive outcome: a few days after the Climate Protest the Dutch government changed its policy completely and promised to stop subsidizing international fossil fuel projects.

It is the same positive energy and decisiveness that I see with many of our partners. Whether they are demanding fair taxation or access to vaccines, resisting the fact that large companies take away or pollute the land of their local communities or speak out for gender equality or the rights of LGBTQIA+. The fight is never easy, but by supporting each other and focusing on the same goal, we are achieving great results. Sometimes these results are very local and sometimes they are on a global scale such as during the COP26 in Glasgow or at the World Economic Forum in Davos. Together we are making a difference!

### SPEAKING OUT WHEN IT MATTERS

The previous year has been a year of major shocks. The Russian invasion in Ukraine means there is war in Europe for the first time in a very long time. The solidarity and support for the victims and the refugees were heart-warming in my opinion. The

donations on Giro555 that Oxfam Novib helped to organize were incredibly high. This allowed our teams and partners in Ukraine and neighboring countries to get to work immediately. This war is also making the threat of extreme famine even worse in the Horn of Africa. We will continue to ask attention for this, as we will for protracted conflicts such as those in Yemen and Syria, and the devastating impact they have on millions of people.

Earlier on in the year covered by this annual report, the Taliban rapidly and violently took power in Afghanistan. It was a disaster in which Oxfam Novib was directly involved because of our Afghan colleagues and partner organizations. For many years we stood with them in their fight for security and for equal rights for women, and suddenly they were in great danger. Oxfam's teams worked around the clock to bring as many people as possible to safer places. A number of them managed to reach the Netherlands and we are keeping in touch with them. It was a special moment when I recently signed the first employment contract with one of these colleagues who will now work for us here in The Hague.

### CHANGING OURSELVES AND ENABLING CHANGE

As a result of these crises and underlying causes and trends, Oxfam Novib will have to continue to change its organization. After a strategic process and a significant reorganization, Oxfam Novib embarked on a new era from April 1, 2021. Internally we are giving professionals and teams more room to develop themselves, while we are linking our international programs better to what we want to achieve in the Netherlands. Changes in our organizational structure are going hand in hand with building a healthy and inspiring working culture.

At the end of 2021, we launched the new translation of our approach in words and images. This is how we show our supporters, partners and donors what Oxfam Novib stands for: we support everyone who stands up for equality. We stand with game changers such as climate activist Hilda in Uganda and Olam in Laos

who is fighting for a society where everyone is treated equally. We will continue to develop this new strategic position in the months and years ahead making it more and more visible in all our communication.

### FIGHTING FOR EQUALITY TOGETHER

The previous year also marked the start of a number of large, multi-year programs with which we will make an impact on various dimensions of inequality: towards fairer production chains, towards improving sexual health and rights of young people, and in the fight for climate justice. Local ownership and global collaboration are key in all of these programs. We will carry these programs out in equal partnerships, with room to innovate and being flexible to respond to new trends and opportunities. Oxfam Novib is convinced that it's people who make the difference when it comes to addressing the root causes of inequality, and thereby structurally changing the systems behind it.

We look forward to working on these new programs and we are proud to stand with many change makers. We do this together with our highly motivated colleagues, our valued partners and of course with the hundreds of thousands of supporters here in the Netherlands. It is precisely our supporters who financially enable us to do our work, take part in actions themselves and, as a collective, give us the strength and the power to make an impact. These are the people and the organizations who believe in fighting for an ambitious climate policy, gender equality, a fair economy, and a safe and dignified life for everyone. They allow Oxfam Novib to stand with the brave activists who stand up for equality. Together we are making change happen!

**Michiel Servaes**

Executive Director of Oxfam Novib



# OUR MISSION & APPROACH







© Carlos Zaperolli

# OUR MISSION

Oxfam Novib is a member of the Oxfam Confederation, a global movement of people who are fighting inequality. We work with partner organizations across the globe to co-create a world that is fair, safe, equal and sustainable for everyone. Together we fight for equal rights for every person, no matter their gender, identity, ethnicity or skin color.

We firmly believe in the power of people to end inequality. Around the world, millions of people are mobilizing against injustice, growing inequality, violence, and climate impact that hits the most vulnerable the hardest. They are the changemakers who stand up for equality.

# OUR APPROACH

Oxfam Novib stands with these changemakers with our funding, knowledge, and courage. We support them with our thousands of staff and partners, and our millions of supporters. Only by joining forces can we tackle the root causes of inequality and change the systems behind it.

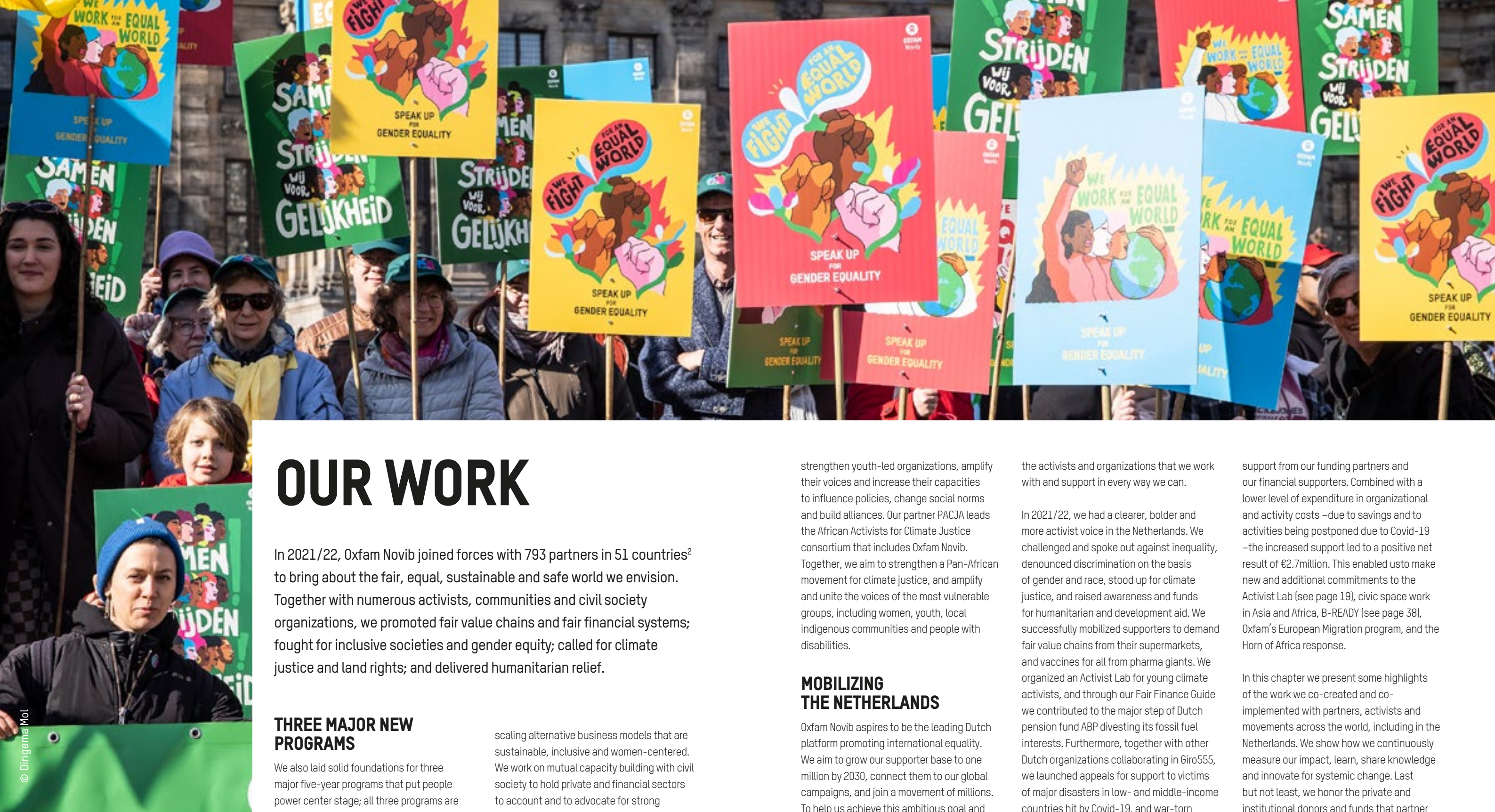
Oxfam Novib partners with activists, communities, social movements and civil society. We amplify their voices, connect them in movements across countries and regions, and link local action with global campaigning. We innovate, co-create and implement programs, provide humanitarian assistance and use our global influencing power, all to realize radical and systemic change. We will be feminist in everything we do.

## OUR VALUES

This is what Oxfam Novib stands for:

- **Equality**  
We believe everyone has the right to be treated fairly and to have the same rights and opportunities.
- **Empowerment**  
We acknowledge and seek to expand people’s agency over their lives and the decisions that impact them.
- **Solidarity**  
We join hands, support, and collaborate across boundaries in working towards a just and sustainable world.
- **Inclusiveness**  
We embrace diversity and difference and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.
- **Accountability**  
We take responsibility for our action and inaction and hold ourselves accountable to the people we work with and for.
- **Courage**  
We speak truth to power and act with conviction on the justice of our causes.





# OUR WORK

In 2021/22, Oxfam Novib joined forces with 793 partners in 51 countries<sup>2</sup> to bring about the fair, equal, sustainable and safe world we envision. Together with numerous activists, communities and civil society organizations, we promoted fair value chains and fair financial systems; fought for inclusive societies and gender equity; called for climate justice and land rights; and delivered humanitarian relief.

## THREE MAJOR NEW PROGRAMS

We also laid solid foundations for three major five-year programs that put people power center stage; all three programs are funded by the Dutch government under its ‘Strengthening Civil Society’ policy framework. FAIR for ALL supports partners in 13 countries and two regions to improve and scale fair value chains. This is done in various ways, including by developing and

scaling alternative business models that are sustainable, inclusive and women-centered. We work on mutual capacity building with civil society to hold private and financial sectors to account and to advocate for strong regulatory frameworks and fair taxation.

Masarouna mobilizes the power of young people in the Middle East and North Africa (MENA) region to fight for their sexual and reproductive health and rights. We

strengthen youth-led organizations, amplify their voices and increase their capacities to influence policies, change social norms and build alliances. Our partner PACJA leads the African Activists for Climate Justice consortium that includes Oxfam Novib. Together, we aim to strengthen a Pan-African movement for climate justice, and amplify and unite the voices of the most vulnerable groups, including women, youth, local indigenous communities and people with disabilities.

## MOBILIZING THE NETHERLANDS

Oxfam Novib aspires to be the leading Dutch platform promoting international equality. We aim to grow our supporter base to one million by 2030, connect them to our global campaigns, and join a movement of millions. To help us achieve this ambitious goal and increase our brand recognition, we launched an appealing new brand campaign in January 2022. Through social media, billboards, radio and TV, we showed how Oxfam Novib stands behind the millions of courageous people across the world who stand up for equality. In part one of this brand campaign we put the spotlights on the work of four activists, who mobilize their fellow citizens for more fair, equal, green and safe societies. These are

the activists and organizations that we work with and support in every way we can.

In 2021/22, we had a clearer, bolder and more activist voice in the Netherlands. We challenged and spoke out against inequality, denounced discrimination on the basis of gender and race, stood up for climate justice, and raised awareness and funds for humanitarian and development aid. We successfully mobilized supporters to demand fair value chains from their supermarkets, and vaccines for all from pharma giants. We organized an Activist Lab for young climate activists, and through our Fair Finance Guide we contributed to the major step of Dutch pension fund ABP divesting its fossil fuel interests. Furthermore, together with other Dutch organizations collaborating in Giro555, we launched appeals for support to victims of major disasters in low- and middle-income countries hit by Covid-19, and war-torn Ukraine.

## INCREASED FINANCIAL SUPPORT

As a result of the many crises occurring in 2021/22, ranging from Afghanistan to Ukraine and the Covid-19 pandemic, the demand for our work and that of our partners increased. We are very pleased with the additional

support from our funding partners and our financial supporters. Combined with a lower level of expenditure in organizational and activity costs – due to savings and to activities being postponed due to Covid-19 – the increased support led to a positive net result of €2.7million. This enabled us to make new and additional commitments to the Activist Lab (see page 19), civic space work in Asia and Africa, B-READY (see page 38), Oxfam’s European Migration program, and the Horn of Africa response.

In this chapter we present some highlights of the work we co-created and co-implemented with partners, activists and movements across the world, including in the Netherlands. We show how we continuously measure our impact, learn, share knowledge and innovate for systemic change. Last but not least, we honor the private and institutional donors and funds that partner with us in the fight for equality.

<sup>2</sup> The significant increase (2020/21: over 500 partners in 35 countries) can be attributed to some underreporting in 2020/21 and the start of new partnerships in 2021/22.



# STANDING UP FOR EQUAL RIGHTS



© Xaviera Altana



## STORY OLAM STANDS UP FOR THE LGBTQIA+ COMMUNITY

## EQUAL

When you are ill, you are entitled to good health care. This principle should apply to everyone. Unfortunately, vulnerable groups in society, such as the LGBTQIA+ community, are often facing discrimination when they need health care. Olam Rasaphon is putting her heart and soul into making sure that everyone receives the same quality of health care.

Olam coordinates the health and gender equality project of the Community Health and Inclusion Association (CHIA). CHIA provides people with information about HIV, malaria and tuberculosis and fights against wrongful information, taboos and prejudice by giving training and information. Olam is actively fighting towards equality and gender equality in Laos.

### THE RIGHT TO HEALTH CARE

It is a personal mission for Olam: "I strongly believe in what I'm doing. For me, it's a way to stand with my friends in the LGBTQIA+ community and to fight for their right to health care. I tell them about their rights and offer them a safe place to meet each other." Starting out as a volunteer, Olam gave training courses. She now has many years of experience and has acquired valuable

knowledge as a social worker. As a coordinator, Olam works closely together with the government, social organizations and various NGOs. This is how she wants to build the network of CHIA and give a bigger platform to vulnerable communities.

"I'm proud that the most vulnerable communities in Laos have been given more room in society. The government is listening to them better and better, and more legislation is produced to protect their rights. They have more opportunities now to discuss their position and to exchange ideas to increase their access to medical health care services."

### THE POWER OF CONNECTING

Olam strongly believes in the power of connecting. For example, she founded the

HIV Protection Centres in collaboration with the government. Olam is very good at building communities. Thanks to the social and informative activities that CHIA organizes, Olam brings groups of people together. This is how they can come up with more and efficient solutions.

Oxfam Novib stands with Olam and CHIA. For many years now, we have been collaborative partners regarding the prevention and monitoring of HIV/AIDS. Oxfam Novib offers technical advice and financial support, and stands with Olam and her mission to extend the services of CHIA to other regions and to open new centers in Laos.





© Oxfam Laos

© Oxfam Laos

Oxfam Novib stands behind activists and movements that fight for more inclusive societies, both in the Netherlands and around the world. We work with women, youth, and LGBTQIA+ persons and support them in organizing themselves, raising their voices, shaping new narratives, and designing their own future. In a world where civil society is under constant pressure, Oxfam Novib enables activists to create safe spaces and supports their struggle to hold states and businesses to account.

## GENDER EQUALITY

In 2021/22 we laid the foundations for our new five-year program Masarouna, funded by the Dutch Ministry of Foreign Affairs. Masarouna ('Our Pathway') mobilizes the power of young people in the MENA region to fight for greater freedom of choice and respect for their sexual and reproductive health and rights (SRHR). We trained them to increase their capacities

to influence policies, change social norms, build alliances, strengthen youth-led organizations and amplify their voices.

Having young people in the driving seat is also Oxfam Novib's approach in the pilot project FACE in Niger. Youth, mainly young women, were included in key decision-making around the project. FACE, subtitled 'Empowered Girls, Informed Choices', tested new ways to engage young people and

enable young women to organize, become leaders and make their voices heard. Young people from the involved communities designed and conducted research themselves about the role of youth in the region's economic network. Proposals for income-generating activities were peer-reviewed, meaning that representatives of youth groups were able to participate in the allocation of funds. FACE reached 3,100 young people in its first year.

In the Netherlands, we work together with allies such as W0=MEN, Share-Net, the SRHR lobby group and the Dutch Youth Council. We promoted and joined the Pride Walk in August 2021, and the Women's March and the anti-racism demonstration in March 2022. That same month, we set up an Equality Hub in Utrecht, where we organized a talk show and a spoken word night about gender equality and inclusion, held a debate on gender and climate change, and hosted Voguing and writing workshops.

## YOUTH INCREASE THEIR AGENCY

Two longstanding Oxfam Novib youth programs continued to positively impact young people's lives and opportunities. In 2021/22 our local partners in Work in Progress!, funded by the Dutch Ministry of Foreign Affairs, were able to lead all project implementation with limited – due to Covid-19 travel restrictions – international technical assistance. In Egypt, Nigeria and Somalia they successfully assisted 246 startups and SMES. They also supported 10,500 young men and women in finding jobs and another 395 youth with income-generating activities. Growing recognition of the 'Bitschool' digital training centers developed by Work in Progress! led to their formal accreditation in Nigeria and Somalia, and to their replication by other projects in 2021/22.

Empower Youth for Work, funded by IKEA

Foundation, took stock of its achievements after the five-year project period ended in 2021. We worked with more than 150,000 young people in climate-stricken rural areas of Pakistan, Indonesia, Bangladesh and Ethiopia. They increased their agency and skills so they could create new businesses or find new or better jobs, and strengthened their voice in their communities. This more enabling environment yielded results such as Indonesian parents becoming more open to young women getting jobs, and Ethiopian employers officially recognizing the new skills of the youth we had trained.

## EXPANDING AND PROTECTING CIVIC SPACE

In 2021/22, Oxfam Novib successfully advocated for a €7.5 million increase of the Dutch government's Civic Space Fund, and influenced Dutch policies through chairing the Netherlands Human Rights Network ('Breed Mensenrechten Overleg'). Oxfam's

pilot Activist Lab brought together young activists from the Netherlands, Lebanon, and African and Latin American countries, offering them online and offline spaces to learn and share experiences about activism, influencing, (digital) security, and accountability. Oxfam Novib also supported many Oxfam country offices in responding to sudden shifts and shrinking civic spaces.

An example of our work on the ground is the support we give to Tunisian civil society in the EU-funded ROSE project. With small grants and influencing capacities, we assist them in becoming more accountable and independent. In Mozambique, our eight-year project AGIR came to an end, leaving a diverse group of civil society organizations (CSOs) with increased capacities to speak up and influence practices and policies in their country. Even during the final project event, CSOs successfully advocated for the revision of the Law of Association, to secure their right to assemble and raise their voice.



# CASE VOICES OF PEOPLE WITH ABILITIES



In Nigeria, millions of people are not able to vote simply because they are blind, deaf, cannot walk or have another disability that prevents them participating in elections; 15% of Nigerians live with a disability. People with disabilities (PWD) may not be able to read ballots, hear instructions or enter election offices. This means that 30 million Nigerians are excluded from democratic processes, from using their political voice to influence issues that define their everyday lives.

Voice is an innovative €86 million grant facility managed by Oxfam Novib and Hivos and financed by the Dutch Ministry of Foreign Affairs. It works to support the most marginalized and discriminated-against people in ten African and Asian countries. Voice launched the I-RANT! call for proposals in Nigeria. 'Ranting' is about making governments more responsive to the needs of all citizens and ensuring that public services are accessible, which is exactly what the Nigerian Centre for Citizens with Disabilities (CCD), one of the selected grantee partners, was able to do.

Supported by research that showed very poor PWD participation in the 2021 local elections, CCD advocated for more inclusive political processes among all stakeholders,

including the Independent National Election Commission (INEC), political parties, and the state office for disabilities affairs. In February 2022, CCD celebrated a big win: the election law was amended, making it mandatory for public authorities to ensure inclusion of PWD in electoral processes.

## STRONG RIGHTSHOLDER VOICES

Besides lobbying stakeholders, CCD and its allies such as Voice prepared them for more inclusive elections in 2023, focusing on the most excluded PWD: women, elderly people and youth. INEC officials were trained to give them a better understanding of inclusivity and teach them how to respond to the widespread discrimination against PWD. CCD also supported the state and local governments with clarifying INEC's roles and responsibilities regarding the promotion of access and inclusion. 'Inclusive electoral trainings' should guarantee the availability of assistive devices and the availability of explanations in Braille and sign language (among others) at election spaces. In addition, CCD stimulates PWD to get their voter's cards, so that by 2023 INEC will be aware of the types of disabilities and support needed at the various election locations.

CCD is a rightsholder-led organization, just like many groups and organizations Voice funds which are led by or represent PWD, women at risk, indigenous people and ethnic minorities, vulnerable elderly and youth, or LGBTQIA+ people. 'Nothing about us, without us' is Voice's leading principle, meaning that the four grant types are adapted to and driven by the needs of each rightsholder group. Voice supports rightsholders to take the lead in the change they want, and invests heavily in linking and learning within and between different rightsholder groups.

These strategies turned out to be key to Voice's success, as did the interdependence of the program's three pathways: empower, amplify and influence. The space and freedom Voice had to test different approaches also contributed to reaching the most marginalized, as its learning report based on 400 stories of change clearly demonstrated. In 2021 Voice ended the first phase of its successful program and started the extension phase awarded by the Dutch government, continuing its journey with rightsholders towards stronger voices.

## STORY DAVID ANYAELE



© KC Nwakalor

## DAVID ANYAELE FIGHTS FOR PWD RIGHTS

When David Anyaele returned to Lagos, Nigeria from Sierra Leone in 2002, he had lost both hands. Warlords in Sierra Leone had the horrible practice of amputating people's limbs and David was one of their victims. Back in Nigeria, he experienced the discrimination and rejection that people with disabilities in his country face on a daily basis. "It took me a lot of fighting and advocacy to get access to prosthetics. I decided this had to change: people with disabilities have the right to fully participate in our society." David founded

CCD and started lobbying and advocating for PWD rights. CCD is now a strong voice in the promotion of an inclusive society.

"Persons with disabilities continue to suffer discrimination, exclusion and other harmful practices in our society. It took us 18 years of struggle to secure the passage of the Discrimination against Persons with Disabilities (Prohibition) Act, which among other things secures our right to access to public buildings, education and healthcare. With the 2023 general elections around the corner, the signing of the electoral bill into law in February 2022 was a real victory for equal opportunity, inclusion and the promotion of political participation for persons with disabilities."

David highly appreciated the Voice grant and is proud of his organization's achievements. "Interestingly, within the first few months of this project we have secured buy-in and collaboration from leading law firms in Lagos State, to provide pro-bono legal services for persons with disabilities. We have also secured the buy-in of political parties, to the extent that one of them committed to ensure that over 1,200 executive positions in the party are set aside for persons with disabilities. In fact, one of the political parties begs me to take the position of National Publicity Secretary, to demonstrate the party's commitment to inclusion of citizens with disabilities in party leadership."



# TOWARDS A HUMAN ECONOMY



## STORY HAMZAT IS FIGHTING FOR EQUALITY TOGETHER WITH YOUNG CITIZENS

### FAIR

When you are ill, you are entitled to good health. When you pay your taxes, you want your government to make good use of your money. For example, to pay for hospitals, schools and roads. That makes sense, doesn't it? That's also what the people of Nigeria want. Hamzat Lawal, a Nigerian activist, found out that billions of public money disappeared in the pockets of senior civil servants.

If we carry on like this, inequality will never end, Hamzat realized. This is why he founded iFollow the Money. Together with some 8,000 activists, journalists and lawyers, Hamzat is finding out where the public money goes. What is special about this is that they are doing so with the help of numerous young people and other citizens.

#### CAMPAIGN GOES VIRAL

Hamzat's outrage was raised in 2012, when 700 children in the town of Babega died because their drinking water was polluted. "What is the government doing about this?" he wondered. He was shocked to find out that not a penny of the government support was spent on the poorest residents. Hamzat began the online campaign #SaveBabega which immediately went viral. Within 72 hours the government offered emergency funding of 5.3 million dollars.

Hamzat continued with his campaign, even though his work was not without risk. He wanted to make sure that the emergency funds would end up in the right places.

He traced the money flows with iFollow the Money. This marked the beginning of a powerful movement with young citizens fighting for more equality in Nigeria. This is why Oxfam Novib now stands with Hamzat.

#### THE POWER OF YOUNG CITIZENS

Hamzat has managed to mobilize tens of thousands of young citizens throughout Africa. Using the internet and social media, they can find out the details of what iFollow the Money is doing. Hamzat is asking everyone to join in the online investigating. And he encourages them to speak out when it turns out that public funding is not used properly. And this is making an impact! Hamzat's initiative has grown significantly. In seven African countries, young citizens are helping the iFollow the Money teams to find out where the Covid-19 financial aid goes. They are shouting loud on social media asking their government to be transparent. This is how they force governments to collaborate with the research of iFollow the Money.

#### HAMZAT AND OXFAM NOVIB

Hamzat is one of the many change makers who are fighting for equality around the world. They are fighting for a fair distribution of power and wealth. This is extremely important, as Oxfam Novib showed again in 'Inequality Kills'. Every 26 hours there is another new billionaire added to the richest people on the planet! At the same time, more than 21,000 people are dying every day due to extreme inequality.

Hamzat wants to turn iFollow the Money into the largest social activist movement that is speaking out for the most vulnerable people in the world. "I strongly believe that my generation is the solution to the current problems. We as young citizens must speak out using social media. Both in Nigeria and in the Netherlands."

Oxfam Novib is proud to support Hamzat in strengthening his online community. We need people like Hamzat now more than ever before. We are fighting inequality together.





Is today’s dominant form of capitalism, and the extreme inequality that is a core part of it, nearing its expiration date? In 2021/22 Oxfam Novib noted growing support among experts for economic models like the Human Economy, for which we have long campaigned and advocated.

Oxfam Novib partners with activists, communities, social movements and civil society. We amplify their voices, connect them in movements across countries and regions, and link local action with global campaigning. We innovate, co-create and implement programs, provide humanitarian assistance and use our global influencing power, all to realize radical and systemic change. We will be feminist in everything we do.

## FAIR FOR ALL

In 2021/21 we kicked off FAIR for ALL, our main program to improve and scale fair

value chains, which is funded by the Dutch Ministry of Foreign Affairs (MoFA). Building on the solid foundations of the previous strategic partnership with MoFA, Oxfam Novib and SOMO joined forces with Third World Network-Africa and the Huairou Commission in this new partnership. The Oxfam-led five-year program works in 13 countries and two regions. Together, we strengthen civil society’s efforts to lobby and advocate for progressive and sustainable policies and practices, in value chains such as palm oil, bananas, sugar, oil and gold. FAIR for ALL supports partners to develop, promote and scale alternative business

models that are sustainable, inclusive and women-centered. Together we build the capacities of civil society to hold private and financial sectors, such as supermarkets and pension funds, to account, and to advocate for strong government regulatory frameworks that prevent violations of land rights and the rights of women and workers, among others. In addition, FAIR for ALL partners advocate at national, regional and international levels for fair taxation and fiscal regulations that enhance a human economy.

In Nigeria and Kenya, for example, the partnership advocated for participatory budgeting processes in communities affected by the extractives sector. In Brazil, we jointly strategized with union leaders on how to use European supermarkets as leverage, successfully negotiating a salary raise and protective equipment for fruit workers. In addition, we included a gender

and extractives focus in the Fair Tax Monitor, which local partners use to analyze fiscal systems and advocate for progressive tax.

## A BIG WIN FOR FAIR FINANCE ACTIVISTS

In Fair Finance International, initiated by Oxfam Novib and funded by the Swedish International Development Cooperation Agency (Sida), 15 national coalitions across four continents hold their financial sectors to account. In 2021/22 the Fair Finance Guide Netherlands (FFN) engaged with banks and investors on their climate policies. As a result, various banks and investors took steps towards excluding fossil fuel producers and aligning their portfolio with the Paris Agreement’s 1.5°C goal. On 26 October 2021 the Dutch pension fund ABP, the biggest in Europe, announced its intention to divest from fossil fuel producers. Probably not

entirely coincidentally, ABP presented its milestone decision on the same date that FFN published the second part of its analysis of financial institutions’ climate performance. Our report showed that 86% of ABP’s investments in the energy sector still consisted of fossil fuels share and bonds.

## INEQUALITY KILLS

As a foundation member of the People’s Vaccine Alliance, Oxfam has helped build a movement that urges governments and pharmaceutical companies to put people before profit. We have garnered significant public support and some political support for the waiving of intellectual property rights for Covid-19 vaccines. Despite this, profit still comes way above people for Big Pharma, as our flagship report *Inequality Kills* demonstrated: the ten richest men on earth have managed to double their wealth since the Covid-19 pandemic began. Meanwhile,

99% of humanity have seen their income fall, often below the poverty line.

In *Inequality Kills*, presented on January 17 2022 ahead of the virtual World Economic Forum in Davos, we concluded that inequality contributes to the death of at least 21,000 people each day. Oxfam Novib also shared inequality data about the Netherlands for the first time, stating that the 2,120 richest Dutch people have more wealth than the poorest ten million citizens. Extreme inequality is a form of ‘economic violence’: it happens by choice, not by chance, as two young Oxfam Novib staff stressed in their performance in a Dutch theater in September 2021 (see page 43). In order to enable low- and middle-income countries to tax multinationals fairly and use the money to fight inequality, we pressured the OECD to adopt a fair global tax reform in its July 2021 meeting; unfortunately to no avail.



# CASE BEHIND THE BARCODES



Who wants to buy food that has been grown on human suffering? Most probably no one does. And yet we all do, simply because supermarkets cannot guarantee that their products have been produced in a fair and sustainable way. This is why Oxfam launched the international Behind the Barcodes campaign in 2018, challenging supermarkets to protect the people who produce our food. We engaged and mobilized millions of consumers who called for change, Tweeting, emailing and taking action in supermarkets.

In June 2021 we published [Not in this together](#), a report showing how major European supermarkets distributed 98% of their huge Covid-related profits to their shareholders: US \$22.3 billion in the first eight months of 2021. The workers and farmers who kept supply chains going throughout the crisis did not receive any substantial support from the retailers. In addition, women continue to be exploited, ending up in the lowest-paid, lowest-skilled jobs, even when they were better educated than their male colleagues. We set up a global campaign to end this exploitation, starting with a focus on the role played by supermarkets.

In the Netherlands, Oxfam Novib focused on the five largest retailers. We shared the findings of our report with these supermarkets and invited them to act and speak out on the issue. Furthermore, Oxfam Novib informed political parties of the report and reached out to the Dutch media. Our robocalling campaign ramped up the pressure: consumers sent text messages that triggered customer services' phones to start ringing. On answering the phone, staff heard an automated voice message telling them that exploitation in their supply chains must stop. The supermarkets received almost 8,800 calls in less than a month.

## ACTION WORKS, CHANGE IS POSSIBLE

As a result, Jumbo, Lidl and Albert Heijn, which together control 67% of the Dutch retail market, made unprecedented public commitments to support gender equity and the economic empowerment of women in their supply chains. The retailers acknowledged their responsibility to ensure that women in their supply chains are not subjected to exploitation, harassment or discrimination. Using our [recommendations](#) as a guide to draft their commitments, they promised to reduce the gender pay gap in at least three of their highest-risk

supply chains. Moreover, the supermarkets pledged to design due diligence processes that include all stakeholders, and to use their influence to enhance women's rights. One of their commitments involves conducting human rights impact assessments on the situation faced by women in their supply chains, and to follow up the findings with concrete actions to tackle injustice.

In 2022, our fourth Supermarket Scorecard showed the impact of supporters' actions and Oxfam's campaign and advocacy work: most of the 12 biggest supermarkets in Europe have started to take human rights in their global food supply chains seriously. Furthermore, transparency has increased and half of the targeted retailers now have gender policies or strategies in place. Still, there remains a long way to go. Labor rights violations remain systemic and pervasive in the retailers' supply chains, the gender pay gap is not being addressed throughout the retailers' entire operations, gender is being identified as a binary notion, and the Covid-19 pandemic has meant that inequality has only increased. So we will continue to monitor supermarkets in our FAIR for ALL program, in which we work towards systemic change in the food sector.

## STORY FRANCISCO JOSERALDO MEDEIROS



© Tatiana Cardeal

## “OXFAM BROUGHT US CLOSER TO THE END CONSUMER”

The melons we buy at the supermarket might very well be produced in Rio Grande do Norte, the Brazilian state that is famous for its fruit exports and is home to the world's largest melon producer. Yet despite the soaring fruit exports in 2021, fruit producers proposed a 5% wage reduction for their workers during the annual collective bargaining process with the unions. FETARN, the state-level labor union federation, reached out to Oxfam Brazil for help.

Francisco Joseraldo Medeiros is an agronomist and advisor to FETARN. He is very aware of the impact that a 5% wage reduction would have on the fruit workers. “Seasonal fruit workers are among the poorest 20% of Brazil. Oxfam conducted living wage research in 2019, which showed that their salaries were on average 40% below the local living wage. So when food and fuel prices spiked in 2021 due to inflation of up to 20%, we asked for a salary raise. But the fruit producers refused.”

FETARN is a member of CONTAR, the national confederation of salaried workers, one of Oxfam Novib's partners in FAIR for ALL. “We asked for support, since the bargaining position of the around 20,000 fruit workers in our state is miserable: they are totally dependent on the plantations for their income. Together we developed a value chain approach, and called in the help of Réporter

Brasil to report on our case in the Brazilian media. Oxfam Novib and Oxfam offices in the UK, the US and Denmark put pressure on the supermarkets in their countries that sourced their fruits from Rio Grande do Norte.”

“This pressure worked! Supermarket chains such as Aldi, Ahold Delhaize and Tesco got in touch with their suppliers, who then reopened the negotiations with us. They even published a press release in English stating that workers would not have their salaries reduced. In the end they agreed on a 6% increase, which means five kilos of extra beans on each worker's table every month. We continued fighting and managed to get an additional increase that covers the inflation. This international partnership with Oxfam has brought us so much. Even the working conditions have improved a bit since the salary campaign. What's more, Oxfam has brought us closer to someone we did not know: the end consumer.”



# CLIMATE JUSTICE NOW!



## STORY HILDA IS FIGHTING FOR CLIMATE JUSTICE IN UGANDA

## GREEN

Hilda Flavia Nakabuye from Uganda is mobilizing people in the fight for climate justice. She set up FridaysForFuture Uganda, the largest branch of the global climate organization in East Africa. Hilda is making the climate debate more inclusive by giving a stage to fellow citizens – mainly young citizens – who did not cause this climate crisis themselves. This is why Oxfam Novib stands with Hilda.

Uganda is facing heat waves, frequent floods and lengthy droughts. Farmers are losing crops and income. There is a huge risk of famine. Lake Victoria, which is the second largest freshwater lake in the world, is quickly becoming warmer. This is threatening the lives of many people who rely and depend on this lake.

### HILDA'S FIRST CLIMATE STRIKE

In 2015 – when Hilda was 17 years old – she saw the implications of climate change with her own eyes on her grandmother's farm. The plantations were drying out because there was hardly any rain. Suddenly the roles were reversed: Hilda was taking fruit and vegetables to her grandmother – rather than the other way around.

Hilda realized that something had to change. She found out more about climate change.

After reading a quote by climate activist Greta Thunberg saying "The only way to create change is by becoming part of it yourself" Hilda knew enough. She did her first climate strike all by herself. She was sitting in front of Kampala International University, where she was doing a Bachelor's degree. After a few more strikes, people were queuing up to talk to Hilda. She told them about Greta and about climate protests in other countries, and more and more people joined Hilda.

### FRIDAYSFORFUTURE IS TAKING ACTION

This is how FridaysForFuture Uganda was founded. It particularly wants to encourage young people to bring about change. Hilda is going to meetings, universities and schools with FridaysForFuture to talk about the climate crisis and how climate change can be stopped. This is how they have already made

aware many school pupils, church groups and local communities encouraging them to take action.

FridaysForFuture organizes weekly clean-ups at Lake Victoria. The lake is not only getting warmer, but also being polluted with plastic – produced by the same oil industry that is strongly contributing to global warming. Hilda talks to the people she meets there and, after a while, she managed to convince local leaders and fishermen to help with the clean-ups.

Oxfam Novib stands with Hilda mainly by giving technical and financial support. This support is important to reach more people in Uganda and to make them aware. With the right means, FridaysForFuture can also offer more training and organize more actions. And it goes without saying that here in Europe we will continue to increase the pressure on all governments to achieve the climate goals as promised.





Poor families in Bangladesh spend nearly US \$2 billion a year on preventing climate-related disasters or repairing the damage they cause. That's over 12 times more than Bangladesh receives in multilateral climate financing. In 2021/22, wealthy countries once again massively failed to deliver on their fair climate finance promises, even though they are completely responsible for the climate crisis. The average person in Bangladesh produces 24 times less CO<sub>2</sub> than the average person in the US.

As climate impacts rampage across the world, inequality shows its ugly face. Again and again it is the most vulnerable people and countries that are hit the hardest, although they have contributed the least to global warming. In 2021/22 Oxfam Novib joined forces with organizations and activists around the world to demand climate justice. We also worked with multiple allies to increase food security while protecting biodiversity, by supporting

smallholders and (indigenous) communities to adapt crop varieties, defend their land rights, and sustainably manage their waters.

## ADVOCACY AND ACTION FOR CLIMATE JUSTICE

Oxfam Novib stands in solidarity with and offers support to the many climate movements that have been actively

mobilizing citizens across the world. In 2021/22 we raised our voice in global spaces, including COP26 in Glasgow, together with youth, food producers, indigenous communities, women, and partner NGOs. We demand that governments and corporations in rich countries drastically reduce their CO<sub>2</sub> emissions, and – financially and technologically – support low- and middle-income countries to mitigate and adapt to climate impacts. Our report *Tightening the Net* exposed their false solutions, such as 'net zero' goals that require at least 1.6 billion hectares of new forests, which is more than all the farmland on this planet. Oxfam was also requested to provide input on carbon offsetting to a group of high-level UN experts. In 2021/22 [African Activists for Climate Justice](#) (AACJ), led by our partner PACJA, and our European ClimAct program connected and trained more than 4,000 youth activists across these two continents, helped them build 11 digital engagement platforms,

published hundreds of articles, and had many meetings with decision-makers. All in all, we reached almost 35 million people through social and other media. During COP26, we organized #WorldClimateMarch with our global partners in the Netherlands, Europe, East Asia and West Africa, mobilizing hundreds of thousands of people for climate justice.

In the Netherlands we co-organized the biggest climate march in the country's history, with over 40,000 people taking to the streets. Following the demonstration and the protests against the lack of climate action, the Dutch government promised to stop direct public funding for new fossil fuel projects abroad. Our first Activist Lab (see page 19) in the Netherlands was dedicated to climate justice, training young Dutch climate activists on campaigning and influencing, and connecting them to African activists. In addition, we collaborated with and supported the work of Fridays

for Future, Extinction Rebellion and MB0 (secondary vocational training) for Climate, both financially and by increasing the visibility of their actions through our (social) media channels.

## BUILDING CLIMATE RESILIENCE

Our [Sowing Diversity = Harvesting Security](#) (SD=HS) program, which is funded by Sida and implemented by Oxfam Novib with 15 partners in eight countries, was positively assessed in 2021. The midterm review concluded that the program "is clearly responding to the needs and rights of indigenous peoples, smallholder farmers, women and youth, and that it contributes to rebalancing power relations by bringing the interests of smallholder farmers to the international arena." In 2021/22 we worked with 48,000 smallholder farmers who adapted, improved or developed 32 new climate-resilient crop varieties. The positive results of SD=HS convinced the governments of Nepal and Zambia to adopt our approach for nationwide upscaling. Working with local communities, Oxfam Novib also promoted the growing and consumption of 137 local food plants through establishing new seed exchange networks and community seed banks. Among other results, this speeded up the approval of two public policies on public food and nutritional security in Guatemala.

In 2021/22, SD=HS also influenced the private-sector-orientated research institutes to acknowledge the role of small-scale food producers in seed development. We organized three global workshops where farmers, breeders, researchers, donor organizations and NGOs shared farmer-centered approaches and explored opportunities for collaboration. In the Netherlands, our advocacy for a larger government budget for food security for the most vulnerable people was not successful. However, the Food4All coalition that we had established served as a space for policy dialogue on food security and biodiversity with key ministries and parliamentarians.

## DEFENDING LAND AND WATER RIGHTS

Through Oxfam's Global Land Program and the Land Rights Now campaign, our partners and Oxfam mobilized civil society in countries such as Chad and Uganda to campaign against land-related abuses. An important win was the ban on illegal evictions in Uganda, following an intensive campaign centered on Kiryandongo communities where the lands of 30,000 families were stolen by agricultural corporations. In addition, we supported local organizations in Peru, Nepal and Colombia to pressure Dutch investors, such as development bank FMO, to implement Free and Prior Informed Consent (FPIC). Our [database](#) on high-risk sub-projects by FMO's clients, published in December 2021, demonstrates that information disclosure is possible and facilitates access to communities' grievance mechanisms.

In 2021/22 Oxfam created the Regional Youth Dialogue in South East Asia as part of our [Transboundary Rivers of South East Asia](#) (TROSA) program. Through engagement with media and policymakers, and dialogues on water, climate, and human rights co-designed by 14 Youth Basin Ambassadors, they influenced decisions related to flooding, water pollution, disaster risk management and water-related conflicts. TROSA supported multiple local communities in the region and helped strengthen four multistakeholder platforms for inclusive water governance.



# CASE COP26: JOINING VOICES FOR CLIMATE JUSTICE



In November 2021 Oxfam Novib representatives attended COP26 in Glasgow, accompanied by youth activists, indigenous leaders, staff from Oxfam's Peru, Malawi and Uganda offices, and by Ugandan farmer Margaret Masudio. It had not been easy to make it to this major climate conference, especially for Southern climate activists like Margaret. Tough Covid-19 measures and more restrictions in place overall resulted in the exclusion of thousands of activists and even government delegates from vulnerable countries.

The stakes of the conference were high: while scientists have warned that we must limit global warming to 1.5°C, we are already seeing the lives of the most vulnerable being ruined at 1.1°C. In Glasgow Oxfam advocated, along with Margaret Masudio, for stronger recognition of agroecological approaches as a solution to tackle emissions in the agricultural sector and help farmers build resilience. Our lobby resulted in agroecological solutions being mentioned in a draft report, which will continue to be discussed at COP27 in 2022.

## PUSH FOR FAIR CLIMATE FINANCE

Other issues we advocated for strongly at COP26 were a strengthening of reduction targets and, most of all, climate finance that supports low- and middle-income countries to mitigate and adapt to climate impacts. Ahead of COP26, Oxfam's analysis was that rich countries are falling up to US \$75 billion short of fulfilling their pledge to mobilize \$100 billion each year from 2020-2025, to help vulnerable countries adapt. Moreover, the money that they do transfer often comes in the form of loans instead of grants, pushing poor countries into more debt. Oxfam and partners call on governments to urgently address 'loss and damage', that is, the climate impacts that countries and communities cannot or could not mitigate or adapt to.

Although the conference outcomes were very disappointing in the face of the severe climate crisis that is already killing millions of people, we did see some progress. 'Loss and damage' is now fully on the

international agenda, partly thanks to the unprecedented unity shown by low- and middle-income countries pushing for a finance facility for communities to build back better in the aftermath of extreme weather events. Most rich countries blocked the facility, but Scotland and Wallonia did commit to 'loss and damage' funding and the issue will be on the COP27 agenda.

In addition, rich countries agreed to double adaptation finance, although this is still below what low- and middle-income countries have asked for and need. Lastly, the pact reached in Glasgow made an unprecedented reference to fossil fuels, and 20 countries, including the US and Canada, committed to stop public financing for fossil fuel projects abroad. Activists in the Netherlands once again demonstrated that advocacy combined with climate action works: the Dutch government joined the phase-out initiative only after pressure from parliamentarians and the 40,000 climate marchers.

## STORY MARGARET MASUDIO

"Farmers are paying the price for climate change, without knowing why they are paying the price."

Margaret - Smallholder from Uganda

## "CLIMATE, FOOD AND WOMEN ARE A FAMILY OF THREE"

**Margaret Masudio** is a 42-year-old small-scale farmer and mother of three, one who became a climate activist in her community and the Adjumani district in Uganda where she lives. Margaret grows peanuts, cassava, and sweet potatoes, but as a Farmer Field School facilitator within Oxfam's SD=HS program, she also helps to revive interest in local food plants that grow during the extended dry season and add nutritional value to diets. Margaret shares her knowledge with other women

in her community and has already trained 20 women. "Climate, food and women are a family of three," says Margaret. "When one is affected, the others are too."

Oxfam invited Margaret, who is also a board member of our partner [ESAFF](#), to speak at COP26. She traveled all the way from the fields of Uganda to the conference floor in Glasgow to tell world leaders about the extreme weather, food scarcity and malnutrition caused by climate change in her country, and the agroecological solutions she is working on. "If you don't take action, who will feed the families? Who will feed the nations? Who will feed the world?"

Margaret feels she is representing all women smallholder farmers who produce our food, so she was excited to go to Glasgow: "Attending the COP was a great experience. People

listened and our story was noted! I could talk to high-level participants, journalists spread our words worldwide and the Scottish government raised its financial support – an example I think all wealthy countries should feel obliged to follow."

Despite her disappointment about the final outcomes, Margaret remains an optimist. "We will find interventions and adaptations in our ways to produce food, such as local seed varieties that withstand droughts and extreme rainfall. Since my return from Glasgow I am even more outspoken on climate change in my community." She thinks world leaders should do much more to finance the loss and damage done to communities like hers. "Let farmers be part of the discussion. We know what is happening on the ground and what is needed to fight climate change."



# DEFENDING RIGHTS IN CRISES



© Xaviera Altena



## STORY IBAADO FIGHTS FOR SAFETY AND EQUAL OPPORTUNITIES

# SAFE

How do you go on living after you lose everything because of a natural disaster? Or when you have to flee your home because of a conflict like in Ukraine, Syria or Ethiopia? Ibaado Mohamed from Somalia lost all her livestock in 2015 due to a destructive drought. “I realized then that my life had to change completely. I started looking for new ways to take care of my nine children.”

Ibaado ended up in a camp for internally displaced people (IDP). She took various jobs and saved enough money to buy their own house, outside the camp. “Now all my children are living with me again.” However, Ibaado did not forget the people in the IDP camp. She continued to be active and was the first person to get attention for their distressing situation. As nobody was formally in charge of the camp, and other camps were also without management, Ibaado took this position upon herself. Since 2020 she has been managing three IDP camps. She is offering support that saves lives.

### UNITED IN WOMEN’S GROUPS

And again in 2021/2022 East Africa is now threatened by the implications of a changing climate. The persisting drought, coupled with extremely heavy rainfall from time to time, is disastrous for harvests and livestock. The lives of millions of people are at stake, while they are contributing

the least to the causes of climate change. They don’t have the money to protect themselves against extreme weather and failed harvests.

Many people turn up in IDP camps because of these horrific circumstances. Ibaado sees that women in particular are vulnerable. “Women are responsible for running the household. They have to fetch water and gather food every day. This is very risky.” Ibaado creates various women’s groups in these camps. “Together we are stronger. We make sure that we have enough food and other things we need.” People who are in the same position as Ibaado respect her because of her knowledge, skills and experience. The media and the government are also listening to her by now.

### PROTECTION TEAMS

In the camps she manages, Ibaado sees that women are vulnerable to the dominant influence of men. “Many men are unhappy

with the work I do. However, I believe that women are smart and often work harder than men. We simply must be given an opportunity to prove ourselves.” Ibaado coordinates the Oxfam protection teams: women go on home visits to residents in the camps. “We listen to other women. I want to know how safe they are feeling. Are they suffering gender-based violence? Can we prevent that? How can we improve their situation?”

Thanks to her work, Ibaado has been appointed by the government as contact person and representative of all internally displaced people in Somalia. Together with the IDP agency and Oxfam she is tirelessly working towards better circumstances in the refugee camps. Oxfam Novib stands with Ibaado Mohamed. Partly thanks to her, the refugee camps have now become safer for women and the aid is divided equally. Nobody needs to feel unsafe, and everyone is given the opportunity to build a new life.





© Petterik Wiggers



© Petterik Wiggers

Inequality, exclusion and injustice lie at the basis of wars and conflicts, and also exacerbate the impact that both man-made and natural disasters have on the most vulnerable people. Inequality is even visible within the global humanitarian system, where capable first responders – local humanitarian actors – are often bypassed, both financially and in decision-making. Oxfam Novib is calling for fundamental changes that shift power, knowledge and resources from international aid providers to local humanitarian actors.

## BUILDING SAFE AND RESILIENT COMMUNITIES

In Somalia, Oxfam Novib and the Somali NEXUS Platform carried out an innovative pilot program, funded by the Dutch Relief Alliance (DRA). The NEXUS members delivered the first ever locally-led Anticipatory and Emergency Response Mechanism in Somalia. Nine Somali organizations cooperate on

the platform to strengthen community resilience and bridge the gap between emergency relief and rehabilitation, while contributing to sustainable peace. Through this triple nexus approach, we supported 45,000 vulnerable people in a participatory way with sustainable solutions for WASH (water, sanitation, hygiene), food security and protection. For example, boreholes

were upgraded with solar installations and linked to water tanks, farming areas, and water kiosks to reduce the distance walked by women and girls. Youth and women were trained in business skills and received startup kits, while community animal health workers learned how to improve livestock health.

In 2021/22, Oxfam Novib and partners delivered urgent humanitarian relief in multiple countries and regions hit by violent conflict, floods, hurricanes or drought – or combinations of these disasters. In Syria, for example, where a food crisis comes on top of 11 years of cruel conflict, and in Burkina Faso where water shortages are exacerbating the destructive impacts of armed conflicts. In Gaza, Occupied Palestinian Territory (OPT), Oxfam provided clean water, hygiene kits and money to help people buy food and other essentials both during and after 11 days of violence. We worked to repair destroyed water and

sewage systems, but we also called on the Israeli government to end the systemic policies of oppression and discrimination, including its occupation of OPT and blockade of Gaza.

After five years, our program in Pakistan to improve access to fair, legitimate and effective justice for women and marginalized groups, took stock of its results. The Ba-Ikhtiyar (Empower Me) community groups did develop into the anticipated safe spaces for dialogue on often sensitive legal problems, and platforms for awareness-raising. On the justice system side of the program, local governments, police and judiciary increasingly engaged in the program, contributing to their growing responsiveness to the needs of community members. The tenfold increase in participants amongst both community members and justice providers also facilitated a local citizen-state dialogue on access to justice. The growing number of legal cases that women

filed with the local police and in court was a clear sign of their increased confidence in the police and judiciary.

## ADVOCATING FOR HUMANE POLICIES

In the Netherlands, Oxfam Novib's advocacy to hold violators of international humanitarian law accountable, including in Yemen, OPT and Ethiopia, contributed to concrete actions by the Dutch government to hold warring parties to account. Oxfam Novib's call to increase diplomatic pressure on warring parties to adhere to international humanitarian law, and to create a new accountability mechanism, has led to concrete results in Dutch parliament. In Europe, we continued keep policymakers and journalists informed of the appalling human rights situation faced by asylum-seekers in Greece through our bimonthly Lesbos Bulletin. We called out the EU for their lack of concern for Afghan and

other refugees, for the systemic use of pushbacks against asylum seekers, and for the criminalization of humanitarian workers and activists who speak out against such abuses. Oxfam Novib provided asylum-seekers in Greece with humanitarian assistance, and supported civil society organizations in Ukraine's neighboring countries in their humanitarian responses to people fleeing the war. In addition, we advocated for increased attention for worldwide food security, following the impact that the hampering of Ukraine's grain exports has had on countries such as Syria and Yemen. We particularly focused on people facing discrimination and marginalization, including the Roma, LGBTQIA+ persons, and people of color.

On August 15, 2021 the Taliban's rapid and hostile takeover of the Afghan national government took place. After Oxfam's more than six decades of presence in the country, implementing multiple programs with our highly-valued partners, suddenly we had to accelerate our phaseout plans (as decided in 2020). We made drastic changes to these plans in an attempt to conclude our mutual work safely and responsibly (see page 62). Oxfam immediately expressed its deep concern about the humanitarian crisis unfolding in the country, which posed multiplying threats to Afghan people, particularly women and girls.

We called on European governments to swiftly adopt urgent measures to protect all Afghans in need of assistance and, together with 25 humanitarian organizations, we urged these governments to provide a lifeline to Afghan refugees while sharing responsibilities with countries neighboring Afghanistan. Oxfam Novib also advocated towards the Dutch government for safe and legal routes for Afghans seeking refuge (including civil society members and human rights activists). In the Netherlands, we supported former Oxfam Afghanistan country office colleagues in their asylum procedures and with practical assistance.



# CASE B-READY



The devastating impact of climate change again has made it very clear that disasters will continue to hit poor and vulnerable people the hardest. It is therefore ever more important to increase their disaster preparedness. In 2019 Oxfam Novib launched an innovative, DRA-funded pilot in the Philippine city of Salcedo: Building Resilient, Adaptive and Disaster Ready Communities (B-READY). In 2021/22 we successfully scaled up the model, in collaboration with PLAN Philippines, Global Parametrics, the People's Disaster Risk Reduction Network and PayMaya Philippines. By March 2022, the number of participating villages had expanded from ten in a single location, to 50 in three different geographic locations in the Philippines.

B-READY centers on the idea that preemptive cash assistance enables people to prepare ahead of a disaster by buying basic commodities (food, medicines), securing their livelihood resources and reinforcing their houses. It also ensures that people are trained to better prepare for and reduce disaster risks, and are educated on financial management. An impact-based disaster forecast – based on modeling of weather data by Global Parametrics –

automatically transfers cash to the prepaid credit cards of the most vulnerable people before a disaster strikes. In 2021/22 the model was expanded from monitoring typhoons to floods.

At least 1,030 households were better prepared for disasters when Super Typhoon Rai hit the country in December 2021. Communities reported better access to local organizations and financial institutions that can support them to become more disaster-ready. Importantly, vulnerable groups – people with disabilities, the elderly, and single women with children – were more involved in decision-making around Disaster Risk Reduction Management, and more engaged with supportive groups. Community members proved able to apply the learnings from B-READY trainings.

## LOCAL GOVERNMENTS SPREAD THE WORD

Our attempts to further scale up and replicate the B-READY model were largely successful. We developed a framework and guidelines, which we discussed with 11 civil society organizations (CSOs) in skill-sharing sessions, and set up a [website](#) with a short explanatory video and

introductory brochure. By August a toolkit will be made available on the website as well. B-READY workshops and trainings also resulted in local governments committing to facilitate the adoption of the B-READY model on digital cash transfer, and to integrate anticipatory action into their work. Moreover, they shared the model with 12 new local governments, using our guidelines to build their capacities and those of local humanitarian actors and CSOs.

Something that has not yet been successful is the development of preemptive loan products by microfinance organizations (MFIs). Of the five MFIs who initially responded positively, only one is still interested; much more time is needed to develop disaster risk financing products. More promising is the development of forecast-based insurance products that ensure access to liquidity for people and small businesses a few days before a disaster strikes, and that cover the costs of their preparations and emergency evacuation. Oxfam has developed a partnership with an insurance company to study the technical aspects and regulatory prospects of such products.

## STORY MAYOR MERGAL



## “PEOPLE COULD PRIORITIZE THEIR OWN NEEDS”

B-READY was piloted in the coastal municipality of Salcedo, the Philippines, which is frequently hit by typhoons. Salcedo is one of the poorest towns in the province of Eastern Samar, and the local government struggles to meet the needs of its 22,000 citizens each time a disaster strikes. So when Super Typhoon Rai (known locally as Odette) struck the Philippines, Salcedo's **Mayor Mergal** was very happy to be part of B-READY. “On December 14, the households that were selected from the eight most vulnerable barangays [small administrative unities]

in our town received preemptive cash assistance. Two days later, Odette hit Salcedo, and we could see how the cash had served its purpose. People were able to choose what to buy, based on their needs: food, medicines or even construction materials to prop up their houses to withstand the coming typhoon.”

Mergal notes a large number of advantages of the B-READY approach. “The anticipatory cash assistance makes people less dependent on food assistance from the government, which usually consists of canned goods, noodles and rice. Moreover, government assistance often arrives too late, which caused looting incidents back in 2013 when Super Typhoon Haiyan affected our province. People were hungry and desperate. Now, the most vulnerable among

our residents were able to prioritize their own needs before and during the disaster. Immediately after the typhoon struck, they had food to eat.”

“B-READY is a very good idea,” Mayor Mergal concludes. “It challenges the usual practice that assistance is only given after a disaster. We want to adopt a policy of giving assistance days before the typhoon's landfall. The project also supports our local economy, as the households spend their money in our stores. And it is a big help to local governments in terms of absorptive capacity and maximization of our limited resources. Therefore I have proposed to the national government and even to the United Nations that they adopt this kind of anticipatory action.”



# OUR WORK IN THE NETHERLANDS







© Bas Geerdink

In 2021/22, Oxfam Novib laid the solid foundations for a new brand campaign, which aims to better position us with the Dutch audience as an organization that stands behind people who fight for equality, supported by hundreds of thousands of Dutch people. Our decision to be a more activist organization, supporting people who fight for (radical) change, also meant that we needed to start doing things differently. In 2021/22 we set up two public pop-up hubs on climate and equality respectively, we took part in innovative debates on pressing issues, and we facilitated our first Activist Lab. Moreover, we actively pushed for climate justice, working with young activists and co-organizing the Dutch climate march that was joined by over 40,000 people.

## CONNECTING AND MOBILIZING

### Networks and public campaigns

Oxfam Novib continued to build networks with both the usual and unusual suspects in 2021/22, and joined forces with others to organize public campaigns. We took to the streets and mobilized our supporters to join us in our fight for equality, in the Pride Walk (August 2021), the abovementioned Climate March (November 2021), the Women’s March, and the anti-racism demonstration (both in March 2022).

Oxfam Novib played a key role in organizing the biggest climate march ever held in the Netherlands, together with eight other organizations including Fridays for Future and Extinction Rebellion. In the runup to this demonstration, we opened our very first pop-up hub at Amsterdam’s Central Station, a pilot that turned out to be an excellent way to connect and engage with a wider audience. Visitors were offered various ways to get informed and act upon climate justice, while we also had the opportunity to tell the (rebranded) Oxfam Novib story. The many positive responses from visitors inspired us to set up a second pop-up hub to engage people in the fight for equality during the week of International Women’s Day (see page 18).

In the spring of 2022 Oxfam Novib organized its first Activist Lab, as part of our ambition to stand behind activists and support young people to drive systemic change. Our first lab was joined by 20 young Dutch activists and focused on climate justice. We enthusiastically discussed campaigning and climate justice and mutually increased our capacities, and had inspiring online sessions (including learning sessions) with young climate activists from Zimbabwe and Kenya. The lab marks the start of a series of trainings on campaigning and influencing for young Dutch activists; the next one will focus on gender equality.

For the past 14 years, Oxfam Novib has partnered with the International Documentary Festival Amsterdam (IDFA) to promote documentaries that are thematically linked to our work. In 2021/22 we focused on documentaries about changemakers and activism, in line with our ambition to establish Oxfam Novib as an organization that stands behind activists worldwide. We invited our individual private donors to the Oxfam Novib Selection, and organized both offline and – due to Covid-19 restrictions – online screenings. Almost 2,100 people joined us to watch three documentaries, *Rebellion*, *Bigger Than Us*, and *The Last Shelter*, followed by talks with the filmmakers.

The [theatrical performance](#) by two young Oxfam Novib campaigners in the National Theater in The Hague showcased a new way to engage Dutch audiences in the fight for equality. Five NGOs were asked to answer the question: ‘How to use the Covid-19 crisis to make the world a better place?’. İkrâm Çakır and Roselie Schonewille of Oxfam Novib took up the challenge and presented a sparkling show, including their personal stories about inequality, and called on the public to take action and fight for equality. Two photographers, Kadir van Lohuizen and Ilvy Njikiktjen, supplemented the performance with their photo essays about inequality.

For the first time we used the media hype about our annual inequality report to share data on inequality in the Netherlands, highlighting that the 2,210 richest Dutch people own more wealth than their poorest 10 million fellow citizens. We asked our supporters: “What would be the best building on which to beam our messages about inequality?” On January 21, we shone our spotlights on the building of their choice, Dutch Parliament, sending out messages such as “Extreme inequality is growing” and “The 252 richest men on earth own more than all women in Africa, Latin America and the Caribbean.”



## INTERVIEW LILIAN ALIBUX

DIRECTOR OF  
ENGAGEMENT



# “WE MUST FIGHT THE BATTLE FOR EQUALITY EVERYWHERE”

At the end of January 2022, Oxfam Novib went live with its new branding campaign. From that moment onwards, you could come across our powerful visual language: colorful images of strong people, with a call to action to stand with these brave activists together with Oxfam Novib. On billboards, on digital screens in railway stations, on posters in bars and theaters, in radio commercials, newspapers and magazines and of course our social media channels.

Lilian Alibux, Director of Engagement, is happy to explain how and why Oxfam Novib developed this campaign. “Oxfam Novib wants to really increase the number of supporters for its work, also because we

want to connect many more people in the Netherlands to the activists we stand with. Inequality is a global problem that we can only solve by tackling its root causes. Even in our country it makes quite a difference what your gender is, what skin color you have and where you were born. The battle for equality – and thus for changing the system – must be fought everywhere.”

“If we want to mobilize people to take action together with us, they first need to know what Oxfam Novib stands for. Research showed that this was a bit disappointing. Obviously, most people in the Netherlands have heard of Oxfam Novib as a large international organization, but what we

do exactly... This is the reason for this campaign, in which we clearly show what we do, what we are fighting for and who we are working together with.”

“We made a deliberate choice to put four young game changers in the spotlights. Courageous people who are inspiring and mobilizing people in their own country to fight for equality. Their stories do not only offer an insight into problems such as climate change, tax evasion, armed conflict and discrimination, but they also shed light on how you can resist this and fight for solutions.”

“Our branding campaign convincingly shows this and also how Oxfam Novib is fighting for equality: by standing with people who are standing up for more equality all around the world. For climate justice, for fair taxation, for a safe life. For equal rights – not only on paper, but also in practice! – for everyone, regardless of their gender, skin color, age or any disabilities. From Uganda to Cambodia and from Brazil to the Netherlands, we support game changers with money, knowledge, courage, with our employees and our supporters.”

“We also made clear what this means for our work in the Netherlands. In the week of International Women’s Day, we invited our

supporters to join in the Women’s March – and of course we also joined ourselves. We set up an equality hub in the public library in Utrecht where we organized a series of gender equality events. What I liked a lot was when Shanice van de Sanden, player in the Dutch national women’s football team, told everyone how important support is for her, in our radio commercial. The power of support is also important for activists who are taking risks to bring about change. This is precisely the reason why we urge our supporters to stand with the activists together with us.”

### Social media

Social media is a crucial aspect of gaining support for our public campaigns. We therefore doubled the size of our social media team and increased our efforts to reach more people, designing targeted strategies for each channel and professionalizing our webcare. We developed and shared new stories, highlights, and reels, and started posting more frequently, resulting in a total organic reach of 1.5 million on Instagram and Facebook in 2021/22. We also experimented with a large number of ways to engage new supporters within our public campaigns. Examples include the successful robocalling campaign in Behind the Barcodes (see page 26), and a three- to five-minute quiz on climate change to test different calls to action and visuals. The quiz generated even more leads than expected, of people who agreed to be called by Oxfam Novib.

One of the issues we promoted through our social media channels was our petition to stop fossil fuel investments. Within a few months more than 17,000 online activists had signed the petition, demanding that pension funds and insurance companies divest their fossil fuel interests. After launching our TikTok account, we promoted two campaigns with some 20 young creators calling their followers to join the climate march. Social media and our website naturally played an important role in spreading the word about our new brand (see interview with Lilian Alibux); the story of changemaker Hilda reached a record number of people: more than 715,000. Social media is also key to our ambition to play a bigger part in Dutch public debate; for instance, in 2021/22 we explicitly spoke out against sexual harassment and in support of the anti-racism movement.

### Entrepreneurs for Entrepreneurs

Some 400 Dutch entrepreneurs running small- and medium-sized enterprises (SMEs) together form a large and inspiring corporate social responsibility network: Oxfam Novib’s Entrepreneurs for Entrepreneurs. They support microfinance and SME development worldwide and

aim to contribute to the Sustainable Development Goals (SDGs). In 2021/22, Oxfam Novib organized small-scale events for these entrepreneurs to educate and exchange. Supported by an expert external organization, we inspired and challenged them to think about ways to make their businesses more sustainable, from a circular- and human-economy-driven perspective.

## OUR SUPPORTERS

One of the noteworthy results of our 2021/22 work in the Netherlands is that our financial donations are slightly above target, despite the Covid-19 restrictions that limited face-to-face fundraising. Still, in acknowledgement of the huge value that both financial and non-financial supporters have to Oxfam Novib’s work, in 2021/22 we changed our way of reporting on supporter numbers. From now on we will report the total number of unique supporters – 304,740 – and limit this figure to people who have actively supported us during the last 12 months (instead of 24 months, as we did previously).

In 2021/22 we handled over 50,000 inbound supporter contacts in the form of emails, phone calls and letters. Given the ongoing Covid-19 measures, as well as a desire for increased flexibility and effectivity, we have opted to permanently outsource most of this contact. We have invested time and effort into making sure the external agency has all the required skills, tools and information to help our supporters with the level of service and quality they deserve.

### Legacies and bequests

In 2020/21 Oxfam Novib’s income from legacies and bequests remained high. We received almost €2.4 million in legacy gifts from 55 people. Another 4,950 people showed interest in legacy giving, and almost 1,300 people indicated that they plan to make a bequest to Oxfam Novib. Of course we are immensely grateful for this invaluable support; all pledgers received a special, extended edition of the book *Het diepe blauw* (‘The deep blue’) by Ayesha Harruna Attah.

### Major donors and private donations

In 2021/22 we were glad to welcome 11 new named funds and major donors, who together contributed €456,000 in donations. Covid-19 meant that we were unable to meet face to face, but we maintained regular telephone contact, invited these important donors to special IDFA home-cinema events, and sent them handwritten postcards, email newsletters and our supporters’ magazine *Close Up*. In addition, all major donors and named funds received the abovementioned special edition of *Het diepe blauw*.

### Giro555

Under the name Giro555, Oxfam Novib and ten other Dutch relief organizations raised funds for the victims of major disasters. On May 12, 2021, we launched an appeal for medical supplies and assistance for people in low- and middle-income countries who were hit by the Covid-19 pandemic and its devastating effects. After Russian troops entered Ukraine, Giro555 launched another appeal for shelter, clothing, food and medical support for Ukrainian citizens. The Dutch public again showed its generosity, raising €9 million for our Covid-19 appeal and a staggering €160 million for ‘Together for Ukraine’.

## INFORMING AND INFLUENCING

### Dutch media

Oxfam’s annual flagship report on inequality, traditionally launched ahead of the World Economic Forum in January, once again generated broad media coverage in the Netherlands. All major TV and print media outlets reported on our shocking figures, as well as the way the Covid-19 pandemic had laid bare and accelerated global inequality. Thanks to live radio and TV interviews with Oxfam Novib’s executive director and experts, our call for unparalleled action to fight this lethal inequality also came across.

Likewise, our reports and media work on the devastating impact of pharmaceutical corporations’ vaccine monopolies, and their unwillingness to share patents, helped

influence the political agenda and debate. As Oxfam Novib is considered an expert on financial and economic reporting, our messaging on the urgency of tax reforms to fight inequality also found fertile ground. Climate justice was another issue that received considerable media attention around COP26 in Glasgow, partly thanks to Oxfam’s climate reports and our comments on the summit’s outcomes.

Despite the fact that it was a difficult year to garner media attention for grave humanitarian crises, our active pitching of reports on refugees stranded in Greece, war-torn Yemen, and the extreme drought in the Horn of Africa contributed to relatively good media coverage. In the slipstream of the very successful fundraising for Ukraine (Giro555), we managed to generate significant media interest for the dire and direct economic consequences of the Ukraine crisis for food supplies in low- and middle-income countries.

### Influencing policies and practices

Backed by many supporters, public campaigns, actions on the ground and targeted (social) media campaigns, Oxfam Novib’s experts influenced the policies and practices of the Dutch government, Parliament, political parties and businesses.

Throughout 2021/22 we continued our lobby for the temporary lifting of vaccine patents, supported by a petition signed by more than 41,600 people. In the summer of 2021, Dutch Parliament adopted a motion calling for the Dutch government to pressure the EU to stop blocking a waiver on Big Pharma’s intellectual property rights. In March 2022, the WTO decided to temporarily lift vaccine patents.

In December 2021, we celebrated the success of many years of advocating for Dutch legislation on companies’ corporate social responsibility. The new government agreement explicitly includes legislation obliging businesses to respect human rights and prevent environmental degradation. Likewise, our long and active lobby (together with many other

organizations) for an increase in the Dutch aid budget (ODA) resulted in a structural increase of €500 million annually, starting with €300 million in 2022. The emergency budget for 2022 was increased by €60 million.





© Aurélie Marrier d'Unienville

# OUR FUNDING PARTNERS

## Institutional donors

Oxfam Novib cooperates with several highly-valued and like-minded donors in order to fight inequality, increase poor people’s resilience to climate and food crises, enhance inclusiveness and (gender) equity, and offer humanitarian assistance. We are truly grateful for their continued support and constructive conversations in 2021/22.

In 2021/22, Oxfam Novib started the implementation of four programs awarded to us by the Dutch government, our main partner and biggest donor, under its policy framework for strengthening civil society. We are the lead for a SGD5 Fund program (Masarouna) and for the Power of Voices Partnership (PVP) FAIR for ALL. Our longtime partner Pan-African Climate Justice Alliance (PACJA) leads the program African Activists for Climate Justice, to which Oxfam Novib contributes as a consortium partner, and we are part of the Women, Peace and Security program led by War Child. In total, these five-year programs amount to €140 million of Oxfam Novib’s income.<sup>3</sup> We also continued to receive funds from the Dutch government for our critical humanitarian work as part

of the Dutch Relief Alliance (DRA). DRA is a partnership of 14 Dutch NGOs, including Oxfam Novib, established to respond in a timely, effective and efficient manner to protracted and acute humanitarian needs across the world. In 2021/22, Oxfam Novib signed €17.3 million worth of contracts for Somalia, Yemen, Syria, Mozambique, Occupied Palestinian Territory and Israel (OPTI) and Burkina Faso as part of the DRA.

Another key partner, the European Commission, continued to support Oxfam’s development and humanitarian work in countries such as Cambodia, Tunisia, Occupied Palestinian Territory, and Vietnam. The highlights of 2021/22 included a €3,350,000 grant to foster economic

resilience in Gaza, €800,000 for a project to enhance the export competitiveness of Vietnamese small- and medium-sized enterprises (SMEs), and humanitarian grants for projects in Myanmar and Gaza.

With the funds that UN agencies UNHCR, UNOCHA, IFAD, and UNICEF, as well as the Swiss government, entrusted to Oxfam’s emergency responses, climate resilience and land rights work, we were able to really make a difference. And without Sida’s support our positively evaluated SD-HS, TROSA and Fair Finance International programs would not have been as successful as they are.

## Dutch Postcode Lottery

Thanks to our longstanding partner the Dutch Postcode Lottery, Oxfam Novib is able to spend €13.5 million of unrestricted funding each year. This is crucial to support civil society organizations and projects that are daring, out-of-the-box, and able to bring about systemic change. In 2021/22 we used part of an additional grant of €1 million we had been awarded in the previous year

to boost Oxfam’s [Impact SME Development Program](#) (iSME). We launched a new project in Kenya to support small impact-driven businesses that provide sustainable solutions for social and environmental challenges, as well as fair jobs and income opportunities. Furthermore, we started the next phase of our Ugandan iSME program, which will support another 200 businesses in the coming five years. All projects prioritize impact for women, youth and the climate.

In November 2021 the Money Trail investigative journalism project, initiated by Oxfam Novib and Free Press Unlimited and funded by the Postcode Lottery, published its final [report](#). The independent author concluded that Money Trail had strengthened the fight against corruption and inequality. From the project’s inception in 2018, teams of journalists from all over the world produced multiple groundbreaking stories, supported by trainings by Finance Uncovered and Free Press Unlimited, and Money Trail grants awarded by Journalismfund.eu.

<sup>3</sup> The above figures are based on awarded grant income, while income as mentioned in the annual accounts is according to expenditure.



## INTERVIEW DORINE MANSON

MANAGING DIRECTOR  
AT THE DUTCH NATIONAL  
POSTCODE LOTTERY



# “FUNDING BASED ON TRUST – THAT IS WHAT WE DO”

“The Dutch Postcode Lottery strongly believes in the independence of social organizations and in the importance of power and counter-power. This is what we want to achieve with our funding and also by raising awareness for the work of these good causes, for example via television programs.” The more than 30-year collaboration between the Dutch Postcode Lottery and Oxfam Novib is a good example of the way the Dutch Postcode Lottery works. “We enter into long-term relationships with our beneficiaries who we refer to as ‘partners’.”

These are the words of Dorine Manson, managing director of the Dutch Postcode Lottery. Oxfam Novib – when it was still Novib – was one of the first three charities supported by the Dutch Postcode Lottery in the early 1990s when it had just been founded. Now there are almost 150 charities and the Postcode Lottery has become the third largest private charity donor in the world. Many good causes in the Netherlands would not be able to make so much impact without the unique concept of the Dutch Postcode Lottery. Participants buy a lottery ticket and all the profits (at least 42% of the turnover) go to good causes dedicated to people and nature. Ever since it was

founded, the Dutch Postcode Lottery has distributed the dazzling amount of €7.3 billion among good causes. These organizations are then free to spend this money as they see fit, which makes all the difference to organizations such as Oxfam Novib.

“Our principle is: ‘funding based on trust’. We believe that the social organizations can best decide for themselves how to do their work. What’s more, we realize that it is very important that organizations such as Oxfam Novib can operate independently, meaning: not only with financial aid from governments or companies. As the former

director of the Dutch Council for Refugees (*Vluchtelingenwerk*) I know from experience that it is crucial to be able to openly disagree with government policy. Our way of giving financial support here at the Dutch Postcode Lottery – long term and not earmarked – used to be quite unique. But now we are glad to see that other donors are starting to see the value of this. I see a clear shift in the philanthropic world.”

“The new positioning of Oxfam Novib is a good fit with the vision and mission of the Dutch Postcode Lottery. We believe that strong social organizations are essential to create a green, fair and healthy world. They

can drive this change, and where necessary pressurize governments and companies into making changes. We are playing our part by raising as many funds as we can, but also by triggering organizations with our Dream Fund encouraging them to dare to dream and pursue their ground-breaking ideas that make an impact.”

“Oxfam Novib supports organizations and activists around the world which are fighting to achieve the same structural change. You have a large support network – including followers on social media – and you are a well-known brand. This allows you to put important issues clearly on the agenda.

Take, for example, your annual inequality report published around the World Economic Forum in Davos: the key points of this report are getting a great deal of attention all around the world. Another example is your campaign for vaccine equality and to confront pharmaceutical companies. Very early on, Oxfam Novib started financing social enterprises. The Dutch Postcode Lottery, which is a social enterprise itself, sees a great deal of potential in this. Something else that we find important is the way in which you are involving young people in climate justice and how you are working together with young climate activists. This is how Oxfam Novib is helping to change the system.”





© Patipat Janthong

# LEARNING, INNOVATION AND KNOWLEDGE

In order to continue improving Oxfam Novib’s programs and projects, learning, sharing knowledge, and innovating are key. As part of our new organizational structure, we have established an expert unit comprising research, knowledge, innovation, and MEAL (Monitoring, Evaluation, Accountability and Learning) specialists. Learning, Innovation and Knowledge (LINK), as we have named this unit, also hosts Oxfam’s Knowledge Hub on Governance and Citizenship as well as our internship hub the Oxfam Novib Academy.

In 2021/22, the combined expertise of these specialists demonstrated its added value in supporting one of our main programs, FAIR for ALL (see page 24). LINK took the lead in the program’s cross-country learning strategy and MEAL framework, and delivered knowledge and learning activities as well as innovation sessions and courses. LINK’s complementary services benefited the program, for example by setting up four Communities of Practice (CoPs) on women’s economic empowerment, civic space, private sector influencing, and mutual

capacity strengthening. In these CoPs, project staff and partners can exchange knowledge about their learning activities and innovation trajectories, their MEAL findings and their research processes.

LINK also developed an overarching Knowledge and Learning Framework to stimulate a learning culture within the organization. We aim to drive reflection and action around our thematic-level work, and our ways of working within and across the different teams. In March 2022 we started

rolling out the framework, which provides a clear, objective and dynamic course of action for teams to achieve their intended learning goals.

**Impact Measurement and Knowledge**  
Our impact evaluations help to increase Oxfam Novib’s impact, both in the design phase of a program and during its evaluation, through evidence-based recommendations. In 2021/22, our impact measurement specialists supported new programs such as FAIR for ALL and Masarouna with strong and rigorous baselines. We also co-created comprehensive learning and research strategies for the full program duration with the partners implementing these programs.

We conducted thorough research into the impact of Oxfam Novib’s programs on [youth employment](#), [water governance](#), and [active citizenship](#), to help us to reflect and improve. In 2021/22 we also worked with regional, national and local knowledge institutes and universities such as Oxford University, VU University, IDS, and Wageningen Economic Research to broaden and deepen our knowledge base and increase the standard of our research quality. Last but not least, we informed Oxfam Novib’s new brand campaign through audience research among the Dutch public and our supporters.

**Monitoring, Evaluation, Accountability and Learning (MEAL)**  
In 2021/22, we coordinated the collection and analysis of monitoring data in more than 12 of Oxfam Novib’s multi-country programs, and fed the resulting learnings into the program’s adaptive management and reporting. Among the many MEAL activities were intensive baseline studies for the three Power of Voices partnerships with the Dutch Ministry of Foreign Affairs, and the coordination of midterm reviews for SD=HS (see page 31), Sida2Grow and Work in Progress (see page 19). We managed final evaluations for Addressing Root Causes Pakistan, B-READY (see page 38), and Empower Youth for Work (see page 19), and provided methodological advice to the Empower@Scale evaluation. Furthermore, we monitored progress

towards the strategic goals of other Oxfam Novib units, and the Activist Lab’s creative documentation (see page 19). Our MEL input was valued by the Ministry of Foreign Affairs, which led to changes in the Terms of Reference for two evaluation studies, and to active contributions to the Ministry’s harmonizing of its MEL approach.

**Innovation**  
To Oxfam Novib, innovation is meant to inspire, guide and support the organization’s own staff, partners and communities. We encourage them to find innovative solutions to the challenges they face, for example by hosting innovators to present their ideas on issues such as personal development or ways of working. In addition to inspiring FAIR for ALL partners (see interview), our innovation team supported Oxfam Asia’s regional platform to develop a Community of Practice for innovation champions, a dashboard of the latest innovations within the platform, and a strategic roadmap to increase innovation within Oxfam Asia.

**E-Motive**  
Our peer-to-peer learning exchange program E-Motive facilitated four learning trajectories in 2021/22. Participants used the E-Motive methodology to:

- make gender dynamics attractive for young people;
- improve gender dynamics in rural finance;
- improve learning cultures in projects; and
- increase safety for young women in the cleaning sector.

The last of these is an example of how E-Motive can help people and communities to understand a problem, find and exchange solutions, and apply innovative approaches. By using E-Motive, Oxfam’s Youth Participation Employment program in Morocco brought together a unique combination of unions, companies, cleaning workers, and activists who shared a strong drive for change. They all worked towards solutions for the many problems faced by young women in the cleaning sector – ranging from unsafe travel to work and an increased risk of harassment, to the use of hazardous chemicals – but did

not do so collectively. E-Motive helped them gather their best practices, created new connections, and developed shared ownership of new actions and strategies.

**Knowledge Hub on Governance and Citizenship**  
Civic space, fiscal justice and active citizenship are essential levers for tackling extreme inequality. Oxfam’s Knowledge Hub on Governance and Citizenship therefore supports staff and partners across the world in connecting to, learning from, and making use of their combined knowledge. Oxfam Novib hosts this hub. We make the knowledge and expertise of this network of 300+ individuals visible, we facilitate opportunities to learn, apply new strategies, and adapt programs and influencing work.

In 2021/22, the hub held 22 different types of learning and reflection sessions with the network. Together, we took a deep dive into working on fiscal justice in the context of Covid-19, and specifically on the role of the State. What fiscal policy measures did governments take (or not take) to create social safety nets or invest in IC staff? What resource shortages did this create in other budgets? How did civil society respond to these measures? The shared understanding that emerged from the discussions helped teams to feel more confident in their influencing demands towards their governments.

We also set up partner-to-partner learning exchanges in Kenya and Uganda on influencing international financial institutions, and offered our network the opportunity to use Oxfam’s Civic Space Monitoring Tool. Using this tool, teams and organizations can explore how to better understand the context of shifting civic space, and what this means for the social justice and policy changes they are working towards. In turn this informs a more precise and astute selection of tactics and strategies to protect and strengthen civic space and to push back against its erosion.



## INTERVIEW MARC DE KLERK

SENIOR  
INNOVATION  
SPECIALIST



# “INNOVATION IS EVERY- WHERE AT OXFAM NOVIB”

Oxfam Novib is ambitious. We want to end global inequality. This requires a system change. Innovation plays an important role in our plans and the way in which we want to achieve our ambitious goal. All the more reason to ask one of the innovation specialists: What is innovation? And more importantly: how does it contribute to Oxfam Novib’s strategic goals?

“Innovation is everywhere at Oxfam Novib”, says Marc de Klerk. “From the new ways in which we are working with activists in the Netherlands and the new forms of action such as the climate and equality hubs in Amsterdam and Utrecht to the new ways of working in projects, such as human centered design and design thinking. Co-

creating solutions with the people who will put these solutions into practice. Having the courage to enter into partnerships with unusual suspects. Innovation must keep our organization relevant, inclusive, allowing it to make an impact and to be an attractive partner for donors, other social organizations and supporters.”

“For example, in the previous year we have developed a training course on design thinking for all our colleagues and partners in the new FAIR for ALL program. This has helped them to look at problems they encountered in a different way and to come up with new innovative solutions together with all the other participants.”

“What we are mainly doing now is creating space for our colleagues to work in a different way and helping them to look at their own work from a different perspective. This is how we want to embed innovation into the entire organization. If we are serious about changing the system, then we ourselves must continuously innovate and take a critical look at our own approach. This is not a punishment for us actually. Innovation is fun, exciting, it opens new doors, a fresh perspective, lots of ‘Aha!’ moments and eye-openers. And we are well capable of doing so, look at B-READY or the iSME development program, for example.” “When we refer to system change, the human economy is a key concept for Oxfam Novib: a new model in economics with a fair

and social foundation operating within the ecological boundaries of our planet. This is why we invited team members of FAIR, GREEN, EQUAL and SAFE to form a kind of think tank. Together we are developing an innovative tool with which all our colleagues can discover how they contribute to system change and how they can contribute even more to this system change.”

“Just like with every kind of change, it is essential to keep an open mind. So what we learn is how to go off the beaten track in how we think and act. Only then can we find new solutions for persistent problems – solutions that will eventually lead to the system change we so desperately need for the world.”



# OUR ORGANIZATION







© Elisabeth Stevens

## HOW WE ARE ORGANIZED

Following a change process that resulted in a restructured organization on April 1, 2021, Oxfam Novib continued its journey to strengthen the organizational structure and culture. In order to monitor progress on our strategy, new structure and ways of working, and our organizational culture, we have made concrete commitments for our strategic goals. Every six months, the staff, Board of Directors and Board of Supervisors reflect on these strategic objectives and commitments. Oxfam Novib also undertook several initiatives to promote the safe, brave, diverse and inclusive organizational culture that we aim for; this includes a management development trajectory and a cultural change program.

### GOVERNANCE

In 2021/22 Oxfam Novib’s governance structure comprised a four-member Board of Directors and a Board of Supervisors (see page 74). The Board of Supervisors oversees the policy of the Board of Directors and the general course of Oxfam Novib, while the Board of Directors is responsible for day-to-day policy and management. Members of both boards represent Oxfam Novib in

the international Oxfam confederation. A Leadership Forum consisting of 21 unit managers and the Board of Directors functions as a group of peers who meet frequently to exchange on management-related topics.

Michiel Servaes is Oxfam Novib’s Executive Director and each of the three departments – Engagement, Programs, and Finance & Operations – has its own director. Lilian

Alibux is our Director of Engagement, Pauline Mulder was our Director of Finance & Operations until she left in February 2022, and Ton Meijers occupied the position of Director of Programs before Pepijn Gerrits started in that role in December 2021. The departments also have their own management teams, which are responsible for the daily operations and decision-making of their specific department.

In 2021/22, Oxfam Novib was an Executing Affiliate (see box One Oxfam) for our country offices in Afghanistan, Burundi, Cambodia, Egypt, Mozambique, Niger, Nigeria, OPTI, Somalia, Tunisia, Uganda, and Vietnam.

### OUR STAFF

As of March 31, 2022, the total number of colleagues employed through Oxfam Novib’s office in The Hague was 322. In 2021/22 we had an employee turnover rate of approximately 12.5%, attributable mainly to the recent reorganization. Our Hague-based employees represent 34 nationalities.

To monitor progress on gender pay justice in our organization, a gender pay gap analysis for Oxfam Novib is planned in 2022. The results will be disclosed in November 2022 and published in the 2022/23 Annual Report. In the twelve countries in which Oxfam Novib is an Executing Affiliate, another 637 people

(44% of them being women) were employed. Following the 2020 Oxfam Executive Board decision, we started the closure of country programs and offices for Afghanistan (see page 62), Egypt and Burundi.

#### Men to women ratio in The Hague office 2020/21

Organizational level	% women	% men
Board of Directors	50	50
Management	52	48
Other staff	67	33

### TOWARDS A BETTER WORKPLACE

In 2021/22, with the new organizational structure in place and into the second intense and challenging year of the Covid-19 pandemic, Oxfam Novib primarily focused on enhancing and supporting employee engagement and employee wellbeing. In addition, our Human Resources, People & Culture (HRPC) specialists concentrated on the management development and culture change that fit our redesigned organization and our shared impact goals to fight inequality.

In January 2022, we conducted an Employee Wellbeing and Engagement survey. The survey consisted of a validated set of questions based on the Job Demands-Resources Model, in addition to questions from the Works Council regarding the impact of the reorganization, questions from our Diversity Equity & Inclusion Committee, and questions around the experience of inappropriate behavior. With a response rate of 71% (211 out of 298 respondents), the survey provided a good representation of the organization’s demographics, and measured the results against the benchmark, i.e. the Dutch labor market measured over the period 2020-2022.

Employees were particularly positive – above benchmark – about Oxfam Novib with regard to engaging leadership, employee participation, social support from managers, and employee resilience. However, in terms of communication & information, collaboration between departments, workload, turnover intention, job satisfaction, vitality, intrinsic motivation, dedication and cynicism, the organization scored below the benchmark. While the recent reorganization and the Covid-19 lockdowns likely affected these results, Oxfam Novib is committed to investigating the reason for the low scores. In a participative process with the various layers of the organization, we will implement a number of actions in 2022/23 to improve three specific areas: communication & information, collaboration between departments, and workload & vitality.

In 2021/22 Oxfam Novib offered all Oxfam Novib employees based in the Netherlands access to free and unlimited consultations with an external psychologist, anonymously and at the full discretion of the employee, in addition to mindfulness sessions and various workshops to support their mental resilience and psychological wellbeing. Employees are also more easily able to access an occupational physician via a new occupational health agency. A special working group has begun to explore a policy and processes that will enhance an optimal and balanced hybrid way of working, now that the Covid-19 restrictions have been lifted.



## INTERVIEW KATJA BRENNINKMEIJER

INCLUSION, EQUITY  
AND DIVERSITY



© Mona van den Berg

# “SAFETY IS A KEY CONCEPT”

In the fall 2021, HPRC manager Katja Brenninkmeijer and her partly new team started working, full of energy, on a new number 1 priority project for Oxfam Novib. The organization wants to do its very best to be more diverse and more inclusive.

How do we do this? How do we make an organization more diverse and more inclusive? “At Oxfam Novib we are working on this from as many angles as we can at the same time. A key concept is creating psychological safety,” says Katja Brenninkmeijer. “We must give employees the feeling that they are fully accepted just the way they are.”

Partly thanks to the initiatives of employees, Oxfam Novib now has a formal committee

for Diversity, Equity & Inclusion taking the lead. How do we give shape to DEI in our organization? “We are investigating internally in which areas we could do better. With the outcomes we aim to put diversity, equity and inclusion on the agenda even more at Oxfam Novib.”

“In the Employee Wellbeing and Engagement survey that we held last year, diversity, equity and inclusion was an important topic. Based on the answers, we started our work – together with the entire organization. All our teams are discussing the outcomes and linking them to any actions if necessary.”

“At the same time, we started a culture change process, in which ‘super spreaders’

on our staff showed us how we could put diversity and inclusion into practice, and what kind of behavior would be most appropriate. “Be the Change” is what we fittingly called this process. These super spreaders are encouraging others to create a brave, safe and inspiring organizational culture – they are creating a new and inclusive culture.”

“Our department has spent a great deal of attention on diversity in recruitment in the previous year. Sometimes we just had to look for a bit longer not to always end up with the usual suspects. It might take a bit more time to look at CVs in a different way. We also worked together with recruitment agencies who specialize in diversity. Thanks to our focus on diversity in recruitment, we

were able to continue to build on a more diverse and inclusive organization.”

“We are hearing in all kinds of conversations, from meetings with employees to informal chats at the coffee machine, that they find it important and are happy that Oxfam Novib is paying a great deal of attention to this. I notice that I have also changed myself since I started working at Oxfam Novib. My mind is more open now, as I don’t only look at whether someone will be capable of doing a particular job when we have a vacancy, but I also look at qualities of a candidate that are less obvious. And whether perhaps these other qualities will be of more added value to the position, the team or the organization.”



## BE THE CHANGE

How we work is just as important as what we work on. At Oxfam Novib we are committed to our six core values (see page 10), our [Code of Conduct](#) and the [feminist principles](#) that guide all our actions. In order to develop and anchor a strong, healthy, safe, and inspiring working environment where people can meet, share, fail, succeed, and learn together, we set up the ‘Be the Change’ process. In January 2022 we kicked off a Management Development trajectory to grow the personal and enabling leadership capabilities of all managers and directors.

As the second part of this culture change process, we introduced the concept of ‘viral change’ through ‘superspreaders’ among employees (see interview with Katja Brenninkmeijer). In addition, Oxfam Novib’s ICT team developed the ‘Let’s Talk’ app, which supports our new performance management approach of meaningful conversations between managers and employees, and regular feedback; the app fully embeds our values and principles.

## TRAINING AND DEVELOPMENT

In 2021/22 a considerable number of Oxfam Novib employees completed individual or group trainings, in line with their personal development objectives. Examples are advocacy & policy influencing, safety and security, theory of change, media training, online and hybrid workshop/meeting facilitation skills, language courses, and coaching.

HR support to country offices  
Since April 1, 2021, Oxfam Novib has delivered support to twelve country offices through the dedicated Executing Affiliate (EA) Global Business Support unit, which includes international HR services. We develop harmonized standard operational procedures and offer country-specific HR services. As the pandemic continued, we supported the country offices in safety and wellbeing matters relating to staff, partners, and people they work with, and helped them to mitigate the crisis’s effects on our program developments.

We gave priority to country offices that were set to be phased out as a result of Oxfam International’s decision in May 2020, followed by the country offices affected by the restructuring in sub-regional clusters. While a localized and contextualized approach remains necessary, we have maintained close global collaboration with other Executing Affiliates to ensure fair and equal treatment of all Oxfam staff made redundant as a result of the reorganization process.

## DIVERSITY, EQUITY AND INCLUSION

In October 2021, Oxfam Novib celebrated the establishment of its Diversity, Equity and Inclusion (DEI) committee, thanks to the initiative of a group of dedicated colleagues and following consultation with all staff. The committee has recruited a consultant to conduct a DEI review: how diverse, equitable and inclusive is Oxfam Novib in practice? Based on the outcomes, we will design a robust action plan to address identified shortcomings.

On May 17, 2021, the International Day against Homophobia and Transphobia (IDAHOBIT), Oxfam Novib organized a diverse international panel that discussed the current situation faced by LGBTQIA+ people, and what Oxfam can do to support them. For the first time, Oxfam Novib was present at the Pride Walk in Amsterdam on August 7, and we financed materials for LGBTQIA+ activists to participate in the November climate march. In January 2022, we signed the manifestos of the Dutch March 21 Committee and the Platform against Racism and Discrimination. Around July 1, Oxfam Novib celebrated Ketikoti with two events: the screening of the movie *New Light*, and a public debate on the presence of slavery’s history in our daily lives.

## CONFIDENTIAL COUNSELORS

Just as many others did, Oxfam Novib’s three confidential counselors saw their work impacted by Covid-19 in 2021/22, with face-to-face meetings being all but impossible. All the same, they managed to provide coaching and – confidential – support to colleagues and partner staff dealing with conflict, misconduct, and unwanted behavior in the

workplace. Confidential counselors do not receive or respond to formal complaints but can support a staff member in formalizing a complaint, and are independent advisors to the Board of Directors, to whom they report directly. Furthermore, the counselors liaise with and provide support to the confidential counselors in country offices.

## GLOBAL SECURITY TEAM

After 18 months of Covid-19 restrictions and in anticipation of these measures being relaxed, Oxfam colleagues started to attend the face-to-face personal security trainings (or ‘HEAT’) again. In the first quarter of 2022, we witnessed a significant uptick in face-to-face attendance of this training, which is mandatory for any staff member entering a highly insecure area. Staff working in or visiting areas with a lower level of insecurity must follow the WorkSafe training.

Our global security team provides Oxfam colleagues with the most appropriate security training, often based on lessons learned and changing or developing security situations. In 2021/22, the team organized specific training sessions for the roles of Crisis Director or Crisis Coordinator and Note Keeper, as part of the three-year Crisis Management Team training cycle. Family liaison officers were supported through a series of virtual gatherings and the Somalia office had a six-week support visit as part of their annual security ‘health check’. Moreover, the team successfully conducted remote incident management team training sessions with the Oxfam office in Afghanistan.

In 2021/22, the global security team continued to roll out the location-specific security management plans, which can now be tracked in the global security team dashboard. The dashboard also shows the information taken from the Oxfam Security Incident Reporting Information System (OSIRIS), which indicates how incidents affect Oxfam staff across program countries. In 2021/22, 133 incidents involving Oxfam or Oxfam partners were reported in OSIRIS; this is comparable to the first year of Covid-19 restrictions. The countries most affected were Syria, Central African Republic and Yemen, where our 42-year-old colleague

Fathi Mahmoud Ali Salem Al-Zurigi was killed in crossfire on May 24, 2021, while working on logistics to bring humanitarian relief to his fellow citizens. In December 2021, Oxfam Novib convened the Crisis Management Team due to an Oxfam team being detained at an illegal checkpoint in southeastern Somaliland. Less than 24 hours later, the Oxfam team was released physically unharmed.

Specific mention must be made of the rapidly deteriorating security context in Afghanistan when the international military forces withdrew from the country by August 2021, followed by a rapid takeover by the Taliban. In the Netherlands, Oxfam Novib worked with the Dutch government to evacuate Afghan nationals who had worked on Dutch NGO-funded development and humanitarian projects and were seeking evacuation. Staff duty of care and wellbeing were our main priorities, while mitigating personal risks to the best of our abilities. Oxfam set up a Crisis Management Team in support of the ‘accelerated phase-out’ throughout much of the extremely chaotic period around the Taliban takeover of Afghanistan. The team continued its support to the phase-out until the end of December 2021.

## WORKS COUNCIL

In 2021/22 seven out of nine Works Council members stepped down, after which seven newly-elected colleagues brought fresh energy to the council. The Works Council continued to sharpen its position within the organization, in the belief that an empowered staff will make Oxfam Novib stronger and more impactful. Considering that Oxfam’s staff is the organization’s major asset, it is the Works Council’s mission to protect their rights and wellbeing – especially in the context of continuous organizational changes – and to create spaces for their strategic-level inputs.

At the top of the Works Council’s 2021/22 agenda was the urgency to address the impact on our staff of the reorganization, the new ways of working, and Covid-19 restrictions; the council was worried about the high staff turnover. Its members had critical and constructive discussions with HRPC, the Board of Directors, and the

Board of Supervisors on issues such as regular monitoring of staff’s wellbeing and engagement, the need for more attention to our organizational culture, and the need to truly exercise feminist leadership. In close cooperation with HRPC, the Works Council supported efforts to increase the wellbeing of Oxfam Novib’s staff, including the abovementioned survey and the management leadership trajectory.

With regard to the substantial changes in the Board of Directors, the Works Council supported the recruitment of two new directors, emphasizing feminist leadership, diversity, and the shifting of power to the global south. In 2021/22, the council more often engaged in strategic discussions with the Board of Directors and the Board of Supervisors, to align our vision on where we aim to be as an organization. The Works Council values the open communication and collaboration with both Boards and HRPC.



# ONE OXFAM

Oxfam Novib is the Dutch affiliate of Oxfam, a global movement of people who are fighting inequality to end poverty and injustice. Together, we work in approximately 90 countries across regions, with thousands of partners and allies, supporting communities to build better lives for themselves, increase resilience and protect lives and livelihoods even in times of crisis. Oxfam aims for lasting solutions: we tackle the systems, not the symptoms. We fight the inequalities that keep people locked in poverty and injustice, and campaign for genuine, lasting change. Our work is grounded in the commitment to the universality of human rights, and guided by feminist approaches. Oxfam is driven by diversity and founds its asks in evidence and experience.

In March 2021 Oxfam Colombia joined the Oxfam confederation, which now counts 21 affiliates. Each affiliate is an independent organization with its own areas of activity and work, contributing its own strengths and expertise to the confederation to achieve our shared goals. Some affiliates

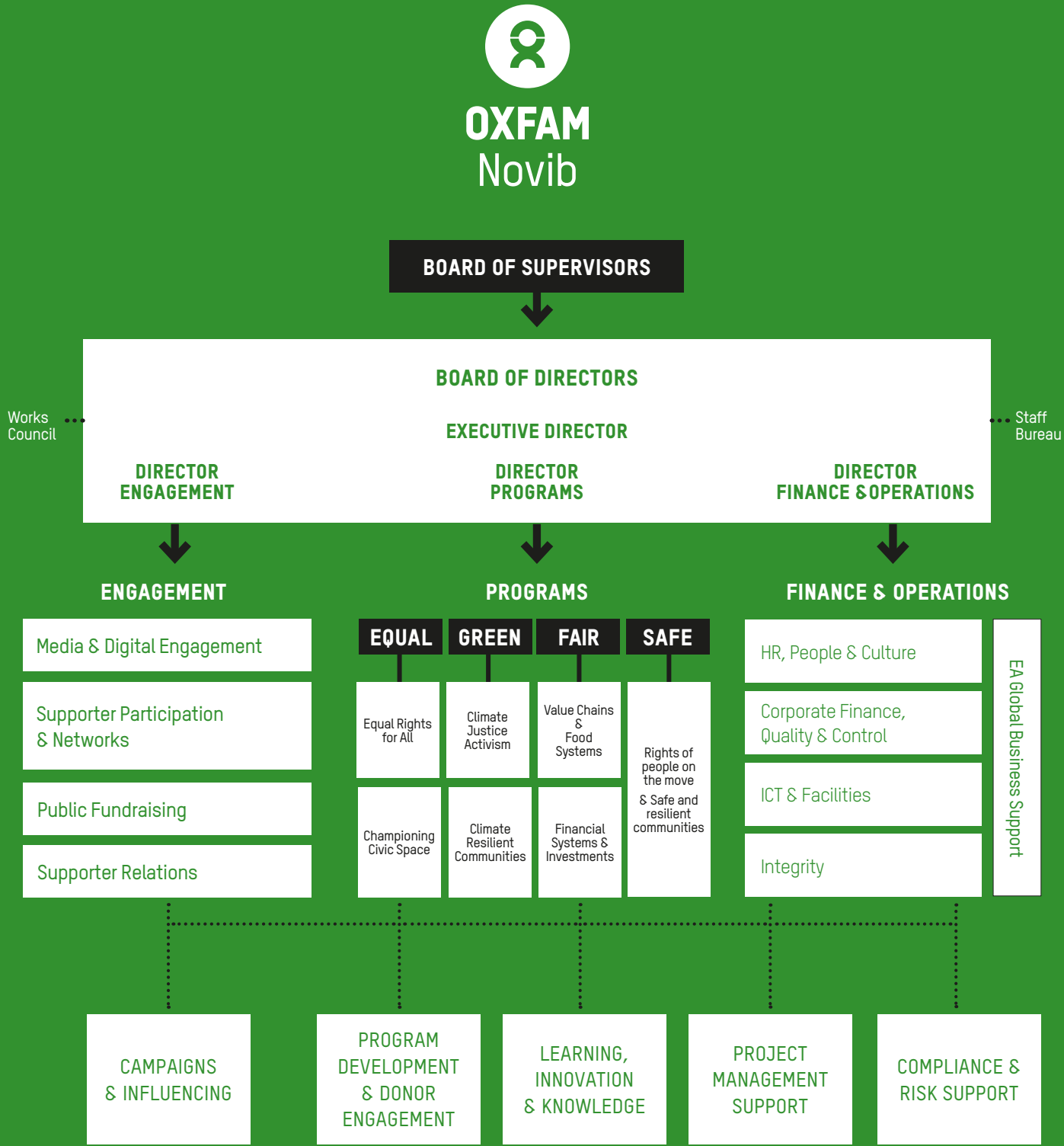
– such as Oxfam Novib – act as Executing Affiliates that also provide business support to countries and regions. The Oxfam International Secretariat coordinates and leads the confederation’s fight against inequality from its headquarters in Nairobi, Kenya. Three public engagement offices – in Argentina, Sweden and South Korea – support the confederation in raising awareness and funds.

Oxfam’s [Global Strategic Framework](#) (2020-2030) sets out how the confederation will work over the next decade to achieve its vision of a just and sustainable world. The strategy focuses Oxfam on challenging inequality, which entrenches poverty, privilege and impunity, deepens discrimination, sexism and racism, and drives the climate crisis. In implementing its new strategy, Oxfam will work as a part of social justice, feminist and youth movements around the world. We will play an even stronger part and contribute to what is a global movement for change – amplifying people power and acting as a

better partner for everyone committed to the cause of social justice.

Effective July 2021, Oxfam International has a new global governance architecture, reflecting the organization’s commitment to strengthening global balance and diversity of voice, including at leadership level. Oxfam’s new global governance structure consists of an international board and a multi-stakeholder assembly. The international Board is composed of four independent members and five members who also serve on Oxfam affiliate boards. The global assembly is made up of delegates from Oxfam affiliates and external stakeholder representatives from the countries and regions in which Oxfam works, each of which has a vote. Affiliate business meetings are convened as required. They offer a space in which affiliates collectively agree on matters that will directly or indirectly impact on their individual legal and fiduciary obligations.

# OUR ORGANIZATION







# TRANSPARENCY AND ACCOUNTABILITY

## OUR ENVIRONMENTAL FOOTPRINT

Oxfam Novib’s fight for climate justice includes ensuring that our own organization reduces its climate impact as much as possible. In 2021/22 a group of staff members devoted itself to coordinating Oxfam Novib’s activities related to the three main priorities in its green strategy, which are:

1. To significantly reduce CO<sub>2</sub> emissions from air travel and energy consumption at the office, compared to the annual average in the period 2015-2019. By 2022/23 we aim to reduce our CO<sub>2</sub> emissions from air travel by 25%, followed by a 40% reduction by 2023/24. We monitor our air travel emissions and critically question the need to fly, based on the Oxfam-wide Fly Less policy we are codeveloping. This ‘travel guide’ also helps employees to find more sustainable travel options;

2. To ensure our office in the Netherlands is climate neutral by 2030, as incorporated into the design trajectory of Oxfam Novib’s Future Office, which we initiated in 2021/22;

3. To use environmental sustainability as a key criterion in our procurement activities, led by the environmental impact criteria outlined in our Supplier Code of Conduct and [sustainable public procurement](#) guidelines.
- In the graph pictured, we report on the climate and environmental impact of our operations in the Netherlands, including our work-related air travel. We realize that our 2021/22 footprint was far below average due to the Covid-19 restrictions, but we are committed to continuing to minimize our environmental impact now that the restrictions have been lifted.

## CO2E EMISSIONS FROM AIR TRAVEL IN 2021-22\*

AIR TRAVEL	NUMBER OF FLIGHTS	TOTAL KILOMETERS	CO2E EMISSIONS IN TONS
Short haul: 700 km or less	30	14,000	3.276
Medium haul: 700 to 2500 km	43	62,773	10.797
Long haul: more than 2500 km	27	161,926	25.422
Total	100	238,699	39.495

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

- Measures Oxfam Novib takes to compensate or reduce our air travel:
- Oxfam Novib compensates all our flights booked through our travel agency.
  - We have contracted a new travel agency that offers several support mechanisms on environmental sustainability (e.g., real-time reporting on CO2 and highlighting flight options with the lowest CO2 emissions).
  - Oxfam Novib is co-developing a Fly Less policy with Oxfam International to set guidelines for all Oxfam staff on how to minimize air travel.



CO2E EMISSIONS FROM AIR TRAVEL AND OFFSETS 2018-22

PERIOD	CO2E EMISSIONS IN TONS	OFFSETS PER TON OF CO2E	OFFSET COSTS
April 2018 - March 2019	2,212	€11.00	€24,332
April 2019 - March 2020	1,649	€11.00	€18,139
April 2020 - March 2021	14	€14.50	€203
April 2021 - March 2022	40	- *	- *

\* Offsets are not yet known.

CO2E EMISSIONS FROM ENERGY CONSUMPTION IN 2021-22

ELECTRICITY CONSUMPTION	% OF RENEWABLE ENERGY (MAINLY WIND)	CO2E EMISSIONS
187,686 kWh	100%	0
GAS AND FUEL CONSUMPTION FROM DISTRICT HEATING		CO2E EMISSIONS
1,894.17 GJ		68

<b>Commuting in 2021-22</b>		
Most of our staff in The Hague use public transport to travel to the office. Others cycle or walk. We stimulate this by deliberately	limiting the number of parking spaces available for our office to four spaces, which are designated for guests and suppliers and for staff with temporary disabilities.	Although during the Covid-19 pandemic some staff avoided public transport and preferred to travel by car, no office parking was offered.

WATER AND WASTE IN 2021-22

WATER CONSUMPTION*	RESIDUAL WASTE	WASTE PAPER
Data available as of September 2021	2,996 kilos	6,961 kilos

\* In contrast to previous years, the information on water consumption will not be available until September. These data will be reflected in next year’s report. We do not expect there to be any major deviations from last year’s figures.

<b>Environmental impact of purchased goods</b>	
➤ Office supplies: Oxfam Novib’s supplier manufactures office furniture following cradle-to-cradle design principles.	In 2021/2022 the procurement team prepared for a full sustainability review of the insurance policy, using the Fair Insurance Guide (eertijkegeldwijzer.nl/verzekeringswijzer). The review will take place in 2022/2023.
➤ Green ICT: our hardware has several energy-saving features and was selected based on the latest edition (2017) of Greenpeace’s Greener Guide.	
➤ Lighting: we have LED lighting systems and motion sensors installed in appropriate locations, such as toilets.	
➤ Cleaning: the company that cleans our offices works as sustainably as possible, without using chemical cleaning agents.	

RISK MANAGEMENT

Oxfam Novib’s Risk Framework has two main pillars: tackling the risks we face as an organization, and tackling the risks we face as an organization that works with partners. In addition, we target risks we face as a member of a global confederation, by working in countries across the globe, as well as risks at personal (employee) level and risks related to data protection.

**Risk at organizational level**  
The Board of Directors reviews Oxfam Novib’s Risk Register every six months, based on reviews by each department. This allows us to ensure that the identified risks,

identified owners, and control mechanisms are sufficient to minimize risks as much as possible and to achieve our objectives.

**Risk at project level**  
Risks within the projects we execute are managed throughout the entire project cycle. Oxfam Novib assesses and manages these risks through the Project and Partnership Risk Management (PRISMA) approach, as part of responsible, mature and accountable project management in partnerships. The approach covers both internal and external risks, and provides a holistic, two-way (partner and Oxfam Novib and vice versa) risk management approach.

**Risk at country level**  
All countries we work in have separate risk profiles. Wherever and whenever needed, Oxfam Novib supports its country offices in line with the risk management process for countries, which is managed by Oxfam International according to the new Oxfam International Risk Framework. We minimize risks by providing support and training, and through solid control mechanisms. Furthermore, all main risk areas are tested and checked regularly through our internal audit cycle.

**Risk at confederation level**  
Within the One Oxfam model, Oxfam Novib acts as Executing Affiliate in twelve country offices, providing supporting services. Close cooperation within the confederation, which has a dedicated Risk and Assurance unit, mitigates the risks of interdependency. Moreover, it provides a clear framework on roles and responsibilities and on how, as a confederation, we work together to prevent risk areas from materializing and to mitigate them when they do occur.

**Risks at personal level**  
Oxfam Novib works in many insecure environments and regularly faces security incidents (see page 62), which are usually handled by the immediate line management with advice and support. We follow the Oxfam-wide Security Management Toolkit, which includes all relevant policies and procedures.

**Risk at privacy level**  
To further strengthen our information security levels against constantly increasing threats, we:

- introduced Multi-Factor Authentication (MFA) for all our systems;
- developed an Information Security Policy which was approved by the Board of Directors;
- introduced an e-signature tooling to adopt hybrid ways of working.

QUALITY MANAGEMENT SYSTEM

Oxfam Novib’s quality management system is based on the requirements of the ISO/ PARTOS 9001 standards. It consists of all our policies, processes, and procedures, and it is outlined in our quality manual. The manual is updated once a year to reflect the main developments in our organizational structure; updates are approved by the Board of Directors.

THE PLANNING AND REPORTING CYCLE

An important element of our quality management system is the Planning and Reporting cycle. The cycle reflects the PLAN-DO-CHECK-ACT approach of our quality management system and serves as a learning mechanism. It also ensures continuous improvement and accountability towards our stakeholders. The results are monitored twice a year by our Board of Directors and once a year by our Board of Supervisors.

INTERNAL AUDITS

Our internal audits serve to ensure that the organization’s management and control systems are well-designed and well-functioning. All internal audits are based on an annual risk-based internal audit plan, and reported upon in audit reports including audit findings, risk assessments, and conclusions. The 2021/22 annual audit plan was approved by the Board of Supervisors and partially implemented, despite challenges resulting from the reorganization, Covid-19 restrictions, and

staff turnover. Due to capacity constraints, a limited number of internal audits were performed. Now that travel restrictions have been lifted, a multi-year plan has been put in place for a rotating two-year schedule, allowing for a full internal audit one year and a guided self-assessment the next. In January 2022, Oxfam Novib launched an Internal Audit Database. In this system Oxfam Novib can register audits performed and determine whether issues and recommendations have been followed up. It also enables better cross-referencing between audits performed and results.

EXTERNAL STANDARDS

Oxfam Novib is certified in both international and Dutch external standards that provide a transparent and independent recognition of the high quality of our work.

The **ISO 9001:2015 certificate** guarantees that our operations and structures comply with the highest standards of quality. SGS audited Oxfam Novib in February 2019 and granted us a three-year certification (expiring in June 2022) subject to yearly surveillance audits, as well as the special ‘Partos ISO 9001:2015 version 2018’, a standard for the Dutch development cooperation sector. The renewal of the certification is subject to a new full-scale audit that will be performed in May 2022. 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 2021, with a positive result. Oxfam Novib complies with the **International Aid Transparency Initiative** (IATI), a globally recognized open data standard. IATI makes information on the development activities of multilateral, governmental, and non-governmental organizations accessible and understandable. We publish updated project data sets on a daily basis via the IATI portal. Oxfam Novib has been a member of the IATI governing board for two terms (2018 – 2022).





## SAFEGUARDING INTEGRITY

Oxfam Novib is committed to preventing and eradicating all forms of unwanted behavior and misconduct within our work. We consider it crucial that our responses to misconduct allegations are appropriate, proportionate and professional. Raising awareness of misconduct, reporting, response, and prevention is part of our culture of accountability.

Oxfam Novib’s Integrity unit comprises anti-corruption, safeguarding and human resource misconduct specialists, and closely cooperates with other stakeholders in the organization to prevent and respond to misconduct. Moreover, as we also support country offices where Oxfam Novib is an Executing Affiliate, our integrity work includes constant collaboration and interaction within the Oxfam confederation. In addition, we regularly exchange and work together with integrity specialists in the Netherlands – through Partos<sup>a</sup> – and internationally in, for example, communities of practice. Training and prevention In 2021/22, we incorporated the handling of human resource misconduct – unwanted interpersonal misconduct, such as bullying

and harassment – into the work of the Integrity unit. Throughout the year, Oxfam Novib organized integrity discussions in internal staff meetings, international communications and training sessions, in order to raise awareness on safeguarding and anti-corruption issues, and of the Oxfam Code of Conduct. We also spoke out publicly against specific misconduct cases in the Netherlands. Discussing these issues also helps to foster a culture of ethics, transparency and accountability; we all have a shared responsibility to do our utmost to prevent misconduct, and to report any concerns when they arise. In November 2021, Oxfam Novib expanded its misconduct prevention work across countries in which we are an Executing

Affiliate, through prevention workshops tailored to the needs of the different country offices. In the meantime Oxfam rolled out the One Oxfam Corruption Response Standard Operating Procedure across the confederation. This procedure provides a straightforward explanation of the principles, roles and responsibilities, including step-by-step instructions, for managing allegations of safeguarding misconduct. It starts at the point a report is received and ends when the case is closed or handed over to decision-makers for a disciplinary procedure.

When we engage with third parties, including but not limited to partners, beneficiaries, consultants and service providers, we expect them to adhere to the same high ethical standards as Oxfam does, and to help us prevent, report and respond to corruption and fraud. To support this endeavor, we have redesigned our ‘Anti-Corruption in Oxfam’ e-learning course to target these third parties, and made it available as of March 2022.

As Oxfam Novib is committed to creating and maintaining a safe workplace and safe programming, it is essential to have safe recruitment and screening processes in place. The One Oxfam Safeguarding Core Standards outline both minimum requirements and additional checks that must be implemented across all departments of the organization. These include vetting, reference checks, behavioral-based interview questions, and targeted questions on the suitability of any applicant to work with communities. In addition, all contracts for employees and related personnel contain provisions for disciplinary action.

Oxfam Novib also supports the Inter-Agency Misconduct Disclosure Scheme, a sector-wide initiative designed to prevent the rehiring of individuals known to have committed misconduct.

**Inclusive reporting**  
Following intensive consultations with integrity representatives in the different regions where Oxfam Novib operates, misconduct reporting channels were

streamlined. Our webform for reporting misconduct, which is available in several languages, now feeds complaints directly into our secure internal case management system. For those who lack access to online reporting channels or prefer to do this offline, our networks of well-trained, local safeguarding focal points are available in all countries where we work. Together with our local partners, they raise awareness, assess risk mitigation, and facilitate safe, confidential and (if preferred) anonymous reporting. In addition, people can report misconduct through management channels.

**Overview of misconduct cases**  
Oxfam Novib’s Integrity unit 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, in the countries where we are an Executing Affiliate, and in our Lao PDR and Mali programs. Since November 2021 we have also investigated human resources misconduct, such as bullying, workplace harassment, intimidation, discrimination, and other forms of unwanted behavior.

In 2021/22, the number of reported misconduct cases changed somewhat in comparison to earlier years. We noted a decrease in safeguarding reports since 2020/21, which we believe is related to the Covid-19 crisis. However, the number of reported corruption cases increased slightly as a result of our ongoing efforts to raise awareness on the subject. This reflects the trust individuals place in Oxfam Novib’s reporting systems, so we consider it a positive outcome.

The number of reported cases as given below does not include reports that fall outside the Integrity unit’s mandate, nor any other contact which did not qualify as a formal report.

**Safeguarding misconduct**  
In 2021/22 the integrity unit received five reports of safeguarding misconduct. Two

of these were closed in 2021/22, as were three complaints dating from 2020/21. One of these five closed allegations concerned sexual abuse, two related to sexual exploitation, and two were about sexual harassment. In three of the closed cases the allegations involved Oxfam staff members, while two involved partner staff members. In two cases the survivors were Oxfam staff members, in one case they were staff members of partner organizations, and in two other cases the survivors were people from the communities we work with.

All cases were closed following the preliminary review of the Integrity unit, meaning the specialists did not conduct a full investigation. In three of the closed cases, the complainant did not wish to proceed, in one case the risks for the survivor of an investigation were considered too high, and one case lacked sufficient information to proceed with a formal investigation. However, in one case we advised the relevant managers to raise awareness about sexual harassment and Oxfam’s reporting channels. In two cases, the risk rating of the partner organization that employed the subject of complaint was set to ‘high’, based on the outcome of an investigation on corruption misconduct.

**Corruption misconduct**  
In 2021/22 the Integrity unit received 43 reports of alleged corruption misconduct, in addition to 30 reports that dated from 2020/21, making a total of 73 reports. Of the 43 new reports, 25 were closed by 31 March 2022, as were 27 of the 30 suspicions that had been brought forward from 2020/21.

A total of 52 of corruption cases were closed in 2021/22. In 24 of these cases the allegations involved partner organizations and/or partner staff, 28 involved Oxfam staff members, and for seven reports the subject of complaint could not be identified. Of the 52 closed cases, 20 concerned fraud, five involved theft, two were bribery allegations, eleven related to nepotism, and fourteen remained unclassified.

<sup>a</sup> Partos is the Dutch membership body for organizations working in international development.



# BOARD OF SUPERVISORS' REPORT





# BOARD OF SUPERVISORS’ REPORT

The Board of Supervisors serves as an independent governance body that oversees the functioning of the organization and its Board of Directors. The Board of Supervisors has three key roles in the organization. First, the Board of Supervisors monitors the delivery of the Board of Directors’ management responsibility during the strategic, planning and implementation stages. Second, as the formal employer of the four directors, the Board of Supervisors has the collective responsibility to appoint and monitor their functioning and integrity. Third and last, the Board of Supervisors provides counsel and can act as a sounding board to the Board of Directors on strategic and organizational development topics. The mandate and tasks of the Board of Supervisors are formally laid down in the statutes and further detailed in the Board of Supervisors’ Rules of Procedure. The Board of Supervisors upholds the principles of the Code of Good Governance for Charities and acts accordingly. As the Board of Supervisors is the highest body in the organization, accountability for its own functioning through this annual report is extremely important.

## Composition Board of Supervisors

In 2021/2022 the Board of Supervisors comprised seven members and was chaired by Peter Verbaas. As Peter Verbaas and Christel de Lange will step down as of July 2022, work on the recruitment of a new member and a new chair commenced in this financial year. The recruitment will focus on increasing the diversity of the board and bringing in experts in organizational and management development. The 2021/2022 composition of the Board of Supervisors is included in Annex 2.

## Functioning Board of Supervisors

In 2021/22 the Board of Supervisors met four times for the regular meetings. This year these were all online, except for the meeting in March 2022. Prior to each meeting, the finance committee, the programs committee, and the engagement committee met with Oxfam Novib employees to pre-discuss items on the Board’s agenda, in addition to more in-depth items on the agendas of their respective committees. Prior to each board meeting, two board

representatives consult the Works Council on the agenda, while information provided by managers or other staff also feeds into the board meetings. Once a year, all members of the Works Council join a Board of Supervisors meeting to share their reflections on the functioning of the organization. Lastly, the Board of Supervisors maintains individual contacts within the organization, regularly attends the informal biweekly canteen meetings, and participates in events and activities. In addition to their regular meetings, the Board of Supervisors and the Board of Directors held a one-day strategy session in September 2021. Through in-depth interviews, both boards evaluated and discussed the functioning of the Board of Supervisors with regard to the Board of Directors and the Works Council. A follow-up discussion was organized in September 2021, during which the Board of Supervisors conducted a self-evaluation and reflected on good governance principles, facilitated by an external advisor.

## The Board of Supervisors and its committees

In its supervisory role, the Board of Supervisors approved the six-monthly Board of Directors’ Strategic Objectives and Commitments, the 2020/21 Annual Accounts (discussed with external accountants), and the Oxfam Novib 2020/21 Annual Report. The 2021/22 quarterly reports on Internal Audits and on Integrity were also discussed with the Board of Supervisors. The finance committee is tasked with overseeing Oxfam Novib’s financial management, preparing related agenda items for the Board of Supervisors, and advising the board in its decision-making capacity. In 2021/22 the finance committee maintained regular contact with the Director Finance & Operations, to monitor the impact of Covid-19 and the Oxfam Novib change process on the organization’s operations. Other key issues were risk management and control, especially with regard to the complicated model of cooperation within an international confederation and the restructuring of Oxfam Novib’s investment portfolio. The finance committee also met with the external accountants several times to formally approve their assignment and to monitor the recommendations made in the external audit.

A second subcommittee is the programs 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. With the new strategic framework in place, the programs committee focused on defining clear impact criteria to monitor the implementation of this framework. A new subcommittee is the engagement committee, which the Board of Supervisors established in this reporting year. This committee focuses on key developments regarding Oxfam Novib’s engagement and advocacy activities, and specifically followed the design and implementation of the new brand strategy in 2021/22.

Moreover, the Board of Supervisors appointed Kirsten Meijer as Integrity Focal Point as of the start of her tenure. In that capacity, she will maintain a direct line with

the Integrity unit and its unit manager on all related integrity matters.

## The Board of Supervisors as an employer

The fourth committee is the remuneration committee, which is responsible for all human-resource-related matters of Oxfam Novib in general and specifically of the two boards; this includes supporting the Board of Supervisors in its role as employer of the Board of Directors. The members of this committee conduct performance reviews and development conversations with the members of the Board of Directors. In 2021/2022, the remuneration committee improved its performance appraisal approach for each member of the Board of Directors, bringing it more in line with the performance appraisal cycle of the rest of the organization. The committee also paid close attention to the culture development processes in this financial year. Moreover, the remuneration committee began preparations for the recruitment of a new Director of Programs and a new Director of Finance & Operations. Pepijn Gerrits was recruited as the new Director of Programs, and began work in the position on December 1, 2021.

The advisory role of the Board of Supervisors The Board of Supervisors is regularly informed of and consulted on major changes and important strategic choices relating to organizational development, operations, finance, Oxfam Novib’s strategic direction, and decisions relating to Oxfam International.

## Oxfam International

The Oxfam International Board of Supervisors approved a new global governance model in March 2021. This new model reflects more simplicity and efficiency, and a more globally balanced organization. The Oxfam International Affiliate Business Meeting is a new international governance body with the key responsibility of monitoring the Affiliate Business Meeting and representing affiliate interests in the global governance structure. On behalf of Oxfam Novib, the chair of its Board of Supervisors participates in the meetings of the International Board that started in this reporting year.

## 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. The Board of Supervisors’ one-day strategy session was paid for from the Board of Supervisors’ allocated budget. Total expenses in 2021/22 were €6,303.17.

## Closing remarks

In 2021/22, when Covid-19-related lockdowns were eased in large parts of the world, a new crisis emerged in Ukraine. This crisis affected people’s safety, climate, and energy structures, and resulted in many people becoming refugees, the emergence of a food crisis, and growing inequalities on a global scale. Oxfam’s global network was ready to fight these effects with increasing vigor. We stand strong behind our local partners in countries across the world, who are on the frontlines of these horrific situations. Our support is only possible thanks to our excellent and motivated staff who cooperate with their colleagues in all Oxfam’s global affiliates and countries. Oxfam’s role in the Peoples’ Vaccine Alliance, in co-organizing climate marches across the world, and in the joint fundraising for Ukraine are some examples of their achievements. The Board wishes to express its respect and awe for all Oxfam Novib staff in these challenging times.

We also thank you, our reader. Every time you, as a supporter, an activist or a donor, show an act of support, it gives us new energy and impetus in our continued battle for the rights of people who are denied safety, who flee danger, who seek lands to live on unaffected by droughts and floods, who are starving in famines and dying from lack of medicine; people who seek long-term improvement of their lives. It’s a global challenge that we can only fight with your support.

Peter Verbaas  
Chair, Board of Supervisors Oxfam Novib



# FINANCIAL SUMMARY & AUDITORS REPORT



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

Amounts in thousands of Euros	FY 2021-22	FY 2020-21	
<b>ASSETS</b>			
Tangible fixed assets	7,062	7,339	3.6.1
Financial fixed assets	40,574	39,832	3.6.2
Inventories	37	13	3.6.3
Receivables from governments			
Long-term	19,145	6,490	
Current	35,556	12,053	
	54,701	18,543	3.6.4
Receivables	37,747	27,840	3.6.4
Cash and cash equivalents	111,192	111,530	3.6.5
<b>TOTAL</b>	<b>251,312</b>	<b>205,097</b>	
<b>LIABILITIES</b>			
Reserves and funds			
Reserves			
Contingency reserve	14,780	12,953	3.6.6.1
Earmarked reserves	54,369	56,324	3.6.6.1
	69,149	69,278	
Funds	36,148	33,353	3.6.6.2
	105,297	102,631	
Provisions	2,682	4,922	3.6.7
Debts			
Long-term	858	425	
Current	18,217	16,200	
	19,075	16,625	3.6.8
Project liabilities			
Long-term	43,491	28,322	
Current	80,768	52,598	
	124,259	80,919	3.6.9
<b>TOTAL</b>	<b>251,312</b>	<b>205,097</b>	

### 3.2 CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of Euros	FY 2021-22	BUDGET 2021-22	FY 2020-21	
<b>INCOME</b>				
Income from private individuals	26,794	25,092	27,538	3.7.1
Income from companies	1,254	1,637	1,418	3.7.2
Income from lottery organisations	13,500	16,200	13,510	3.7.3
Income from government subsidies	87,691	81,585	83,964	3.7.4
Income from affiliated non-profit organisations	39,411	33,001	39,460	3.7.5
Income from other non-profit organisations	34,727	8,860	14,914	3.7.6
<b>Income raised</b>	<b>203,377</b>	<b>166,375</b>	<b>180,803</b>	
Income from delivery of products / services	4,423	5,467	4,249	3.7.7
Other income	2	0	103	3.7.8
<b>Income from fundraising activities</b>	<b>207,802</b>	<b>171,842</b>	<b>185,155</b>	
<b>EXPENDITURE</b>				
Equal	38,857	31,008	34,105	3.7.9
Green	30,943	24,623	26,807	3.7.9
Fair	56,727	45,350	48,711	3.7.9
Safe	65,302	51,984	56,138	3.7.9
Engagement	7,768	7,908	7,535	3.7.9
<b>Expenditure on goal 'structural poverty alleviation'</b>	<b>199,597</b>	<b>160,873</b>	<b>173,296</b>	
<b>Direct fundraising</b>	<b>4,499</b>	<b>6,757</b>	<b>6,458</b>	<b>3.7.9</b>
Third-party campaigns	49	427	189	3.7.9
Securing government grants	1,465	1,642	1,599	3.7.9
<b>Costs of generating income</b>	<b>6,013</b>	<b>8,826</b>	<b>8,246</b>	
<b>Management and administration costs</b>	<b>1,391</b>	<b>1,395</b>	<b>2,327</b>	<b>3.7.9</b>
<b>Expenditure on fundraising activities</b>	<b>207,001</b>	<b>171,094</b>	<b>183,869</b>	
Financial Income	3,806	2,070	2,692	3.7.10
Financial Expenses	1,942	2,770	2,232	3.7.10
<b>Balance of financial income and expenses</b>	<b>1,865</b>	<b>(700)</b>	<b>461</b>	<b>3.7.10</b>
<b>NET RESULT</b>	<b>2,666</b>	<b>48</b>	<b>1,747</b>	
<b>APPROPRIATION OF NET RESULT</b>				
Added / charged to: contingency reserve	1,827	127	(296)	
Added / charged to: project reserve	(458)	(1,128)	775	
Added / charged to: other earmarked reserves	(1,498)	2,506	7,648	
Added / charged to: funds	2,795	(1,457)	(6,380)	
<b>NET RESULT</b>	<b>2,666</b>	<b>48</b>	<b>1,747</b>	
Costs of direct fundraising as a % of income from direct fundraising	14.3%	20.6%	19.7%	



3.7.9 EXPENDITURE ALLOCATION

GOAL OF STRUCTURAL POVERTY ALLEVIATION					
	EQUAL	GREEN	FAIR	SAFE	ENGAGEMENT
Amounts in thousands of Euros					
1. Grants and contributions	24,192	19,149	35,426	40,476	0
2. Fees and other payments	765	605	1,120	1,280	0
3. Publicity, communication, other	(38)	37	(97)	(31)	4,649
4. Staff costs	7,000	5,661	10,128	11,826	2,737
5. Provision for reorganization	(12)	(9)	(17)	(19)	(6)
6. Housing costs	75	60	110	126	43
7. Office and general expenses	6,714	5,314	9,822	11,377	267
8. Depreciation	160	127	234	267	79
TOTAL	38,857	30,943	56,727	65,302	7,768
Publicity and communication (except if allocated to goals):					
Other internal operating costs	11,161	20,295	13,949	23,597	3,126
Total internal operating costs					
Maximum size of contingency reserve (1.5 times the annual internal operating costs):					

STAFF COSTS

Amounts in thousands of Euros	FY 2021-22
Salaries The Hague	17,789
Salaries local contracts and expats	17,357
Social security contributions	2,329
Pension costs	2,226
Temporary workers	695
Commuting costs	391
Other costs (incl. participations)	156
TOTAL	40,944

AUDITORS' FEES

	AUDIT OF THE FINANCIAL STATEMENT	OTHER AUDIT SERVICES	OTHER SERVICES	TOTAL
Amounts in thousands of Euros				
Mazars NV	179	65	0	244
Accenture	0	0	4	4
Deloitte	0	53	0	53
Other	0	190	1	191
TOTAL	179	308	5	492

COSTS OF GENERATING INCOME			MANAGEMENT & ADMINISTRATION	TOTAL		
DIRECT FUNDRAISING	THIRD-PARTY CAMPAIGNS	GOVERNMENT GRANTS		FY 2021-22	BUDGET 2021-22	FY 2020-21
0	0	0	0	119,243	93,800	92,268
0	0	0	0	3,770	3,765	3,546
3,002	5	1	1	7,528	14,511	9,207
1,381	29	1,168	1,014	40,944	30,886	42,585
(2)	(0)	(3)	0	(69)	0	2,598
13	2	24	19	472	719	613
81	10	227	323	34,135	26,529	32,155
23	3	49	34	977	883	898
4,499	49	1,465	1,391	207,001	171,094	183,869
3,002	5	1	1	3,009		
1,498	44	1,468	1,390	76,528		
				79,537		
				119,306		

KEY PERCENTAGES

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	BUDGET 2021-22	FY 2021-22
Amounts in thousands of Euros							
Income from direct fundraising	40,723	36,876	30,186	31,692	32,724	32,881	31,494
Costs of direct fundraising	6,821	6,929	4,774	6,178	6,458	6,757	4,499
as a % of income from direct fundraising	16.8%	18.8%	15.8%	19.5%	19.7%	20.6%	14.3%
Management and administration	2,539	2,234	2,126	2,193	2,327	1,395	1,391
as a % of total expenditure (own criterion max. 2%)	1.4%	1.1%	1.2%	1.3%	1.3%	0.8%	0.7%
Expenditure on goals	171,707	188,799	174,129	153,948	173,296	160,873	199,597
as a % of total income	95.4%	96.6%	95.2%	93.6%	94.2%	92.5%	94.3%



# 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 2022 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 2022 of Stichting Oxfam Novib. We expressed an unqualified audit opinion on those financial statements in our report dated 7 July 2022. 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 2022 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, 8 July 2022

### Mazars N.V.

E. de Prouw MSc RA

The Mazars logo consists of the word "mazars" in a bold, lowercase, blue sans-serif font.



# ANNEXES





## ANNEX 1: COMPOSITION OF THE BOARD OF DIRECTORS

### MICHIEL 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. Within Oxfam International, Michiel Servaes is a member of the Executive Directors Forum, the Business Support and Operations Forum, the Program and Humanitarian Forum, and the Finance and Income Forum. He represents Oxfam Novib on the Board of the Foundation of Cooperating Aid Organizations (Samenwerkende Hulporganisaties), the Dutch umbrella organization for emergency appeals. Michiel Servaes is also a member of the Advisory Board of the Netherlands Network for Human Rights Research (NNHRR).

### LILIAN ALIBUX (1981)

Lilian Alibux started in the newly-created position of Director of Engagement in April 2021. She is responsible for the Engagement department and its campaigning & influencing, communication & digital, public fundraising, mobilization and supporter relations & data units. Lilian Alibux is also chair of the board of Oxfam Sweden. Additionally, she is a member of the program board of Cultuurmarketing, a community of marketing professionals in Arts & Culture.

### PEPIJN GERRITS (1972)

Pepijn Gerrits started as Director of Programs in December 2021, following the departure of Ton Meijers. He is responsible for the thematic program units, knowledge & learning, institutional fundraising and partnerships. Improving overall quality and impact are important parts of his daily work. Pepijn Gerrits represents Oxfam Novib as shareholder in Triple Jump, which manages the Oxfam Novib Fund, and is a member of the CEO meeting of the Dutch Relief Alliance (DRA). Additionally, he serves as the chair of the Board of Supervisors of the Defend Democracy Foundation, is a member of the board of the Window on Russia Foundation, and is chair of the parent advisory board of De Werkplaats secondary school in Bilthoven. Lastly, Pepijn Gerrits is the treasurer of the Piet Gerrits Foundation, which advocates for the conservation of works by his great-grandfather, the artist Piet Gerrits.

### TON MEIJERS (1958)

Ton Meijers started as Director of Programs & Campaigns in September 2017 after managing the Program, Support & Impact Unit at Oxfam Novib. Ton stepped down as Director of Programs and was succeeded by Pepijn Gerrits, who started in December 2021. Ton Meijers represented Oxfam Novib as shareholder in Triple Jump, which manages the Oxfam Novib Fund. Furthermore, he was chair of the CEO meeting of the Dutch Relief Alliance (DRA) and a member of the Board of Partos. Within Oxfam International, Ton Meijers was a member of the Long Term Development, Knowledge and Institutional Funding platform.

### PAULINE MULDER (1974)

Pauline Mulder started as Director of Finance & Operations in September 2018. Until she stepped down and was succeeded by an Interim Director in March 2022, she was responsible for the Corporate Group units: Institutional Fundraising and Donor Relations, Human Resources, ICT & Facilities, Quality Finance & Control, and the Integrity team. Since April 2021, the Institutional Fundraising and Donor Relations unit (now called Partnerships and Programs) has fallen under the responsibility of the Director of Programs. Pauline Mulder held consultation meetings with the Works Council and negotiated with the union on the collective labor agreement on behalf of the Board of Directors. She was also a member of the Board of Supervisors of Triple Jump. Within Oxfam International, Pauline Mulder was a member of the Executing Affiliate Working Group and the Safeguarding Task Force. She was also chair of the Board of Oxfam Sweden and is succeeded in this position by Lilian Alibux.

In March 2022, **Lucian Roeters** started as Interim Director of Finance & Operations. In this position she acts as a non-statutory director.

### INGE HUTTER (1959)

Inge Hutter was appointed in October 2018, with a maximum period of tenure ending in 2027. She is chair of the remuneration committee. Inge Hutter is Rector at the International Institute of Social Studies (ISS), The Hague, part of Erasmus University Rotterdam (EUR). She is also Professor of Participatory and Qualitative Research in Population and Development at ISS; chair of SAIL, a platform of seven international higher education institutes in the Netherlands; chair of the Steering Group of the Rotterdam Global Health Initiative; and Academic Lead on the Erasmian Values in EUR's Strategy 2024 on Creating Positive Societal Impact. Inge Hutter has conducted several (participatory action) research projects on sexual and reproductive health and rights in India, Cameroon, Malawi and the northern Netherlands, and supervised PhD researchers from, or working in, India, Bangladesh, Pakistan, Tanzania, Uganda, Ghana, Colombia, the USA, and the Netherlands.

## ANNEX 2: COMPOSITION OF THE BOARD OF SUPERVISORS

### 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. Kris Douma started his career as a consultant and manager at FNV trade unions. From 2003 to 2006 he represented the Dutch Labour Party (PvdA) in the Lower House (Tweede Kamer) of the Dutch Parliament. From 2007 to 2015 he was Director Responsible Investment & Governance at MN, the fiduciary asset manager for pension funds. From 2016 to 2020, he was a director at the UN-supported initiative Principles for Responsible Investment, in London. Most recently (2020-2021) he was Director Corporate Engagement at Morningstar. Kris Douma is chair of the non-executive board at NV Schade, an insurance company. Since late 2021 he has served as chair of the Royal Netherlands Institute of Chartered Accountants (NBA).

### LAWRENCE CHEUK (1990)

Lawrence was appointed in March 2021, with a maximum period of tenure ending in 2030. He is a member of the programs committee and of the engagement committee. Lawrence Cheuk works at the municipality of Utrechtse Heuvelrug on Sustainable Housing. He is a climate justice activist with extensive experience and networks in, and knowledge of, the Dutch and international climate movements that fight for (youth) participation, climate justice, and intersectionality. Lawrence Cheuk has held various other positions, such as chair of Young Friends of the Earth NL, board member of Young Friends of the Earth Europe, co-founder and chair of the Board of Supervisors of the Young Climate Movement ('Jonge Klimaatbeweging'), secretary of the Board of Directors of the Action Fund ('Actiefonds') and trainer of Climate Liberation Bloc.



**KIRSTEN MEIJER**  
(1979)

Kirsten Meijer was appointed in November 2020, with a maximum period of tenure ending in 2029. She is a member of the engagement committee and is the Integrity Focal Point of the Board of Supervisors.

Kirsten Meijer is director of the Netherlands Helsinki Committee, a civil society organization working towards open and just societies in the OSCE region. Before that she was director of WECF, a feminist network dedicated to transformative gender equality, sustainable development and climate justice. Previously, she was the International Secretary of the Dutch Labour Party (PvdA) and gained extensive campaigning experience in the national campaign team of that party, as well as in her former function as campaign coordinator at Amnesty International. She started her career at the Foundation Max van der Stoep (FMS), where she supported international solidarity in the field of democracy. Today, she is vice-chair of the board of the FMS.

**PETER VERBAAS**  
(1959)

Peter Verbaas was first appointed in November 2012 and will end his last term in August 2022. He was appointed chair of the Board of Supervisors in November 2018. Within the new governance model of Oxfam International, Peter is part of the group of chairs of Affiliate Boards.

Peter Verbaas is a partner at Charistar, a not-for-profit consultancy for impact with clients in the charity sector, culture, education, and sports. He holds one other position as a non-executive supervisor at VU Medical Center Foundation.

**MARTIJN DADEMA**  
(1975)

Martijn Dadema was appointed in November 2018, with a maximum period of tenure ending in 2027. He is chair of the programs committee.

Martijn Dadema has been the mayor of Raalte, a municipality of 38,000 inhabitants in the east of the Netherlands, since 2014. He is also chair of the board of Veilig Verkeer Nederland (the Dutch Road Safety Association). 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.

**CHRISTEL DE LANGE**  
(1989)

Christel de Lange was appointed in July 2018 and will end her last term in July 2022. 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.

**PHOTOCREDITS**



page 4  
© Kieran Doherty  
**Rajab Rifi is a young skater from Gaza. He dreams of going to Europe with his team and take part in skateboarding and inline rollerskating international competitions.**



page 10-11  
© Andrew Aitchison  
**Campaigners for The People's Vaccine Alliance pose as 67 leaders, fighting over a COVID-19 vaccine on the 11th of June 2021 near Falmouth, Cornwall, United Kingdom.**



page 12-13  
© Carlos Zapparoll:  
**Female farmers and participants of the SD=HS program in Guatemala show their potato harvest.**



page 14-15  
© Dingema Mol  
**Oxfam staff and supporters are taking part in the annual Women's March in Amsterdam.**



page 40-41  
© Mark Vincent Aranas  
**Oxfam Novib co-organized the Dutch climate march in Amsterdam that was joined by over 40,000 people.**



page 42-43  
© Bas Geerdink  
**Oxfam staff and supporters joining the Pride March in Amsterdam.**



page 48-49  
© Aurélie Marrier d'Unienville  
**Women of the Sathi CDC (Community Discussion Centre) perform a song for in a village in Nepalgunj district, Nepal, where OXFAM partner SAC (Social Awareness Concerned) is working in gender transformation to protect and empower girls and promote a reduction in child marriage and violence against women.**



page 52  
© Patipat Janthong  
**Myanmar worker playing games on mobile phone while resting inside the Talay Thai Market, Samut Sakhon. The market has been closed during 21 December 2020 until 3 January 2021 to curb the spread of COVID-19, the situation which has caused the workers, mostly, daily wage earners, to lose their income.**





page 56-57  
© Emmanuel Museruka  
**Mary Siamakaba, a farmer facilitator in the seeds(SD=HS) project explains the seeds they have in their community seed bank in Chirundu District, Lusaka Province.**



page 58-59  
© Elisabeth Stevens  
**Sea-level rise: a boy in Vanuatu plays with a ball where there was once a playing field. "We used to play football here," says a community member.**



page 66-67  
© Arlette Bashizi  
**Honorine looks in the mirror after washing her hands in the new handwashing kits that Oxfam has provided to displaced people from different sites in the Kalemie region, capital of Tanganyika province.**



page 70  
© Tatiana Cardeal  
**Workers on a papaya plantation in Brazil are applying pesticides. They are wearing protective clothing lobbied for by labour unions that were supported by Oxfam's campaign Behind the Barcode/Price.c) Tatiana Cardeal**



page 72-73  
© Thoko Chikondi  
**Jessy Nkhoma, climate activist, and her parents take photos at their home in Kasungu District in Malawi.**



page 76-77  
© Samuel Turpin  
**Village of Namsigui - Municipality of Kaya - Burkina Faso. Farmer Inoussa Sawadogo: "Because of the lack of rainfall, my crop yields are getting poorer and poorer and are not enough to feed my family all year round. So, I decided to plant fruit trees. All those who thought I was crazy at first are now coming to me for advice".**



page 84-85  
© Arlene Bax  
**Joe Brown shops with his card in Shefa Province, Vanuatu. Today Joe is buying clippers, "A lot of us don't have money," says Joe ' The card has given us a lot of things and a chance to generate more income. Now I can buy clippers, to start doing some hairdressing again."**



## COLOPHON

Oxfam Novib  
PO Box 30919  
2500 GX The Hague  
T +31 (0)70 342 16 21  
[info@oxfamnovib.nl](mailto:info@oxfamnovib.nl)  
[www.oxfamnovib.nl](http://www.oxfamnovib.nl)

**Concept & Design**  
Studio Sazza

**Text & Edits**  
Jacqueline Schuiling

**Photo Editor**  
Evelien Schotsman

**Illustrator**  
Xaviera Altena