

OXFAM NOVIB ANNUAL REVIEW

ABOUT US IN 2014–2015



OXFAM
Novib

In the first part of this annual report we shared our main achievements over the last year in pursuit of our mission to end poverty and create a just world. This second part makes transparent how Oxfam Novib engages with its stakeholders to achieve these results. It further describes our most important organizational procedures, profiles members of the Board of Directors and Board of Supervisors and shares the annual report of the latter, and explains how we report in compliance with the Global Reporting Initiative standard.

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OUR STAKEHOLDERS

INTRODUCTION

Cooperation with stakeholders is an essential part of Oxfam Novib's identity; at the core of our ways of working. Oxfam's strategic plan for 2013-19 states "We will continue to strengthen accountability to all stakeholders; the communities we work with, the donating public and institutional funders." Both the Oxfam Confederation and Oxfam Novib are members of the INGO Accountability Charter, which commits international NGOs to a high standard of transparency, accountability and effectiveness. The Charter defines standards in areas such as governance, program effectiveness and fundraising, and members commit to reporting annually using the GRI NGO Sector Supplement, a reporting tool developed to meet the needs of NGOs.

IATI STANDARD

Oxfam Novib reports according to the International Aid Transparency Initiative (IATI) standard, an initiative to increase the effectiveness of international development through greater transparency of data. Furthermore, the information in Atlas Open Data, your gateway to information about our projects, finance and partners, is published according to IATI standards. Only by setting an example itself can Oxfam Novib have the credibility to hold other organizations and businesses to account on issues of accountability and transparency.

In the following pages, for each kind of external stakeholder group, this report sets out the ways in which Oxfam Novib engages with them, and how they contributed to last year's results.

SATISFACTION

To maintain good relationships with stakeholders, Oxfam Novib aims to survey them regularly – in principle once every two years – to keep track of their interests and wishes. The stakeholders asked about their satisfaction with Oxfam Novib's performance include partner organizations (see page XX, on the Keystone Accountability study, below), target groups for lobby, private donors, volunteers, staff and other Oxfams. Oxfam Novib also engages with stakeholders in other ways, including through its marketing and communications strategy, the online publication of the annual reports and evaluation reports from each country and region.

FEEDBACK

Oxfam Novib is always open to critical feedback from stakeholders, and has developed mechanisms to handle this feedback in a professional way – including a grievances procedure for private donors, partner organizations and other external stakeholders. Any complaint from donors is addressed by a group of staff members, while official complaints from partner organizations go directly to the Executive Director. The complaints of staff are usually addressed by the complainant's line manager, but can also be put to confidential counselors appointed for this purpose. There is a formal procedure for handling disputes, and a commission for disputes and appeals. Oxfam Novib also has a policy on whistleblowers.

PROGRAM PARTICIPANTS

Giving project participants a voice in our work is important to Oxfam Novib. This is done primarily through the interaction of partners with their project participants. Since 2012 the World Citizens Panel (WCP) has created a more direct link with people participating in project activities. Through this tool for measuring impact, further described on page XX, we have so far interviewed about 24,000 people in six countries: Somalia, Pakistan, Uganda, Mali, Nigeria and Cambodia. The WCP enables project participants to speak about changes they have experienced in their lives and about their perceptions of developments in their country. We compare the experiences of project beneficiaries with those of a control group, to help us understand the impact of our interventions and to improve the effectiveness of their design.

The impact surveys are tailored to the specific thematic programs carried out by Oxfam in these countries. Based on the quantitative results, program staff and partners select domains for qualitative research through the "stories of change" methodology. For more information on the impact survey in Cambodia, please see part 1 of this Annual Review.

We have also started to use the World Citizens Panel method in the design phase of a new program on youth, training young people to collect stories from their peers in order to identify issues to be addressed by the program. These issues will also largely determine the indicators to be formulated and measured in the WCP baseline study among larger groups of young people.

NOTE

¹ <http://www.oxfamnovib.nl/Open-data-Oxfam-Novib.html>

PARTNERS AND ALLIES

In 2014-15 Oxfam Novib continued a transition towards a more programmatic organization, with substantial consequences for how we work with partners and allies. Instead of bilaterally funding partner organizations, Oxfam Novib is increasingly working with partners and allies in jointly developing and seeking funding for programs and projects. In these programs Oxfam Novib not only plays the role of co-funder or project manager, but also assumes other responsibilities, for instance in lobby activities, research or managing a joint learning agenda.

Although our ways of working are changing, partners and allies still play a key role. Sustainable change requires a stronger civil society, with the space to operate and capacity to hold governments and companies accountable. In 2014, partners and allies were systematically involved in the design and implementation of programs at the country, multi-country and global levels. Practically all of these programs included specific outcomes related to an increased capacity to represent citizens. An important part of our future fundraising will thus be for the capacity development of partners.

To support this work, Oxfam Novib has invested in several tools and guidelines to assess and build partners capacity in areas such as civil society building: the capability to relate, commit and act, to deliver on development objectives, to adapt and self-renew, and to maintain coherence; and in the area of humanitarian capacity.

Oxfam Novib appraises and selects partner organizations and project proposals on the basis of an opportunity and risk analysis. We co-develop project proposals with partners; based on these proposals and the partner organization's profile, our project teams and partner organizations together appraise the chances of achieving the intended project results and identify the risks that could hinder the achievement of these goals. Each partner organization is tested through a set method of risk assessment on its governance structure and financial capacities, to identify necessary risk mitigation measures for the project proposal and to enable Oxfam Novib's management to decide whether or not to go ahead with the project implementation phase. When the decision is positive, Oxfam Novib and the partner organization reach an agreement on reporting, both narrative and financial, included as contractual conditions in the financing agreement. Almost all projects are required to submit a statement from an external registered accountant, covering the entire partner organization. The partner's narrative report is assessed by a program officer and its financial report by a financial officer. Payments to partners are subject to partner organizations fulfilling the contractual conditions.

Alongside these efforts, Oxfam Novib provides tailor-made training and coaching of partners on four priority themes: financial sustainability, monitoring, evaluation and learning, lobby and advocacy, and humanitarian capacity building. Staff capacity is available to support partners in these areas, where we believe we can make a difference. On other issues, we access the expertise of other affiliates or external parties. We have supported partners in Laos with a tailor-made training and coaching trajectory on financial management and financial sustainability in the local language, which includes structured training as well as on-the-job coaching of organizations.

With the help of Most Significant Change (MSC) training trajectories partners learn in a visual and interactive way to evaluate the results of their efforts and to use these materials to advocate and communicate their stories to stakeholders.

Oxfam supports local partners in long-term trajectories to build their strategic plans, go through organizational change and adapt to changing environments. We support new, upcoming CSOs with basic trainings and hands-on support in building rights-based approach programs and in using a logical framework, and also provide these organizations with seed funding to start making impact.

In collaboration with Keystone Accountability, we conducted a satisfaction survey among partners in 2014. For the first time, this survey was not done as Oxfam Novib but as Oxfam. In total 806 partners of 17 Oxfam affiliates responded to the survey. Although the response rate (33%) was relatively low, and it is difficult to draw specific conclusions for Oxfam Novib, the survey led Oxfam Novib to take three measures: 1) a project plan was approved and will be rolled out in 2015 to strengthen our capacities at country offices to support partner organizations, and make sure this is part of our funding proposals; 2) in 2015 we will use an adapted version of the 5C tool, to help us engage in a dialogue with partners on the best way to support them; 3) we have included a key performance indicator on partner satisfaction in the management tools (Balance Score Cards) of each country office.

We have taken these steps to ensure that local partners and allies remain at the core of our work, even in a changing context.

INSTITUTIONAL DONORS

A total of 31 institutional donors have supported Oxfam Novib with a new grant or contract in 2014-2015. Engaging these donors is, in the first instance, the responsibility of our Institutional Funding and Donor Relations unit (IFDR) at the office in The Hague, and of dedicated Institutional

Fundraising Officers in country offices. Country directors, line managers and senior managers also engage with donors. IFDR focuses on optimizing donor engagement, identifying funding opportunities and coordination to ensure that high quality proposals respond to the needs of Oxfam Novib's programs and align with donor strategies. The main goal is to maintain and further develop our long-term strategic partnerships with institutional donors. It is the responsibility of all dedicated fundraising staff to see to it that good quality proposals are submitted and funds received are spent in compliance with each individual donor's conditions.

Our institutional donors include governments (such as the Dutch Ministry of Foreign Affairs, Sweden's Sida and Denmark's DANIDA), the European Union, United Nations agencies, and international foundations like the Bill and Melinda Gates Foundation. We reach result-based agreements with them on the projects they fund, with reporting based on information from the partner organizations that implement the projects. Oxfam Novib considers and presents itself as an important "change agent", structurally addressing poverty and injustice by means of local civil society building and global lobby and campaigning. As such Oxfam Novib develops and implements institutionally funded projects and informs its institutional donors about the obtained results (value for money), but we also engage with them in developing a joint agenda.

We regularly conduct informal interviews with our major donors to gauge their levels of satisfaction with us. The findings reveal that donors appreciate our context-sensitive approach of civil society building by supporting local partner organizations, and consider our program design to be realistic and of high quality. Points of improvement are the different levels of accountability and the timeliness of reports. Several institutional donors also expressed their interest in the reorganization process of the Oxfam confederation (One Oxfam) in general, and of Oxfam Novib (from a geographical to a thematic and project-based orientation) in particular.

We will continue to expand and intensify our relationship with institutional donors and prioritize the development of strategic partnerships with them. We will present ourselves more and more as One Oxfam to strengthen our identity as a confederation and increase our impact.

PRIVATE (INDIVIDUAL) DONORS

Throughout the year Oxfam Novib asks the opinions of a research panel of approximately 3,000 supporters. In 2014 we asked our supporters, among others, how they would like to be informed about results on our website (47% prefer moving images), how we should celebrate

our 60th anniversary, and what they know about our way of working in emergencies. A total of 332,000 people supported us financially in 2014-2015 (see also part 1 of our Annual Review).

Last year we involved our support-base at festivals such as Pinkpop, Lowlands and North Sea Jazz; at the film festival IDFA, where more than 300 people watched the movie 'I will not be silenced', about sexual violence in Kenya; and at sporting events such as the marathon in The Hague, and the cycling events Limburgs Mooiste and Egmond-Pier-Egmond.

Oxfam Novib follows the rules of telemarketing, such as the Do Not Call Registry. We have special procedures for carefully handling donors' complaints, of which we received 1,292. Of these, 39% were complaints about fundraising activities, such as the amount and content of mailings; 20% about the delivery of products ordered; 19% about administrative errors; and others on issues including management salaries and policy issues. All complaints received a response within ten days.

We will involve our financial and non-financial supporters through the research panel.

VOLUNTEERS

We started to organize volunteers on a new platform, <http://vrijwilligers.oxfamnovib.nl>. On 31 March 2015, a total of 3,074 volunteers were registered. In 2014, 100 volunteers promoted our campaigns and mobilized 10,000 new supporters at festivals. We also welcomed 14 young volunteers at the Oxfam Novib office to work on tasks such as making analyses and campaign websites, where they brought new insights that were greatly appreciated.

As noted in Part 1 of this review, last year we started a new pilot, the Oxfam Novib Academy, to interact more systematically with the academic world as part of our ambition to be a transparent, evidence-based learning organization. The new academy offers internships to students worldwide to contribute to improving the quality of our programs and campaigns by conducting rigorous desk and/or field research. Currently the program has 13 interns. Further details are available at <http://oxfamnovibacademy.tumblr.com>.

GENERAL PUBLIC

We are very aware that the general public wants to see results, of the kind we describe in Part 1 of this report. Along with other NGOs, we commission surveys of the Dutch public on name recognition: at 82% in 2014, the

same percentage as in the previous year.

The media are a crucial channel for Oxfam Novib to engage the general public. With a total of 2,722 mentions in national and local media between April 2014 and March 2015, we are able to show the diversity of our work, generate public and political attention for thematic issues, and drive policy change. The past two years have seen a decrease in overall media hits, while the coverage on radio and TV increased substantially. Issues related to food and climate justice received the most attention in media, followed by the Fair Bank Guide (Eerlijke Bankwijzer) and inequality. In the past year we have managed to raise the profile of our humanitarian work in the media, with an increase of almost 40%. There is not a one-dimensional explanation of the decrease in total hits. It may be partly due to a lower number of campaign launches and reports in the past year, and to changes in monitoring.

Between April 2014 and March 2015 we had 521,000 website visitors. Our estimated daily outreach to Facebook and Twitter users was 311,000. 133,000 people engaged with us structurally around our influencing work.

We also launched a reporting tool for the Dutch public that was updated throughout the year, instead of reporting only once a year through the Annual Report. This platform gave the over 8,500 visitors the opportunity to judge our work and to discuss their opinions on the 'Have Your Say' platform. We have published their impressions uncensored online.

We have also launched the Atlas Open Data, a gateway to information about our projects, finance and partners. The information in Atlas is published in line with the IATI standards for open data. Every evening, Atlas is automatically updated with the latest data. By sharing this information with the general public we give substance to our belief that transparency and involving stakeholders in our work is of great importance.

We will work to improve our communication of results to the Dutch public. We will introduce new topic pages on subjects we work on, on countries we work in and on projects and campaigns. We will publish results about our work on every single topic page throughout the year.

POLITICIANS

Oxfam Novib contacts politicians in the Netherlands by mail, phone and in person. We inform them about our campaigns and Oxfam's publications, and provide on the ground examples from our partners in the countries where we work. We advocate with members of parliament, provide information for parliamentary debates and take a stand on issues such as the national budgets for international aid and security, emergency aid, the post-2015

development agenda, the strategies of Dutch embassies and Corporate Social Responsibility, climate finance, tax avoidance, smallholder farmers, land grabbing, violence against women and the unique role of civil society in developing countries. We often do this in cooperation with other organizations such as Partos (Dutch association of NGOs working in International Development), the Tax Justice Network, the Green 11, the MVO Platform, WOMEN, the Voice network and Agriprofocus. We have successfully motivated members of parliament of several political parties to ask questions to ministers or to organize parliamentary hearings. We are also engaging with ministries (Foreign Trade and Development Cooperation, Finance, Foreign Affairs, Economic Affairs, Infrastructure and Environment) and their respective ministers and state secretaries, to inform them about our reports and findings and to try to influence their policies.

Examples of our engagement with politicians in the last year include:

- the Behind the Brands climate report *Standing along the sidelines* was presented and discussed during a parliamentary hearing, and MPs asked a number of questions. As a result, the Ministry of Foreign Affairs provided an extensive response about its vision on climate change mitigation and the role of companies. As another result, the Minister of Trade and Development Cooperation referred positively to Oxfam and the Behind the Brands campaign in the media.
- Oxfam Novib's media briefing on inequality in the Netherlands received a lot of media attention in over 20 printed media and 9 online media channels. As a result, members of the European Parliament (MEPs) requested more information from the government on inequality in the Netherlands, and received a letter on 16 September from the State Secretary of Finance and the Minister of Social Affairs and Employment.
- our involvement in food security of the Ministries of Foreign Affairs and Economic Affairs has resulted in MEPs questioning the government officials charged with implementing Dutch food security policies. Our questions have contributed to government officials acknowledging that a follow-up General Consultation meeting on the issue of food security is necessary.

We have cooperated with Dutch government representatives and politicians on a wide variety of issues. We have worked with the Dutch Minister on International Trade and Development Cooperation, for example, to establish a multi-stakeholder dialogue with banks and institutional investors on the implementation of international guidelines on land governance. The Netherlands is the first northern government to take such action and to emphasize the financial sector's responsibility. We have also received positive and supportive public statements for initiatives such as the Fair Bank Guide (see page XX) and Behind the Brands (see page XX). After a meeting with



Entrepreneurs for entrepreneurs visit our projects in Cambodia.

the minister for Trade and Development, Liliane Ploumen, she released a press statement saying that the Dutch Fair Bank Guide initiative is a useful tool for banks and consumers, and expressed support for our call for a covenant on corporate social responsibility with the Dutch banking sector within two years.

Oxfam Novib has also had a very useful meeting with the Dutch minister of Finance, Jeroen Dijsselbloem, on development finance, preventing tax avoidance, climate finance and the importance of a more transparent and sustainable financial sector. The minister was actively interested in making the banking sector more sustainable and stressed his support of a dialogue between banks and the Fair Bank Guide.

PRIVATE SECTOR

Oxfam Novib collaborates with businesses in several ways to increase their contribution to social justice and poverty reduction. We ask companies to take their corporate social responsibility to the next step by strengthening social justice criteria, including on women's rights, land rights, a living wage and fair contract farming. We do this both in the Behind the Brands campaign (see page XX) and in concrete partnership projects on the ground. We also monitor how companies put policy changes into action, by e.g. changing their sourcing and production. With frontrunner companies in the value chains of cocoa, aquaculture and palm we have gained experience in developing alternative business models that realize social justice rights. In 2014 we have developed nine propositions for the private sector, detailed on Oxfam Novib's *English language website*, on how we can review their value chains from a social justice perspective and get a clear idea of their poverty footprint and possible critical human rights issues in the way they source and produce.

The Business for Development unit has worked with ten country offices to develop private sector projects, including

a training and resource kit. In Nigeria the collaboration with CONTINAF on sustainable cocoa continued, successfully reaching over 5,000 farmers who managed to get their production certified according to the UTZ standards, something which key buyers demand and ensures a limited market premium (3% top-up). The quality and quantity of their production has also increased (see part 1 of our Annual Review). A new pilot on small-scale fish production is being set up with NUTRECO, and will be rolled out next year.

A regional program on gender sensitive business was started in South-East Asia, alongside a feasibility study on expanding the Fair Finance Guide to this region (see page XX). A study on the Dutch seeds sector was completed, partnerships with selected Dutch companies were explored and one was set-up with partners in Egypt.

The 'Ruggie Framework' (more formally known as the United Nations Guiding Principles on Business and Human Rights) is an important guideline for moving businesses to take responsibility for the practices in their value chains. Oxfam worked with the former team of Professor Ruggie, now called the Shift Project, to organize national meetings between business leaders and NGOs on how the framework should be applied in emerging economies such as Indonesia, South Africa, Mexico and Turkey.

Oxfam Novib is developing new ways to hold the private sector accountable through shareholder activism with the Dutch Association of Investors for Sustainable Development (VBDO), and is building movements of journalists and NGOs to enter into a meaningful, critical dialogue with national companies using their reports on corporate social responsibility and the Global Reporting Initiative (GRI) standards. Oxfam Novib developed the concept of FAIR (Freedom of choice; Accountability; Improvement; Respect for rights) contract farming in the palm oil sector. It will collaborate with banks, companies and partners in several countries, such as Democratic Republic of Congo (DRC), Myanmar, Nigeria and Indonesia, to make FAIR work.

Oxfam Novib has also implemented a pilot on impact investment, providing business development services and loans to small and medium-sized enterprises in Vietnam, Uganda and Nigeria (see page XX in part 1).

Oxfam Novib runs a business network, *Entrepreneurs for Entrepreneurs*, in which 800 small and medium company ambassadors support our work to help entrepreneurs in developing countries. We interact in various ways: six ambassadors visited projects in Cambodia in 2014, for example, and 312 participated in events such as network meetings, focus groups and festivals. We had meetings with 61 Dutch large corporations to discuss possible partnerships, and continued to work with corporate partners like the ASN Bank to support FADU's sustainable cocoa project in Nigeria. Around 1,000 companies filled out questionnaires on sustainability at the *Week of the entrepreneur* events in Utrecht, Groningen, Enschede, Eindhoven, Amsterdam and Rotterdam.

SUPPLIERS / SOCIALLY RESPONSIBLE PROCUREMENT

Oxfam Novib has the responsibility to spend its funds in a lawful, efficient and ethical manner. In addition to looking at issues of cost and quality, Oxfam has a policy on corporate social responsibility and seeks long-term strategic relationships with suppliers involving them in discussions on sustainability issues. For all our purchases and acquisitions we apply the Dutch government's sustainability criteria, and go further if possible – for example, asking suppliers to show what happens in their supply chains, and asking about their policies on human rights, the environment and the treatment of their staff. We take into account the potential unintended consequences of activities and products, to minimize negative effects elsewhere in the supply chain. In one of our larger public fundraising actions we investigated the supply chain of one of the promotional products to see where sustainability gains could be achieved, which resulted in sourcing a bamboo plate that was produced in an eco friendly way.

As much of our work takes place abroad, our staff has to travel. We minimize flying, and the associated CO2 emissions as much as possible by organizing meetings via Skype, webinars, teleconferences and video conferencing, and by giving online training to field office staff. When flying is considered unavoidable, along with our sister organization Oxfam Great Britain, we limit our costs by using travel agents that offer special tariffs for charities, and we use the climate fund of the Dutch NGO Hivos to compensate damages to the environment. We also try to reduce our ecological footprint by using green energy from the Amalia windmill park – a 100% Dutch, green product.

	2011 12 months	2012 12 months	2013-2014 15 months	2014-2015 12 months
NUMBER OF FLIGHTS	786	1,058	1,069	1,194
KILOMETERS	9,817,324	12,235,560	12,155,171	14,784,240
CO₂ EMISSION (IN TONS)	1,208	1,506	1,497	1,347

After an increase in flights in 2012, when the process of decentralizing our work to field offices necessitated more travel, the end of the decentralization process in 2013-2014 saw flights and emissions return to approximately their previous levels: as the table shows, the figures for the five quarters of 2013 and January-March 2014 were comparable to the four quarters of 2012, which means a proportionate decrease of about 20% in CO2 emissions. Last year, however, we saw another increase in travel, as the reorganization and change process Oxfam is currently going through (Oxfam 2020) required face-to-face exchange meetings between management and involved staff. Although travel has increased, both in number of flights and in kilometers, our CO2 emissions have decreased, in part as more fuel efficient airplanes are used and in part as longer flights were taken, averaging reduced CO2 emission compared to shorter flights.

The Board of Directors asked for a more detailed analysis of the increase in flights and will take necessary measures to bring it down. We will increasingly combine our procurement with that of other Oxfams to gain economies of scales, keep adhering to sustainable and ethical criteria, and work with suppliers to improve their supply chains.

PRESS

Oxfam Novib's media team engages the media in various ways. We present brief previews bi-weekly of upcoming issues, such as reports, events, partner visits and other Oxfam Novib activities. These regularly result in inquiries from journalists and in media coverage. Our team follows up on key stories, through one-to-one emails or phone contact with journalists to give detailed explanations and suggest angles and spokespersons. Press statements are released to mark key events, to underline the launch of reports and campaigns with a specific news angle, to respond to political developments, or to highlight crises.

The media team works in close collaboration with media colleagues in the Oxfam confederation worldwide, to identify stories and develop material for media packages. The media team also provides spokespersons with media training to speak clearly and convincingly, and follows up

with media channels to identify issues for improvement.

For more than a decade Oxfam Novib has commissioned surveys to investigate the perceptions of Dutch journalists. These consistently rank Oxfam Novib among the top five or even three NGOs in the Netherlands, with high levels of appreciation for the support Oxfam Novib's media team provides. In January 2015 an online survey among journalists confirmed that they consider the media team to be accessible, knowledgeable, service-oriented and with good news judgment; and they appreciate the team's ability to connect them to Oxfam Novib's experts. The survey revealed that in order to remain a credible source of information for journalists, we need to properly balance the volume of communication and ensure that we provide newsworthy information, and also that personal contact and accessibility are key to success.

To support the Oxfam Inequality Campaign the media team is working on media angles to keep the issue of tax justice alive. We will use Refugee Day in June as a media angle for coverage of our humanitarian work, involving our longstanding ambassador Dolf Jansen and newly engaged celebrities. Improved content planning should result in a more effective use of social media, and launches of reports and other media materials.

EMPLOYEES

We are proud of our employees' achievements. We thank them for their loyalty and commitment to continuing to focus on delivering on our mission in times of pressure and uncertainty due to organizational change.

The Workers Council represents staff and meets monthly with the Board of Directors. We have also set up staff representation in each country office with 15 staff or more. Each member of the Works Council also acts as a focal point for staff representatives from the country offices.

In 2014 the performance of 80.3% of head office and international staff was appraised, which involves either 180 or 360 degree feedback. Employees can also provide feedback through team meetings, the Works Council at head office and staff representation structures at country offices. Written procedures exist for staff feedback and complaints, including a regulation on whistleblowers. In the past year we have had to follow the whistleblower procedure once. We also conduct exit interviews with departing employees on a voluntary basis.

The training budget was set at 3.25% of the total wages bill, which meant that for 2014 the budget amounted to € 636,000. This budget has been made available to all employees, including national and international staff

at the country offices. According to our collective labor agreement, a third of the budget is meant for individual training or education of staff, based on their personal development plan. A total of € 471,000 of the budget was spent. The underspent was due to the postponement of the commissioning of the Success Factors Learning Management System.

Most requests for training and development were granted in the last year. After completion of the performance management cycle the HR department received 167 personal development plans. From these plans we abstracted five principal development needs aimed at leadership, change management, languages, communications and project management. In light of the current reorganization process, the training provided focused on these areas in delivering inhouse training on subjects like the art of facilitation, design thinking and project management. Management and financial staff are trained in the organization's anti-corruption policies and procedures on average once every two years.

In 2014 we saw a further increase in both the number and severity of security incidents in the countries where we work, due to the type of countries where we work. Oxfam Novib's staff was not involved in serious incidents. Oxfam Novib's security policy is aligned with Oxfam's security policy.

In 2013-2014 we developed a new human resources (HR) strategy, also dealing with cultural values, and changed the main policies and procedures. In 2014-2015 we implemented these new policies on recruitment and selection, performance management, talent management and resourcing, learning and organizational development. In the last year the pension contract with Zwitserleven was also renewed for one year, as was the Collective Labor Agreement.

HR has been working with the Trade Union and Works Council on a social plan related to the coming reorganization of Oxfam Novib. An end to MFSII and a reorganization focused on Oxfam 2020 means considerably reduced staff numbers from January 2016 and a fundamentally different way of work. We compliment staff, through the Works Council and the Trade Union, for their cooperation in preparing and agreeing with the plans.

In 2014 an Oxfam-wide staff survey found that Oxfam staff is generally positive about the vision of Oxfam 2020 and feels that we need to make change as an organization. There is a sense that Oxfam's ambition for 2020 is right, in that it seeks to make us more globally representative and influential and to create collaborative yet simpler management structures. There are, however, concerns about whether this vision will be realized in practice.



Photo: Khushi Jambh

OXFAM

Oxfam is an international confederation of 20 independent organizations, three of whom have an observer status. They work together to fight poverty and injustice in more than 90 countries.

As of the end of 2014, the members of the Oxfam confederation are: Oxfam America, Oxfam Australia, Oxfam Brazil (observer status), Oxfam Canada, IBIS (Oxfam Denmark – observer status), Oxfam Germany, Oxfam France, Oxfam Great Britain, Oxfam Hong Kong, Oxfam India, Oxfam Italy, Oxfam Japan, Oxfam Ireland, Oxfam Mexico, Oxfam Novib (Netherlands), Oxfam Québec, Oxfam-in-Belgium, Oxfam New Zealand, Oxfam Intermón (Spain) and Oxfam South Africa (observer status). As noted in the Directors' Report in Part 1 of this Annual Report (pages XX-XX), Oxfam affiliates are pursuing closer integration through Oxfam's 2020 agenda and have published a joint strategic plan for 2013-2019.

In all, more than 10,000 paid staff members and nearly 50,000 volunteers work for the members of the Oxfam confederation. The Oxfams do not have a central headquarters, but have a small secretariat based in Oxford, United Kingdom, and for the purpose of lobby Oxfam International also maintains offices in Washington, New York, Brussels, Geneva, Brasilia and Addis Ababa. In 2014-15 Oxfam Novib had an income of € 11.1 million from other Oxfams.

Oxfam is an international confederation. There is no overarching central body controlling the affiliates' operational and management policies. While bound by Oxfam International's constitution, each affiliate is independent and retains its own executive director, board and stakeholders.

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

The board members are the affiliates (the chairs and executive directors) plus Oxfam International's chair. Oxfam International's ED is appointed by the Board, and works with affiliate EDs as a peer to reach consensus and to form recommendations to the Oxfam International Board. A small number of groups report directly to the Executive Directors.

A secretariat coordinates the Oxfam confederation. It provides leadership, coordination and facilitation to the Confederation as a whole, and support to individual members where needed.

Each Oxfam affiliate contributes a maximum of 1% of its annual income to Oxfam International's secretariat and 0.3% to the Membership Growth Grants Fund. In 2014/15 this came to a total Oxfam Novib contribution of € 2.1 million.

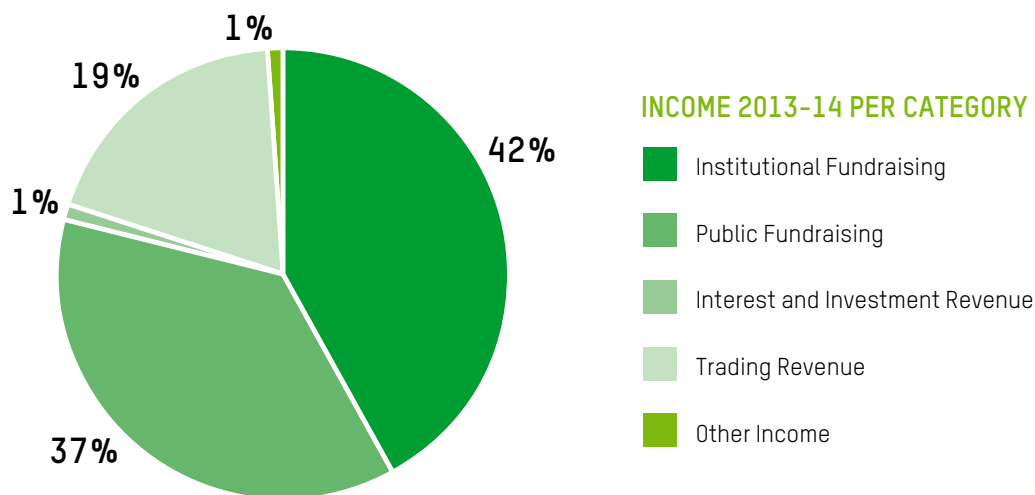
In the Oxfam International year 1 April 2013 – 31 March 2014 Oxfam Novib's contribution represented 23% of the total income of the Oxfam International Secretariat. This funding is used to strengthen and expand the confederation, to plan and develop programs, coordinate aid activities, and for communication, lobby and campaigns.

Total income of the Oxfam confederation for the year 2013-14 amounted to € 947.1 million.

TOTAL INCOME OXFAM CONFEDERATION 2013-14

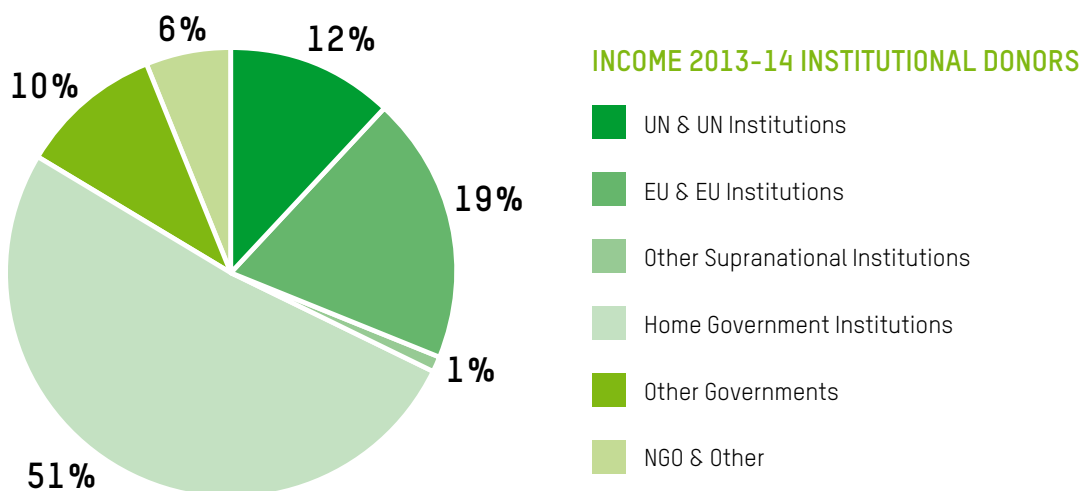
amounts in millions of euros	2013-14	%
Oxfam Great Britain	461.4	48.7%
Oxfam Novib	171.2	18.1%
Oxfam Spain	75.9	8.0%
Oxfam-in-Belgium	62.7	6.6%
Oxfam Australia	62.6	6.6%
Oxfam America	53.7	5.7%
Oxfam HongKong	24.7	2.6%
Oxfam Québec	24.1	2.5%
Oxfam Canada	16.6	1.8%
Oxfam Germany	17.8	1.9%
Oxfam Ireland	17.8	1.9%
Oxfam Italy	12.8	1.4%
Oxfam India	8.5	0.9%
Oxfam New Zealand	8.2	0.9%
Oxfam France	4.1	0.4%
Oxfam Secretariat & Eliminations	-75.0	
	947.1	

This total income can be categorized as follows:

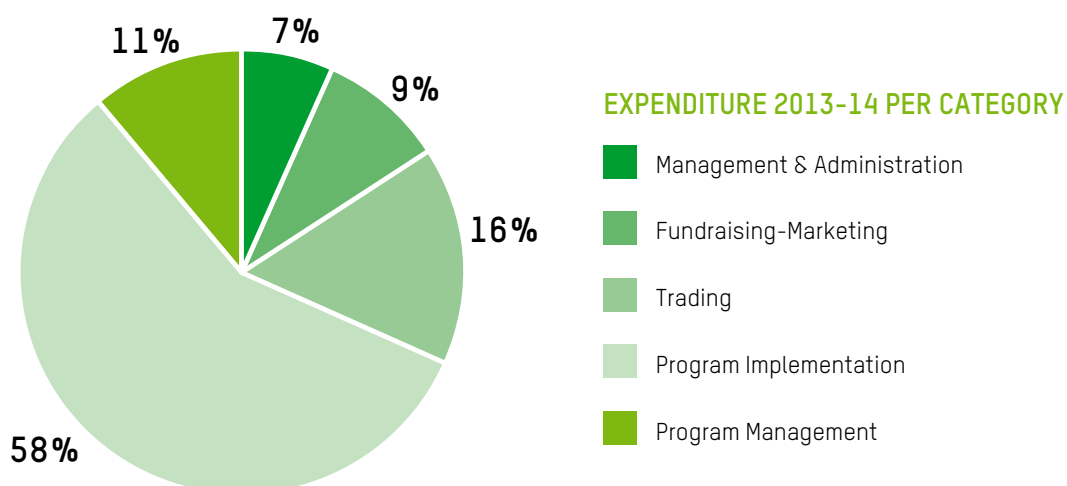


The income raised from institutional donors, mainly governments, was € 397.7 million, while € 346.7 million came from direct fundraising, joint campaigns (similar to those run by the Dutch umbrella group SHO) and other sources, such as lottery revenues (for example, Oxfam Novib's income from the Dutch Postcode Lottery).

Income raised from institutional donors (€ 397.7 million) is as follows:

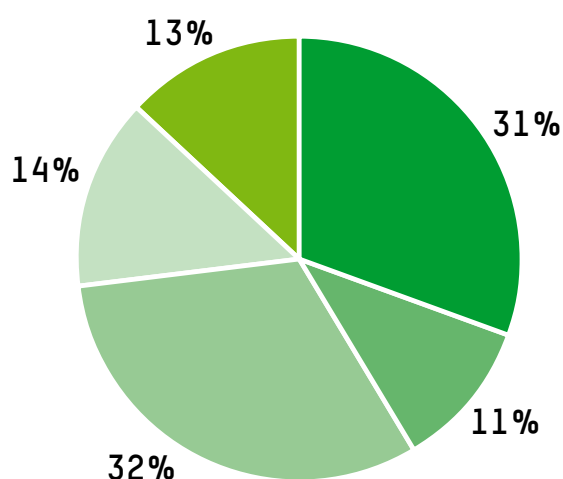


Total expenditure of the Oxfam Confederation for the year 2013-14 amounted to € 914.2 million.





The expenditures on program implementation and program management of 69% (€ 630.1 million) of total expenditure is distributed over the programs as follows:



PROGRAM EXPENDITURE PER AIM

- Program 1 - Livelihoods
- Program 2 - Basic Social Services
- Program 3 - Life & Security
- Program 4 - Right to be Heard
- Program 5 - Identity

Income that has not been spent has been added to specific earmarked reserves, for purposes approved by the individual Oxfams.

Within Oxfam, Oxfam Novib accounts for 24% of program expenditure.

All Oxfam affiliates are independent organizations, although they are increasingly working together to implement a joint and integrated program. More information about Oxfam is provided in the Oxfam Annual Report 2013-2014, which can be downloaded at www.oxfamnovib.nl/oxfamannualreport.

Contact with the other Oxfams is maintained at various levels. The Oxfams together make up the governance of Oxfam International, and take decisions on the strategic plans for the fields where we collaborate. Staff of all Oxfams participate in their implementation. For each country the activities of the different Oxfams are

aligned in detail, and the implementation of their work is coordinated by one of the Oxfam affiliates. In most countries the work is based in a shared Oxfam country office.

IMPACT ALLIANCE

Oxfam Novib is a member of the IMPACT alliance, together with SOMO, Butterfly Works, 1%CLUB and HIRDA. Together they submitted a program to the Ministry of Foreign Affairs, which was awarded a subsidy for the period 2011 to 2015. Oxfam Novib is the alliance's lead agency, meaning that it accounts to the Ministry on spending the subsidy. The alliance meets several times a year to monitor the progress of activities and discuss new activities. Case studies about the work of IMPACT alliance partners in 2014-2015 can be found on pages XX-XX of Part 1 of this report.



Photo: Suzanne van de Keik

**OXFAM
NOVIB**

OUR INTERNAL ORGANIZATION

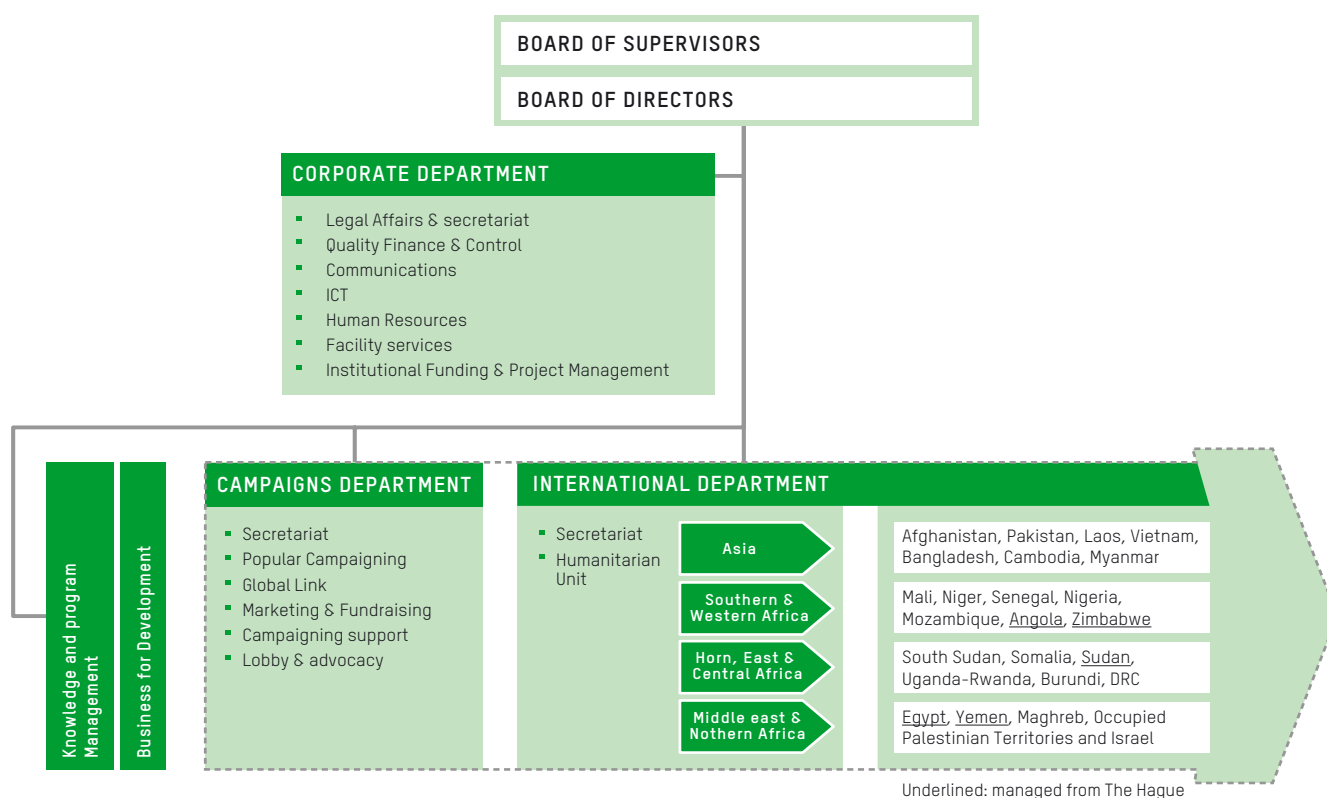
The total number of staff members is 810. The total number of staff members working at Oxfam Novib's office in The Hague is 329 (the equivalent of 308.3 FTE). This number increased from 315 in the last year due to an increase in our work funded by institutional donors and investment in future development and sustainability. The total number of staff members working at country offices is 481 (474.8 FTE), of whom 413 (407.3 FTE) are non-Western. This number also increased due to an increase in the number of projects funded by institutional donors. A stricter approach to absenteeism has led to a decrease from 3.71% in 2013 to 2.18% in the period covered by this report.

Excluding two external interim staff, in total 47 staff members – equivalent to 46.39 FTEs, around 5.8.% of the total – are classified as management. There are 4 board members, 12 line managers at the office in The Hague (11.89 FTEs), 3 regional directors (3 FTEs), 9 country directors (all FTEs), 19 associated country directors (18.5 FTEs), and 1 manager of the pan-Africa regional program.

Our policy on diversity and inclusiveness in the workplace is that we are an equal opportunities employer, committed to hiring high quality individuals regardless of gender, cultural background, religion, race, age, disability, sexual orientation, political affiliation, or marital status. Recruitment and selection is about getting the right people, and there is one policy and procedure for all staff. Nineteen nationalities are represented at Oxfam Novib's office in The Hague and 21 at the country offices. In The Hague 66% of workers are women, 36% at the country offices.

There is a common Oxfam code of conduct which applies to all staff. It also gives guidance on ethical dilemmas staff may encounter. Regular and structured internal consultation between management and staff promotes a culture of mutual accountability, transparency and trust, while structured dialogue between management and staff contributes to the quality of Oxfam's business processes, results and impact.

ORGANIZATIONAL CHART



MEASURING IMPACT, RESULTS, EFFECTIVENESS AND EFFICIENCY

Oxfam Novib works towards a just world without poverty. At the heart of our business is social change, which is complex and unpredictable as well as inspiring – so we systematically try to make sense of what works to achieve long-lasting impact. Through our rigorous monitoring, evaluation and research we contribute to the global knowledge base on the most effective ways of achieving impact on the issues that really matter.

To achieve this, we apply strict minimum standards for monitoring, evaluation and learning to all our programs; we work together with our partners to design and test robust theories of change for our work; we develop learning strategies for key programs that aim to generate compelling evidence that feeds back into our program design; and we have created our own innovative methodologies to measure and demonstrate impact in a cost-effective manner.

Getting the best out of all of our programs, all the time

Oxfam wants evidence of its outcomes and impact in its work in countries, and knowledge to share about what does and what does not work. To this end Oxfam has established a clear and coherent common approach for monitoring, evaluation and learning and social accountability (CAMSA), setting out minimum requirements for measurement, knowledge management, accountability and learning in programs and projects. These requirements, along with suggested guidelines, tools and formats, are available online for Oxfam staff to access and apply in their daily work.

The implementation of this common approach has the aims of making relevant staff thoroughly familiar with minimum requirements, and willing and able to progressively adjust their MEL and social accountability practices in line with CAMSA. In 2014–2015, Oxfam trained more than 150 internal ambassadors in over 50 countries, who know the CAMSA minimum requirements for the various phases in the program and project management cycle, and can change their own and their colleagues' MEL practices to progressively adhere to these requirements.

Innovation in learning

Whether we want to know what are the best strategies to sustainably increase agricultural production in Nigeria, or what have we achieved with a public campaign on climate change in the Netherlands, Oxfam Novib strives to ensure that resources are dedicated to innovative and rigorous learning and evaluation methods suited to the questions we want to answer and the specificities of the program we want to learn from. We daily face the challenge of measuring changes on issues as diverse

as food security, access to land and water, women's empowerment, governance, active citizenship and behavioral change.

We use a range of approaches to generate and share knowledge. They include experimental and quasi-experimental evaluation designs, theory-based and case-based research approaches, and initiatives to encourage staff to participate, share and learn across the globe. This is how we make compelling conclusions about the effectiveness of our programs, and come to understand what impact they have achieved and what achieves change.

Measuring impact through the World Citizens Panel

The World Citizens Panel (WCP) is a quasi-experimental impact measurement methodology developed by Oxfam Novib. Combining qualitative and quantitative methods, WCP measures changes in people's lives in an empowering, inclusive and rigorous way.

Quantitative research is conducted through surveys with participants in our programs and a control group, using a smartphone app for efficient and cost-effective data collection. Partners' staff is trained in survey formulation and in carrying out the baseline and end-line surveys.

Based on analyses of the baseline results we identify domains for further in-depth qualitative research through stories of change. Project participants are invited to tell their 'story of change', and to describe the most significant change they perceive in their own lives or community as a result of the program.

After the end-line survey, the WCP team in The Hague conducts further data analysis, using advanced statistical techniques, such as propensity score matching, to produce a detailed report that includes an in-depth analysis of the impact of our work.

In the past year, WCP has designed and implemented impact research in over 20 countries. You can find more on the WCP methodology as used in Cambodia in part 1 of our Annual Review.

Evaluation

To monitor and evaluate Oxfam's strategic plan 2013–2019, Oxfam has produced a report showing output data across all Oxfam programs on the number of partner organizations with which Oxfam works and the number of direct beneficiaries, disaggregated by gender. To evaluate how Oxfam's performance is perceived by our partners, an independent third party (Keystone) implemented a partner survey which provided Oxfam with a benchmark on six key performance areas: financial support; capacity building support; other non-financial support;

administration; relationships; and understanding and learning. Performance in all six areas is compared with other NGOs and INGOs and follow-up actions are currently being discussed at the country and regional levels. The focus will be on improvements in program quality, influencing and knowledge sharing and learning. On the outcome level, we prepared a confederation-wide synthesis evaluation across all outcome areas in the strategic plan.

In addition to these Oxfam-wide evaluations, evaluations are conducted specifically to examine the effectiveness, efficiency and relevance of development interventions funded by the last round of Dutch government funding. The Netherlands Organization for Scientific Research (NWO) has selected ten research teams: eight to carry out studies at the country level, one to synthesize the country studies and one to study international lobby and advocacy. Each study comprises a baseline assessment in 2012 and a final assessment in 2014. The end reports themselves will be finalized later in 2015. One synthesis report will focus on changes in the lives of final beneficiaries, the development of partner organizations' capacities and the development of civil society in countries. The synthesis report on international lobby and advocacy will include Oxfam Novib's work on land issues and the Behind the Brands campaign, both part of the Grow campaign.

QUALITY MANAGEMENT SYSTEM

Compliance with external quality standards

To ensure the quality of Oxfam Novib as an organization, a Quality Management System was developed to comply with various external quality standards:

External audits

The entire organization, including the country offices, is measured against a quality management system standard defined by the International Organization for Standardization (ISO) 9001:2008. Oxfam Novib itself monitors compliance and continuous improvement throughout the year with internal audits (see below), while external audits are conducted periodically. In a three-year cycle all countries will be internally audited and each year all country offices undergo an external audit. In 2014-2015 Oxfam Novib audited Cambodia, Mali, Senegal, Democratic Republic of the Congo, South Sudan and the Pan-Africa program.

One of the major points for improvement relates to measuring the effectiveness of training and knowledge of personnel of policies and procedures.

Partos

Oxfam Novib also complies with the Partos norm, a special ISO norm derived from ISO 9001:2008 for the development cooperation sector in the Netherlands. We are also party to and comply with Partos' code of conduct in the interests of effective collaborative development. Partos is an association for Dutch development organizations.

Central Bureau on Fundraising (CBF)

The Central Bureau on Fundraising (CBF) is an independent foundation that has been monitoring fundraising by charities since 1925. Its main goal is to promote trustworthy fundraising and expenditure, and to give information and advice to the government and public. To obtain the CBF's seal of approval, as we have done, the costs of fundraising must not exceed 25% of the revenues from fundraising in any given year, the board must consist of independent persons and every financial report must be drawn up according to the same principles.

Sector association VFI

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

INGO Charter

Since 2014 Oxfam and Oxfam Novib have been members of the INGO Accountability Charter, committing to a high standard of transparency, accountability and effectiveness. The Charter defines standards in all areas of NGOs' work, such as governance, program effectiveness and fundraising. Signing up to these standards involves annual reporting on commitments using the Global Reporting Initiative NGO Sector Supplement, a reporting tool developed to meet the needs of NGOs.

The Wijffels code

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

IATI Norm

Oxfam Novib also complies with the IATI standard for open data and transparency, and has launched Atlas to digitally disclose information on all our projects. See: <https://atlas.oxfamnovib.nl>

Dutch Transparency Prize

The Dutch Transparency Prize presented Oxfam Novib

with the award for the most innovative annual reports in 2011 and 2012. In 2013 it awarded Oxfam Novib the overall prizes for the clearest and most distinctive report.

Global Reporting Initiative

Oxfam Novib complies with the Global Reporting Initiative (GRI) standards for annual reporting. The standards are related to how organizations should report and on which topics, mainly referred to Corporate Social Responsibility issues.

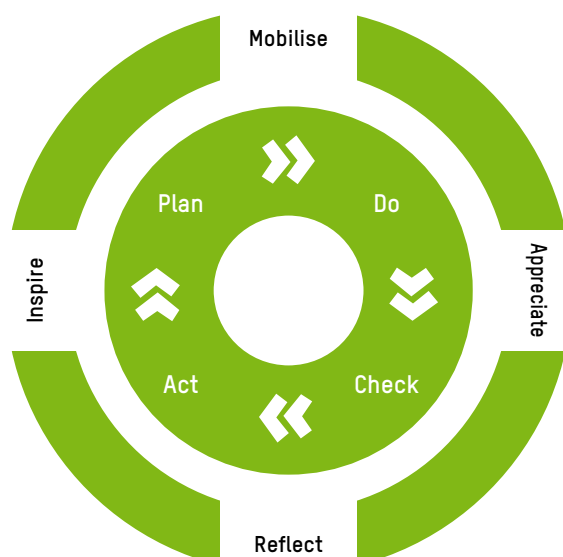
Internal audits

As part of the quality management system and in compliance with the external demands, Oxfam Novib conducted six internal audits in 2014-2015, covering Senegal, Mali, Cambodia, DRC, Somalia, South Sudan and the Pan Africa region. In addition, project audits were held of a sample of all projects, covering internal control processes around approvals, expenses and transfers to partner organizations. Based on this audit an improvement plan was made, which the Quality, Finance and Control (QFC) department monitors. Internal audits follow the main rules and regulations for compliance with institutional donor.

The policy cycle

The policy cycle is a tool to plan, monitor and continuously improve the effectiveness of activities and results. It enables Oxfam Novib to:

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



The policy cycle is based on the PDCA cycle (Plan, Do, Check, Act) and the IMAR (Inspire, Mobilize, Appreciate,

Reflect) model. Oxfam Novib aims to integrate this model in all its main processes, including program management, fundraising activities and campaigns.

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

1. The Oxfam Strategic Plan 2013 - 2019 (long term)
2. Country Strategies (long term)
3. Strategy Letter of the Board of Directors (annual)
4. Annual Plans of Oxfam Novib, countries and departments (annual)
5. Monitoring results on programs (twice per year)
6. Balanced Score Card (quarterly)
7. Financial monitoring (monthly)
8. Annual Report (narrative and financial) including auditor's report (annual)

Risk analysis and mitigation

Oxfam Novib has integrated risk management at all organizational levels and in its relationships with partner organizations.

Risk register

Oxfam Novib's risk register identifies potential internal and external risks and monitors mitigating measures. Oxfam Novib's risk policy is based on the internationally acknowledged management model for risk management, COSO, and on the Risk Management Policy of the Oxfam confederation. Its objectives are to:

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

Oxfam Novib updates the risk register twice a year in a consultation of its managers and board of directors. It is reviewed and adjusted by the board of directors before it is submitted to the supervisory board. Once a year the financial committee of the supervisory board discusses the risk register, and once a year it is on the agenda of the full supervisory board.

The most important risk at the organizational level is income volatility, as the current funding from the Dutch government will cease on 31 December 2015 and will be

replaced by a strategic partnership with the Netherlands Ministry of Foreign Affairs. Funding from this partnership will be significantly less and be more restricted in nature.

To comply with the conditions set by different donors, Oxfam Novib has invested in improving its internal procedures and training its own and its partner organizations' staff, and strictly monitors partners and projects.

Risk Assessment Method

A financial and governance risk assessment is part of Oxfam Novib's assessment of partner organizations. A uniform risk assessment method called Risk Assessment Method Oxfam Novib (RAMON) is mandatory when taking on a new partner, and it is obligatory to update the initial findings annually. RAMON takes into consideration the internal and external risks of an organization and is categorized into strategy, operations, reporting and compliance.

CORPORATE SOCIAL RESPONSIBILITY

Oxfam Novib pays attention to corporate social responsibility. Given our clear values – Oxfam Novib strives for a just world, without poverty – we believe in taking responsibility and being accountable for the way we work within our organization. We minimize our environmental impact and help people as well as possible. When choosing organizations to work with, we pay close attention to the way they deal with their people and the environment.

Corporate social responsibility is present in many different ways in the manner in which we conduct our business. We use certified materials as much as possible, such as paper with the Forest Stewardship Council certificate. Most of our catering is sustainably sourced and we are working to expand this. Our canteen has recently been refurbished with furniture and fabrics from recycled materials. We use green energy and practice diverse energy saving measures. Our travel policy aims to reduce the number of air miles and we compensate them by contributing to the Hivos Climate Fund.

All Oxfams use the 'Oxfam Guide to Mandatory Processes', which states – among other things – that suppliers need to be compliant with the Oxfam Ethical Purchase Policies. Oxfam Great Britain has its own Ethical Purchaser, and Oxfam Novib might be able to use this knowledge and service in the future as a part of our shared services.

In the future, we want to communicate more about our corporate social responsibility policy, for example on our website and intranet, and we will keep working to continuously improve ourselves in this field.

FRAUD PREVENTION AND MONITORING

Corruption, defined by Oxfam Novib as the abuse of entrusted power for private gain, is an organizational risk. Common forms of corruption include bribery, extortion, fraud, embezzlement, and any kind of favoritism or nepotism. Oxfam Novib is committed to fight all types of corruption within our organization and partner organizations. To live up to this commitment Oxfam Novib has an anti-corruption policy, which includes:

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

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

35 cases of suspected fraud were either already under investigation or reported on during 2014-15 (30 during 2013). Of these 35 cases, 23 cases were new in the financial year 2014-15 and 14 are still being investigated. 21 cases were closed during the financial year. Of the 21 cases closed, fraud was proven in eight, with an estimated total amount lost of € 81,000.



Photo: Kimlong Meng

REPORT BOARD OF SUPERVISORS 2014-2015

The Board of Supervisors of Oxfam Novib functions as a sounding board for the Board of Directors, has a supervising role, and is the directors' employer. The Board of Supervisors upholds the principles of the Code of Good Governance for Charities and acts accordingly. The Board of Supervisors' composition and tasks are laid down in statutes and further detailed in a regulation. Members of the Board of Supervisors are recruited on the basis of an agreed profile and through open advertising. In 2014-2015 the Board has met six times and held two Teleconference meetings. In addition, board members regularly join meetings with stakeholders.

The Board of Supervisors as sounding board

The year 2014/2015 was characterized by various organizational change processes.

Firstly the ongoing change process of Oxfam2020. In 2014/2015 the main changes were presented to the Board of Supervisors. The updates on Oxfam's strategic plan and Oxfam Novib's input strategy with financial scenarios were discussed with the Board of Supervisors. The Board of Supervisors examined with the Board of Directors the role and ambitions of Oxfam Novib in this process.

Annually at least one face-to-face meeting takes place with Oxfam International's Board of Supervisors. The chairperson of the Board of Supervisors participates in these meetings on behalf of Oxfam Novib. Based on the agendas of the confederation meetings, the Board of Supervisors discusses the proposals for confederation development.

Secondly Oxfam Novib is going through an internal change process, instigated by the end of the Dutch government's subsidy. As Oxfam Novib will receive different forms of funding and less funding from the ministry in 2016, the preparations for this started in 2014-2015. Oxfam Novib's focus was on change at head offices and at the country offices. Because of the decreased income a new strategy and new financial scenarios were formulated, and a project-based model was developed for the organization. The Board of Supervisors was informed and consulted throughout the process.

The positioning and role of Oxfam Novib was a recurrent topic of discussion in 2014-2015. Oxfam Novib is a large organization with certain influence and position. In the changed context and conditions it is important for Oxfam Novib to be able to continue with influencing, lobby and advocacy. More focus was put on knowledge and specialization, the organizational model and structure were adjusted, and the country intervention strategies were re-evaluated. Choices in focus, improved visibility, quality of programs and people, and showing successes were key factors in this strategic change process. The

Board of Supervisors was asked for input and approval at various moments during the year.

One of the achievements of 2014 was the approval of the Strategic Partnership by the Dutch Ministry. The Board of Supervisors was kept up to date on a regular basis and asked for feedback from the beginning of drafting the proposal and selecting consortium partners.

The Board of Supervisors in its supervising role

As part of its supervising role the Board of Supervisors approved the new strategy of Oxfam Novib including the transition to a project organization, the change plan and the social plan that are part of the change process. In 2015 the Board of Directors' regulations were revised in line with the new project organization, and approved by the Board of Supervisors. Also, a Management Team regulation for the ways of working in the new organization was formulated and approved. The Management Team is composed of the managers of the units in the new project-based organization.

Furthermore, the Board of Supervisors approved the annual accounts and the annual report of 2013-2014, the annual plan and budget 2014-2015, the multi-annual budget for 2015-2020, the risk register and the new treasury policy.

The annual reports on security policy and on investigations into complaints and fraud were also discussed with the Board of Supervisors. The Board of Supervisors supports the approach and risk analysis of the Board of Directors and recommended the improved monitoring of possibilities of fraud.

The financial committee, consisting of two members of the Board of Supervisors, prepares advice for the Board of Supervisors on the annual account, the budget and financial reports. The committee also monitors the follow-up of points raised in internal and external audits, recommendations in the auditor's management letter, and the updating of the risks register. In 2014 the committee selected a new auditor for Oxfam Novib: Mazars.

Apart from being informed by the Board of Directors and the Works Council, and through presentations given by staff on various fields of working of Oxfam Novib, the Board of Supervisors also kept itself informed through their individual contacts in the organization and through participation in a number of events and activities.

The Board of Supervisors as employer

The remuneration committee of the Board of Supervisors conducted performance evaluations of the directors. The committee prepared the reappointment of Joyeeta Gupta, Kees Tukker and Peter Verbaas for a second term.

In September 2014, member of the Board of Directors Theo Bouma resigned as a Director to start work as Director Confederation Development for Oxfam International's secretariat and to coordinate the process of the setting up of new affiliates and strengthening existing southern affiliates. The Board of Supervisors approved the proposal of the Board of Directors to work with Aletta van der Woude as a member of the Board of Directors with administrative authority and power of attorney until September 2016. In September 2014 a new Director Operations, Arnold Galavazi, was also recruited and appointed by the Board of Directors and approved by the Board of Supervisors. Due to the new composition of the Board of Directors the portfolio management of the Board of Directors was revised.

The remuneration committee also pre-selected, in close cooperation with the Works Council for one of the candidates, two new members for the Board of Supervisors. In 2015 Marianne van Leeuwen and Petra van Zijl will step down from the Board of Supervisors, their successors are Jan van Zijl and Laurien Koster.

Composition and functioning of the Board of Supervisors

The Board of Supervisors is chaired by Hanzo van Beusekom. In this function he is also a member of the Oxfam International's Board of Supervisors.

To become more familiar with Oxfam Novib's working method, members of the Board of Supervisors visited several projects during their term. In 2014 Peter Verbaas traveled, together with Executive Director Farah Karimi, to India to visit the Oxfam India's office, partners and projects that we co-fund.

Early 2015 the annual self-evaluation of the Board of Supervisors took place. One of the recommendations was to include the members of the Board of Supervisors in an early stage in the decision making process to enable them to exercise sufficient control. One of the recommendations from the previous self-evaluation was the need for training on supervision skills specifically for charity organizations. In 2014 the Board of Supervisors therefore jointly participated in training at Nijenrode University.

Compensation

Members of the Board of Supervisors do not receive compensation for their work. The costs of training for the board members in 2014-2015 were €9,990.

The Board of Supervisors' composition in 2014-2015 is included in annex III.



ANNEX I

COMPOSITION OF THE BOARD OF DIRECTORS

FARAH KARIMI (1960)

Mrs. Karimi started as Executive Director on 1 February 2008. She was re-appointed in this function by the Board of Supervisors in February 2012. As Executive Director and chair of the Board of Directors, Mrs. Karimi has final responsibility for the strategic direction and organizational development of Oxfam Novib.

Mrs. Karimi holds other positions related to her chairmanship of the Board of Directors. She is a member of the Executive Board of Oxfam International, the Oxfam EB Operations Committee and the Oxfam Finance and Audit Committee. She represents Oxfam Novib in the Board of SHO (Samenwerkende Hulporganisaties, the Dutch umbrella organization for emergency appeals) and in the United Civilians for Peace partnership. She is also a member of the Supervisory Board of IDH (Initiatief Duurzame Handel, the Sustainable Trade Initiative) and the Supervisory Board of the VPRO, a Dutch national broadcasting company.

TOM VAN DER LEE (1964)

Mr. Van der Lee has been a member of the Board of Directors since August 2009, as Director of Campaigns and Advocacy. He was re-appointed in this function by the Board of Supervisors in January 2014. He leads the Campaigns Department, the Lobby and Advocacy Department and the Communications Unit.

Mr. van der Lee chairs the IMPACT alliance. Related to his membership of the Board of Directors, Mr. Van der Lee is chair of the Campaigns Group of the Oxfam network, the Oxfam Private Sector Team and the Board of Oxfam Sweden, and vice chair of the board of Partos, an association for development cooperation. He is also a member of the International Press Centre Nieuwspoor.

THEO BOUMA (1958)

At the end of August 2014 Mr. Bouma stepped down from the Board of Directors of Oxfam Novib and started in the new function of Director of Confederation Development at the Secretariat of Oxfam International. Mr. Bouma had been a member of the Board of Directors since 2006 and was re-appointed in January 2013. Mr. Bouma was previously the Director of the International Department and responsible for the Humanitarian Unit.

ARNOLD GALAVAZI (1956)

Mr. Galavazi was appointed Director of Operations on 1 September 2014. Mr. Galavazi is responsible for the departments of HR, ICT, and Institutional Funding and Project Management (IFPM). From 1 January 2015 Mr. Galavazi is also responsible for the department of Quality, Finance & Control. Mr. Galavazi represents the Board of Directors in consultation meetings with the Works Council. His other positions include membership of the Corporate Business Committee of Inclusive Impact Investment BV and he is chair of the Value Board, the goal of which is to oversee and define investment thresholds and evaluate, prioritize, and select new investments for the Board of Directors' approval.

ALETTA VAN DER WOUDE (1967)

On 1 September 2014 Ms. Van der Woude was appointed to replace Theo Bouma as the Director of the International Department, including responsibility for all regional programs and country offices. Ms. Van der Woude was appointed for two years. She is also responsible for the loans portfolio of Oxfam Novib, including Triple Jump, and the Credit Committee.

Related to her membership of the Board of Directors, Ms. Van der Woude is also a member of the Oxfam Program Development Group (which will become the Regional Governance Group). Her other positions include membership of the Value Board, the board of Stop Aids Now!, the executive committee of Triple Jump, chair of the steering committee of Quality Educators for All, member of the steering committee of Universal Access to Female Condoms, and chair of the Reconstruction Program.



ANNEX II

COMPOSITION OF THE BOARD OF SUPERVISORS

HANZO VAN BEUSEKOM (1972)

Mr. Van Beusekom was first appointed in January 2010, and re-appointed in 2013 until 2016. He has been chair of the board since October 2013 and his maximum period of tenure ends in 2019. Mr. Van Beusekom is chair of the remuneration committee and a member of the financial committee. On account of his position as Chair of Oxfam Novib's Board of Supervisors, he is member of the Board of Oxfam International.

Mr. Van Beusekom is a partner at Clear Conduct, a specialized strategic consulting firm on regulatory practice, risk management and business conduct. He is also a visiting lecturer of several universities.

MARIANNE VAN LEEUWEN (1961)

Mrs. Van Leeuwen was appointed in January 2012 until January 2015, with a maximum period of tenure ending in 2020. She chairs the remuneration committee.

Mrs. Van Leeuwen is the former CEO of Reed Business Media (until 2011) and currently serves as a member of the Supervisory Boards at Cito, ANP news agency, Sonepar/Technische Unie and AEB Amsterdam.

PETRA BIJL (1961)

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

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

JOYEETA GUPTA (1964)

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

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

KEES TUKKER (1955)

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

Until May 2013 Mr. Tukker was CEO at the Tropenhotel and consultant in Corporate Communication, Facilities & Hospitality at the Royal Tropical Institute. As an independent consultant and advisor he also worked for organizations in the media and mental healthcare. His other positions include member of Advisory Board of Crime Stoppers Netherlands (2003-2014), owner of KeesCompany BV, and Honorary Member of Stichting Prinsengrachtconcert. As a media professional he has held several leading positions in major public broadcasting organizations.

PETER VERBAAS (1959)

Mr. Verbaas was first appointed in November 2012 until November 2015, with a maximum period of tenure ending in 2020. He is chair of the financial committee.

Mr. Verbaas is a Lecturer at Nijenrode University, Center for Private Wealth Management, Banking and Governance and a partner at Charistar consultancy on philanthropy, shared value and impact. His other positions include chair of VU Medisch Centrum Fonds, member of the Advisory Committee of Waarborgfonds Sociale Woningbouw, and member of the Supervisory Board of ASN Novib Microkredietfonds.



ANNEX III

HOW OXFAM NOVIB REPORTED ON THE GRI IN 2014-2015

PROFILE DISCLOSURES		SECTION IN ANNUAL REPORT
1	Strategy and Analysis	
1.1	Statement from the most senior decision maker of the organization about the relevance of accountability to the organization and its strategy.	Part 1. Directors' report.
2	Organizational Profile	
2.1	Name of the organization	Part 1, 2 & 3. Cover pages.
2.2	Primary activities (e.g. advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).	Part 1. Our mission and our approach.
2.3	Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	Part 2. Organizational chart.
2.4	Location of organization's headquarters.	Part 1. List of addresses.
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the accountability issues covered in the report.	Part 2. Organizational chart.
2.6	Nature of ownership and legal form. Details and current status of not for profit registration.	Foundation.
2.7	Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders – consumers – beneficiaries).	Part 2. Our stakeholders.
2.8.	Scale of the reporting organization including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations) total capitalization: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organizations); and scope and scale of activities, or quantity of products or services provided.	Part 1. Letter from the Executive Director. Our work in the Netherlands. Financial summary. Part 2. Our stakeholders. Oxfam Novib, Our internal organization. Part 3. Notes to the financial statements. Financial statements.
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Part 1. Letter from the Executive Director.
2.10.	Awards received in the reporting period.	The Quality Educators for All project was awarded the 2014 UNESCO-Hamdan bin Rashid Al Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers.
3.	Report Parameters	
3.1.	Reporting period (e.g., fiscal/calendar year) for information provided.	Part 1, 2 & 3. Cover pages.
3.2.	Date of most recent previous report.	Jan 2013 – March 2014
3.3	Reporting cycle (annual, biennial, etc.).	Annual.
3.4.	Contact point for questions regarding the report or its contents.	Part 1, 2 & 3. Colophon on back of covers.

	PROFILE DISCLOSURES	SECTION IN ANNUAL REPORT
	Report Scope and Boundary	
3.5.	Process for defining report content.	Part 1. About us. Feedback.
3.6.	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Part 1. About us. Our Stakeholders.
3.7.	State any specific limitations on the scope or boundary of the report.	No specific limitations.
3.8.	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Not applicable.
3.10.	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Not applicable.
3.11.	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Part 1. Letter from the Executive Director. Part 3. Financial Statements.
3.12.	Table identifying the location of the Standard Disclosures in the report. (Only necessary if there is more than one document.)	This table, which is annex of part 2.
3.13.	External assurance for the report e.g. auditing	Part 2. Quality Management System.
4.	Governance, Commitments, and Engagement	
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Part 2. Annex 1.
4.2.	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Report the division of powers between the highest governance body and the management and/or executives.	Part 2. Annex 1.
4.3.	For organizations that have a unitary board structure, state the number of members of the and/or non executive members highest governance body that are independent and/or non executive members.	Part 2. Annex 1.
4.4.	Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	Part 2. Our stakeholders. Employees.
4.5.	Remuneration	Part 2. Oxfam Novib. Board of Supervisors.

PROFILE DISCLOSURES		SECTION IN ANNUAL REPORT
4.6.	Conflicts of interest for governing bodies.	The Board of Supervisors decides in cases of possible conflict of interest regarding the Board of Directors. The chairperson of the Board of Supervisors decides in case of possible conflict of interest of one of its board members. There were no such cases in 2014-2015.
4.8.	Internally developed codes of conduct.	Part 2. Fraud prevention and monitoring.
4.10.	Evaluation of the governance body.	Part 2. Fraud prevention and monitoring.
4.12.	External charters or principles endorsed by the organization.	Part 2. Quality Management System.
4.14.	List of stakeholder groups engaged by the organization.	Part 2. Our stakeholders.
4.15.	Basis for identification and selection of stakeholders with whom to engage.	Part 2. Our stakeholders.
4.16.	Active communication with stakeholders.	Part 2. Our stakeholders.
4.17.	Key topics and concerns raised through stakeholder engagement, and organization's response.	Part 2. Our stakeholders.
PERFORMANCE INDICATORS		
Program Effectiveness		
NG01	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	Part 1. World Citizen Panel.
NG02	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	A procedure for complaint handling from partners about Oxfam Novib is part of the contract signed between Oxfam Novib and the partner organization. General public and private donors can contact the information and service department through e-mail, telephone or an online contact form.
NG03	Program monitoring, evaluation and learning. System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated.	Part 1. Program results. Part 2. Oxfam Novib. Measuring impact, results, effectiveness and efficiency.
NG04	Gender and diversity. Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle.	Part 1. Letter from the Executive Director. Part 1. Program results.
NG05	Advocacy positions and public awareness campaigns Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	Part 1. Work in the Netherlands.
NG06	Coordination with other actors Processes to take into account and coordinate with the activities of other actors.	Part 1. Our Mission.
Economic		
NG07	Resource allocation.	Part 3. Financial Statements.
NG08	Sources of funding by category and five largest donors and monetary value of their contribution.	Part 1 and part 3.
EC7	Local hiring Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Part 2. Oxfam Novib. Our internal organization.

PROFILE DISCLOSURES		SECTION IN ANNUAL REPORT
Environmental		
EN16	Greenhouse gas emissions. Total direct and indirect greenhouse gas emissions by weight.	Part 2. Suppliers/Socially responsible procurement.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Part 2. Suppliers/Socially responsible procurement.
These two Environmental Indicators are recommended		
EN26	Initiatives to mitigate environmental impact Initiatives to mitigate environmental impacts of products and services	Part 2. Suppliers/Socially responsible procurement.
EN29	Environmental impact of transporting Significant environmental impacts of transporting products used for the organization's operations, and transporting members of the workforce.	Part 2. Suppliers/Socially responsible procurement.
Labor		
LA1	Total workforce, including volunteers, by employment type, employment contract, and region.	Part 2. Our stakeholders. Employees. Volunteers.
NG09	Mechanism for workforce feedback and complaints, and their resolution.	Part 2. Our stakeholders. Employees.
LA10	Average hours of training per year per employee by employee category.	
LA12	Percentage of employees receiving regular performance and career development.	Part 2. Our stakeholders. Employees.
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Part 2. Oxfam Novib. Board of Supervisors.
Responsibility vs. Communities / Anti Corruption Policies		
S01	Impact of operations on communities, Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	Part 2. Oxfam Novib. Measuring impact, results, effectiveness and efficiency.
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	
S04	Actions taken in response of incidents of corruption.	Part 2. Oxfam Novib. Fraud prevention and monitoring.
Product responsibilities		
PR6	Ethical fundraising and marketing communications. Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.	Part 2. Oxfam Novib. Quality Management System.
	Gifts in Kind Further recommendation In order to report fully on the Charter Principle, Member organizations utilizing Gifts in Kind shall have policies that clearly describe the valuation and auditing methods used, to ensure that the value of assistance is accurately stated.	No policy available because this hardly occurs.

NOTES



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