

OXFAM NOVIB ANNUAL REPORT 2018-2019



OXFAM
Novib

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In line with Oxfam International, our reporting period covers the fiscal year April 1, 2018 to March 31, 2019. The Annual Report and Annual Accounts are available online at oxfamnovib.nl/jaarverslag.

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

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OUR RESULTS

820,000 **PEOPLE ENHANCED THEIR CAPACITIES**
people in 14 countries have benefited from credit through microfinance, or have enhanced knowledge and skills to improve their income or bargaining position, for example, or benefit from climate-change-resilient farming systems or fulfill their civic rights.

145,000
CITIZENS CHANGED THEIR ATTITUDES

145,000 men and women in Afghanistan, Niger, Mozambique, Burundi, Occupied Palestinian Territory and Israel, Cambodia, Uganda, Indonesia, Vietnam, Pakistan, and Zimbabwe demonstrated increased awareness of – and changed their norms and attitudes regarding – women’s rights and the potential of youth.

1,300,000 **CITIZENS RAISED THEIR VOICES**

1,300,000 people in 18 countries had their voices heard as a result of our national and global campaigns; they took action to claim their rights, and provided hope for positive change and greater empowerment in their lives.

310

GOVERNMENTS IMPROVED POLICIES

310 cases in which international bodies such as the EU and the UN and governments in Uganda, Nigeria, South Sudan, Cambodia, Vietnam, Burundi, Occupied Palestinian Territory and Israel, and Mozambique improved their policies; they now promote vital issues for women such as tax justice, access to land and water, climate change, and pro-poor value chains.



2018/2019¹

2,77
MILLION **WOMEN AND MEN RECEIVED LIFESAVING RELIEF**
2,77 women and men affected by conflict and natural disasters in 13 countries received humanitarian aid.



CIVIL SOCIETY SPACE WAS STRENGTHENED

2,500 **CIVIL SOCIETY ORGANIZATIONS IN 30 COUNTRIES ARE BETTER ABLE TO LOBBY AND ADVOCATE FOR ISSUES**

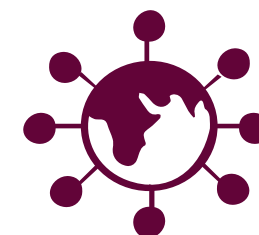
which are key to defeating poverty, such as protecting civic space, promoting local humanitarian leadership, land rights, and tax justice.

135
CASES WHERE POLITICAL WILL HAS INCREASED

cases in which those in power in Niger, Uganda, Mozambique, Afghanistan, Indonesia, Thailand, Occupied Palestinian Territory and Israel, Vietnam, and the Netherlands have endorsed our policy asks on issues such as inclusive agribusiness investments, protection of civic space, tax justice, women-inclusive security provision, peacebuilding and conflict transformation.

127 **COMPANIES BEHAVED MORE RESPONSIBLY**

127 cases in which (international) companies in Nigeria, Occupied Palestinian Territory and Israel, Indonesia, Cambodia, Vietnam, Mozambique, and the Netherlands promoted or implemented gender-sensitive policies on vital issues such as land rights, tax transparency, and inclusive agribusiness.



WORLDWIDE INFLUENCING NETWORK GAINED POWER

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

¹ All numbers in this chapter are rounded off and based on Oxfam Novib’s Outcome Framework, which combines the results of projects that we implement with partners worldwide. Results are registered annually during each projects duration and are aggregated into Oxfam Novib’s annual report.

For individual projects, we gather results based on a more detailed and context-specific monitoring plan.

MESSAGE FROM THE EXECUTIVE DIRECTOR



It is said that events that happen around you when you're growing up will affect the way you see the world for the rest of your life. Perhaps this explains my positive view of the world. And my conviction that people can bring about change.

Because thirty years ago, during my late teens, there was such a wave of optimism going around the world. Students were protesting in Beijing, South Africa freed itself from Apartheid and, closer to home, the Berlin Wall collapsed. These events gave rise to a new belief in freedom, in democracy, and, for some, even in 'the end of history' – a future with less conflict, more cooperation, and development for all seemed possible.

When I became the new Executive Director of Oxfam Novib last year, I came across the same kind of positive

energy. I noticed it in our staff and all the partners we work with around the world. We believe that change is possible. We believe that justice and equality can be restored. We believe that we can create a fairer and more sustainable world. It is often a matter of patience and it requires a dose of stubbornness, but we are making important progress – in the South, in the Netherlands, and globally.

PERSEVERING

To be honest, working towards a better world requires a great deal of perseverance. For it is difficult to remain

optimistic, particularly at a time like this. The display of power and the oppression by so-called strongmen, the increasing pressure on the rule of law and on NGOs around the world, global polarization, long-term crises, climate change, and a record number of refugees – there is so much to worry about.

The root causes of these problems have been lingering for much longer. World leaders neglected a number of fundamental problems during the years of prosperity. These problems are now becoming increasingly urgent and extreme, resulting in major tensions and a great deal of uncertainty. The one-sided approach to economic growth, with far too little attention paid to sharing equally, to sustainability, or to social protection, is now coming back to haunt us.

Our most recent research report about global inequality shows the naked truth: the richest 26 people in the world own as much as the poorest half of the global population. That's 3.8 billion people! The Netherlands is one of the countries that offers large multinationals ways to avoid paying taxes. This means that poor countries in particular are missing out on approximately 100 billion dollars of income every year – money that they badly need for decent health care and proper education.

In the last year, Cyclones Idai and Kenneth have once again shown the world that the burden of climate change is not shared equally. Small-scale farmers and their communities are bearing the brunt of global warming caused by the greenhouse gases emitted by rich countries over many decades. We quickly came to the rescue in Mozambique to save lives,

but similar disasters will become much more common unless we take drastic measures. The lives of millions of mainly poor people are at risk.

COUNTERMOVEMENT

Fortunately, we see a countermovement gaining momentum in many places around the world. In Europe there's a great deal of discontent – and even anger – about extreme inequality and companies that give excessive bonuses or fail to take their corporate social responsibility seriously. There is a growing demand for an ambitious and fair climate policy, with young people taking the lead in creating rapidly-growing global protest movements. We see a turning point both in companies and in politics – based on corporate realism and due to growing social pressure.

More and more citizens in Southern countries are demanding changes, despite the fact that they are threatened and oppressed. To name a few: the Sudanese women and men who stood up against their military rulers, courageous land rights activists in Honduras and Myanmar who fight against large companies and investors, and the citizens of Hong Kong who came out in great numbers to defend their precious freedoms. And we see women and girls, around the world, who no longer accept violence, sexual exploitation and abuse of power.

SOLVING PROBLEMS

Oxfam Novib is right at the heart of these developments. Ever since our founding over 60 years ago, we have been working with hundreds of partners around the globe to fight for a fairer world. We

address the underlying causes of poverty and inequality. Together with our partner organizations, we represent millions of citizens who are fighting this battle with us.

Our mission is not to give aid, but to solve problems. That's why we work together with everyone who wants to make an effort to bring about systemic change. And that's why we put pressure on parties that allow inequality to persist. We support victims of the war in Yemen, and call investors in the irresponsible arms trade to account. We offer young people a more hopeful future through programs, and we put the growing inequality on the agenda at the annual summit for CEOs in Davos, Switzerland. Our local partners demand decent health care and education from their governments, while together we constantly ask politicians around the world to realize decent development cooperation budgets and fair taxation systems.

We also aim for structural solutions when it comes to the emergency relief aid we provide to millions of victims of natural disasters and violence. We collaborate with and support local humanitarian organizations so they can provide ever-better emergency relief aid when a new crisis occurs. We also help them to access international emergency aid funds and gain access to spaces where decisions are made on humanitarian aid. Time and time again, the role of local aid organizations has turned out to be crucial. After all, they know best what the circumstances in their region are and what people need. When I was in Uganda I witnessed great results from investing in local aid organizations. With Oxfam supporting them to grow as organizations, to take a leadership role

OUR MISSION & APPROACH

and to become strong humanitarian actors, these local organizations are now providing most of the emergency relief aid themselves to the refugees from southern Sudan. AWYAD is an example of a local aid organization that has taken a leadership role in responding to emergencies and is now attracting international funds from other donors.

International companies and investors play an important role in the fact that injustice continues to exist. Oxfam Novib is actively seeking global cooperation with pioneers of corporate social responsibility, while putting pressure on organizations that are lagging behind. For example, we were successful in convincing supermarket chains Albert Heijn and Jumbo to take action. These supermarket chains have now prepared rigorous step-by-step plans to make their businesses fairer and more sustainable. We also urge banks, insurance companies and pension funds to improve their policies by using the International Fair Finance Guide. In the end, these steps will result in a better life for fishermen and workers in Asia and for small farmers in Africa, and will help to safeguard the habitats of millions of citizens.

TIME FOR CHANGE

At the beginning of 2018, the news about sexual misconduct by Oxfam workers in Haiti back in 2011 hit the global Oxfam organization hard. In the last year, we have held independent investigations to establish how this kind of misconduct could occur in the field of development cooperation. We have introduced a wide

range of measures, both to prevent misconduct in our organization in the future and to deal with it appropriately and adequately if it does occur. We discussed all these measures with our donors, politicians, and our supporters. Providing a safe working environment and culture for all our staff, partners, and the people for whom we work is and will remain our top priority. While this is a long-term effort, I find it particularly reassuring that the vast majority of our donors continue to support our mission and our organization.

Despite the important results and progress that have been achieved, the fight against poverty and inequality is more topical and urgent than ever. Human rights and various forms of freedom must be fought for time and time again, as inequality between a small elite and the large majority of the global population is increasing. Gender equality and tolerance towards 'the other' are under pressure everywhere. At the same time, there is a growing awareness and a real opportunity to work closely together in order to achieve change globally.

Call me an optimist, but I feel that the momentum for change is definitely growing. It is our mission to strengthen this call for action and to unite forces globally. We do not want to live in a world with poverty, inequality and injustice. Thanks to our partners, donors, and everyone who supports us, we will continue to do our best for a better world.

Michiel Servaes
Executive Director

Oxfam Novib is a member of the Oxfam confederation and a worldwide development organization that mobilizes the power of people against poverty. Around the globe, together with our partners we work to find practical, innovative ways for people to lift themselves out of poverty and thrive.



OUR VISION

A JUST WORLD, WITHOUT POVERTY

We want a world where people are valued and treated equally, enjoy their rights as full citizens, and can influence decisions affecting their lives.

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

OUR VALUES

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

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

OUR APPROACH

Oxfam's approach is rights-based. We believe sustainable development is about cooperating with people, enabling them to get what they need because they are entitled to it. That is why we help people around the world to stand up for their rights.

We develop and implement rights-based sustainable development programs and campaigns, and base our campaigns on our program experience, linking local to global. We advocate at all levels and provide humanitarian assistance in disasters and conflicts; we put gender justice at the heart of all our programs. We strengthen civil society and local partners, and work with allies and partners locally and globally.

Together we tackle the root causes of poverty and injustice.

OUR GOALS

Oxfam Novib contributes to Oxfam's six strategic change goals as stated in the Oxfam Strategic Plan 2013-2019, 'The Power of People Against Poverty'.

- **The right to be heard**
More people will exercise civil and political rights to influence decisionmakers and hold them accountable.
- **Advancing gender justice**
More women will claim and advance their right to lead, and violence against women will be significantly less socially acceptable and prevalent.

- **Saving lives – now and in the future**
Fewer people will die or suffer as a result of natural disasters and conflict. Those most at risk will have exercised their right to have clean water, food, sanitation, and other fundamental needs met. More people will be free from violence and coercion, and better able to take control of their own lives in dignity.
- **Sustainable food**
People who live in rural poverty will enjoy greater food security, income, prosperity, and resilience through significantly more equitable and sustainable food systems.
- **Fair sharing of natural resources**
The world's most marginalized people will be significantly more prosperous and resilient, despite climate stress and rising competition for land, water, food, and energy sources.
- **Financing for development and universal essential services**
There will be higher quality and increased quantity of financial flows that target poverty and inequality.

WE DEFEAT POVERTY

WE DEFEAT INEQUALITY

- We challenge the concentration of wealth and power in the hands of the few.
- We fight to ensure that the wealthy pay their fair share of tax, and that governments use that money to provide quality public health care and education for everyone.
- We campaign to change the systems that keep people trapped in the injustice of poverty.

WE SAVE LIVES

- We support communities to be better prepared to cope with shocks and uncertainties.
- We work quickly to meet people's essential needs when disaster strikes, and we ensure the most vulnerable are kept safe from harm.
- We partner with local humanitarian actors who play a leading role before, during, and after crises.

WE DEFEAT HUNGER

- We believe in a future where everyone has enough to eat and a fair chance to provide for their family.
- We support people to build livelihoods that are more secure against the impact of climate change or sudden shifts in the market, which hit poor people hardest.
- We work with people to protect their land rights and make sure they can continue to grow the crops they depend on.
- We help people get a fairer deal for their work.

WE CREATE OPPORTUNITY

- We champion people, especially women and youth, so that they can take their place as full and equal members in their communities and influence others to respect that.
- We advocate for the right of women and youth to have full control over their bodies, income, and the decisions that affect their lives.
- We support organizations where women have an equal role in leadership.
- We see a world where all of us exercise our right to a life free from fear and violence.



OUR WORK

A JUST WORLD, WITHOUT POVERTY

Oxfam Novib fights for a just world without poverty by defeating hunger and inequality, saving lives, and creating opportunities for people, with a focus on women and youth. In 2018/19 we worked with over 600 partners in more than 30 countries. Together, we develop and implement programs on the ground and link these to our influencing work on all levels.

STRATEGIC PARTNERSHIP

An independent, vibrant, and diverse civil society that plays an active role in realizing the Sustainable Development Goals (SDGs) is crucial to the success of these ambitious goals. Within the five-year Strategic Partnership with the Dutch Ministry of Foreign Affairs, 'Towards a worldwide influencing network', Oxfam Novib and SOMO are strengthening civil society to take up this role. In 2018/19 we financed and collaborated with more than 125 civil society organizations across 17 African and Asian countries. Together we built the capacities of 646 organizations

to raise their voices and influence powerholders. In Vietnam, for instance, we supported the development of M-Score, a tool that deepened the evidence-based advocacy for better and more equitable public services (see page 20). In building a worldwide influencing network of citizens and civil society, we helped create and strengthen 132 broad alliances, such as the African Security Sector Network (see page 28). This pan-African network successfully brings citizen's voices to the table of influential actors such as the African Union.

In targeted campaigns such as Behind the Barcodes (see page 32), we mobilized citizens and amplified their voices worldwide, to demand change and raise awareness. In 2018/19 some 1.2 million people took action by signing petitions, sharing content and opinions on social media, or demonstrating. Our mutual efforts contributed to 178 policy changes by governments and global actors, and 84 improved policies and practices of companies; changes that help realize poor people's basic rights to food, safety, and a fair distribution of resources.

SUSTAINABLE DEVELOPMENT GOALS

In September 2015 world leaders pledged their support for the SDGs, a new set of 17 global goals that chart a pathway from 2015 to 2030 for every nation to:

- Address poverty, hunger and malnutrition;
- Tackle inequality and build more inclusive, peaceful societies and economies for all;
- Combat climate change and protect the planet;
- Address gender inequality and stop all forms of violence against women and girls.

Business has the potential to play a key role in helping society to achieve the SDGs. In September 2018, Oxfam reviewed the SDG engagements of 76 of the world's largest companies in 'Walking the Talk'. We found that while companies' uptake of the SDGs is high, there is little evidence of the SDGs changing companies' sustainability strategies with regard to priorities, ambition, or transparency. The paper points to good practice for how business can more effectively engage with the SDGs.

Oxfam Novib's Entrepreneurs for Entrepreneurs network is the living example of such a good practice. The network engages entrepreneurs in its 'Entrepreneurs for the Goals' campaign and related community. We organize various events including workshops, inspirational dinners, and the intensive sustainability trajectory 'SDG Challengers' for individual companies (see also page 40).

PRIVATE SECTOR

Constructive and critical engagement with the private sector is a crucial part of Oxfam's mission to eliminate poverty and injustice. This includes challenging

private sector organizations – publicly where necessary – and holding them to account, as well as working with them to address key structural inequalities in their business models to help them do business in a socially and environmentally sustainable way. Oxfam Novib focuses on agricultural value chains (see also page 32) and influencing the financial sector in various ways, including through the Fair Finance Guide International network.

In 2018/19 Oxfam Novib signed two Responsible Business Conduct Agreements – sectoral agreements with companies, trade unions, the Dutch Government and NGOs – with the Dutch insurance sector and the pension fund sector. The 70 pension funds that signed the covenant represent €1,150 billion worth of investment.

In November 2018, Oxfam Novib and SOMO published 'Private sector development policies and instruments through a conflict lens', an analysis of the conflict sensitivity in the Dutch Government's instruments. Inspired by the outcomes, the Dutch Government recently developed guidelines for conflict-sensitive private sector development.

WE DEFEAT INEQUALITY

STRONGER CIVIL SOCIETY AFTER TAX PROTEST SUPPRESSION

Reducing inequality could be so simple. If the richest 1% paid just another 0.5% extra tax on their wealth, all 262 million out-of-school children could be educated and 3.3 million lives could be saved thanks to proper health care. Oxfam Novib persistently advocates and creatively campaigns for a fair global tax system, which would ensure that developing countries received their fair share of (corporate) tax money. We also support civil society in these countries to defend civic space – including citizens’ right to control what their tax money is being spent on. Since inequality has a disproportional impact on women, we specifically focus on gender equality in fighting for fair taxation and fair spending. Unfortunately, even low-income countries like Niger feel forced to take part in the global race to the bottom on corporate taxation.



PERSONAL STORY

“ENDING UP IN JAIL DOESN’T STOP US”

Ali Idrissa, manager of Oxfam partner ROTAB, stresses the importance of active citizens and civic space for Nigerien society. “Citizens must be able to control the government. Niger has billions at its disposal to develop our country. Yet these resources are not being used to support the sectors that could actually contribute to our development. Most Nigeriens are extremely poor. Still the government wants them to pay for the tax incentives it grants to mining, oil, and telecom companies. That is what we protested against – and were arrested for. Ending up in jail did not stop us: we are more determined than ever to continue our fight for social and fiscal justice in Niger.”

Alliance-building after arrests

Oxfam Novib’s partners in Niger closely monitor the country’s tax policies and budgeting. When, in early 2018, Niger launched a new finance bill to provide corporations with tax incentives while overtaxing the already impoverished Nigeriens, our partners decided to organize peaceful protests. Every Sunday from December 2017 until the end of March 2018, large numbers of people took to the streets. On March 25 the police arrested 25 activists, raided the offices of our partners and detained some of the staff.

Oxfam Novib immediately came into action. Our main goal was to safeguard our partners and their work, analyzing the main risks and training them to protect themselves. We supported solidarity groups and a network of partners that provided legal assistance to the prisoners. Naturally we also took measures to protect our own staff, as Oxfam in Niger was increasingly targeted. To defend civic space, we built the first-ever alliance of international NGOs, which tried to open up conversations with the

government. We expressed our concerns, demanded the release of the protesters, and undertook lobbying actions with other countries’ embassies.

The organizations supporting the government and other allies started an anti-Oxfam campaign, calling on the government to take “disciplinary action” and framing us as a state enemy both on television and through social media. But our partners defended us and publicly showed their support, which pushed back the calls for attack. Fortunately, after statements from US members of Congress the first protesters were released in July. Our partners, with the support of Oxfam Novib, are still working to get the remaining five activists out of jail. One big win from these unfortunate events is the alliance of international NGOs: that is here to stay. Our partners cherish the new opportunities to work together and influence civic space issues in Niger, to collaborate with allies amongst state actors, and to build a new narrative around the added value of civil society organizations.



DONORS INVOLVED

**DUTCH MINISTRY
OF FOREIGN
AFFAIRS**

WE DEFEAT INEQUALITY

M-SCORE IMPROVES PUBLIC SERVICES IN VIETNAM

In Oxfam Novib's fight against extreme inequality, fiscal policies play a key role. Who pays tax, and who is enabled to avoid paying tax? And in addition: what are tax revenues being used for? We support civil society in addressing both sides of this tax coin by advocating for progressive taxation and fair spending policies. Governments should invest their tax revenues in quality education, health care, and other public services for all citizens. To encourage the Vietnamese authorities to be accountable and responsive, Oxfam in Vietnam, Vietnam Initiative (VNI), and Real Time Analysis developed an innovative app for citizens to rate public services: M-Score. Now Vietnam's Ministry of Health uses the tool to improve the country's health care services.

Citizens' feedback counts

Public administration services in Vietnam are often slow and inefficient. Delays, non-transparent processes, and requests for payments without receipts are in the order of the day. Through our mobile phone scorecard tool M-Score, everyone in Vietnam can easily provide feedback on the performance of the public administration and health

services she or he has just received.

We piloted the tool in 2015 in Quang Tri Province, where it led to remarkable improvements in service quality and citizens' satisfaction. In a rare move, the provincial authorities decided to fund the continuation of M-Score until 2020 in all nine districts, and expanded the tool to the provincial health services.



Saikat Mojumder



DONORS INVOLVED

**DUTCH MINISTRY
OF FOREIGN
AFFAIRS**

By the end of 2018 around 60,000 people had used M-Score. An interesting aspect of M-Score is that it not only allows citizens to voice their experiences, but also helps governments to monitor their public services. When a second province (Quang Binh) started to roll out M-Score – including the health variant Health M-Score – in its public services, the Vietnamese Ministry of Health became increasingly interested. In many public hospitals poor services are commonplace: patients complain of dirty toilets, long waiting times, and occupancy rates of up to 2.5 persons per bed. And they still have to pay for these services; nearly 40% of health financing in Vietnam comes from out-of-pocket payments made by service users.

The Ministry of Health supported VNI to develop the nationwide Patient Satisfaction Index (PSI), based on M-Score. PSI not only ranks services within a hospital, but also compares public hospitals. VNI worked with the Ministry to organize workshops for the hospitals in order to share the methodology, survey methods, and patients' feedback. In 2018 the number of participating hospitals increased from 27 to 60. In May 2018 the government discussed key PSI outcomes, which led to actions to improve service delivery, medical infrastructure, and sanitation in hospitals. In addition, the Ministry of Health reduced dozens of health care service fees. And also in 2018, the Prime Minister adopted Oxfam's recommendation that all local governments be required to install monitoring and feedback mechanisms for citizens based on M-Score.

PERSONAL STORY

MR. TOAN SHARES HIS FEEDBACK

When Hoang Kim Toan (54) visited the Vinh Linh District health center in Quang Tri province to have a medical checkup after his surgery, the Health M-Score tablet caught his attention. Being curious, he took a look and started to score the health center's services. "I think the hospital's instructions are clear and the staff took good care of me. I was entitled to the poor household

insurance." Mr. Toan was especially pleased that once he had returned home, he was immediately called for an in-depth interview in which he was able to share extensive opinions on the health care services. "Most equipment was still old, so I only gave that three stars. But the hygiene was good." He strongly believes that health care services will improve further now that people have a tool for giving feedback. "I will certainly use it again when I go to the hospital for a second time."

WE SAVE LIVES

PROTECTION OF WOMEN REFUGEES IN UGANDA

Local actors are often overlooked when it comes to humanitarian assistance, and the vast majority of funding goes to international organizations. Despite this, they play a crucial role in supporting and protecting refugees, and victims of natural disasters and conflicts. Oxfam Novib’s program Empowering Local and National Humanitarian Actors (ELNHA) supports local humanitarian leadership in Bangladesh and Uganda. We build their capacities to take up this role, enable them to collaborate, and advocate for increased recognition and funding of local humanitarian actors. In Uganda, one of these actors is African Women and Youth Action for Development (AWYAD). Since early 2017, Oxfam in Uganda and AWYAD have jointly responded to the needs of South Sudanese refugees in Northern Uganda.

A strong humanitarian program

Around 85% of the refugees from South Sudan that reach Uganda are women and children. Having escaped the horrors of war, they are far safer than before – but not yet secure. While struggling with trauma, women are often still faced with gender-based

violence. Thanks to the women’s groups organized by AWYAD in refugee camps such as Palabek, the refugees take giant steps toward recovery. In these safe spaces, women can talk freely and listen, take a break from bad memories, and learn about their rights and how to assert them.



Photos: Elisabeth Stevens



AWYAD has also formed youth groups and spreads the word about health/re-productive health and protection issues in schools and other fora. Community protection committees, established by AWYAD in the camps and surrounding host communities, are there to refer cases of gender-based violence to NGOs, UNHCR, and the police. AWYAD has trained local police on how to handle protection issues; for example, how to enforce the Ugandan age of consent, and how to manage cases of rape without doing further harm. Furthermore, the organization makes policymakers aware of the suffering of women and requests their action to alleviate this.

To raise awareness and engage men in realizing gender equality, AWYAD has launched men’s groups as well, and pulled together mixed-tribe, mixed-sex football teams to lay the groundwork for peace in the camp. With its broad range of protection activities, between May and October 2018 AWYAD directly reached 18,715 women and girls, and 9,630 men and boys. The training sessions and small grants for responses within ELNHA have enabled the organization to develop a strong humanitarian program. AWYAD is even managing to attract funding from other donors now that it has strong financial and other systems in place.

PERSONAL STORIES

SHARING THE WORKLOAD

As Jacky Aciro, a refugee from South Sudan, cares for her young children, her husband Yoweri sits by her side. He plucks greens from their stems for the family’s dinner. It’s not what he was raised to do back home, but here in a refugee settlement in Uganda, he cleans and cooks and does whatever is needed for his family. He takes part in a men’s group organized by AWYAD and through that experience has come to believe in gender equality. His changed attitude has improved his relationship with his wife. Jacky: “When your husband shares the workload with you, you feel you can trust him.” Yoweri will take his beliefs with him when he returns to South Sudan: “Now they are a part of me.”

GROWING INFLUENCE

AWYAD started in 2010 as just a group of volunteers in a little office. AWYAD’s director, Ritah Nansereko, recalls: “Oxfam in Uganda stood with AWYAD. They took a risk in funding an organization that was new to humanitarian work.” Now AWYAD is so influential that it has convinced the Ugandan authorities to establish Palabek, and in 2018 secured the commitment of ministry officials, UNHCR, and other key decisionmakers to give local governments a place at the table during emergency responses. UNHCR has also instructed all international NGOs in the camp to work through the committees and fora put in place by AWYAD.



WE SAVE LIVES

LIFESAVING SUPPORT FOR SULAWESI

Oxfam Novib has been providing lifesaving humanitarian aid for many decades. We help people and authorities in disaster-prone areas to better prepare themselves, and we give emergency aid with a view to rebuilding. Oxfam Novib delivers efficient emergency responses in collaboration with other Oxfams; we are specialized in food security & livelihoods, water, sanitation & hygiene, and gender & protection. We work with and through local organizations, and combine our work on the ground with advocacy and campaigning – with special attention to displacement and protracted crises like Yemen. Oxfam Novib is part of the Dutch Samenwerkende Hulporganisaties (SHO, Foundation of Cooperating Aid Organizations), which launches public funding appeals for large-scale aid responses through Giro555.

Dutch public donates millions

On September 28, 2018, the island of Sulawesi in Indonesia was hit by a strong earthquake, followed by a tsunami and soil liquefaction that devastated areas in and around Palu. The disaster claimed more than 4,000 lives and left 1.5 million people in need of emergency relief. Following a Giro555 appeal, the Dutch public generously

donated almost €15 million, enabling SHO members to provide lifesaving assistance and support reconstruction efforts. Oxfam is co-leading this response together with Jejaring Mitra Kemanusiaan (JMK), a consortium of 24 local and national organizations, twelve of which are involved in the Sulawesi response.



Oxfam and JMK are responding to the immediate needs of 200,000 affected people in the districts of Palu, Donggala and Sigi. We provide access to safe water, adequate sanitation facilities, hygiene kits and shelter material, and we increase access to food. Since gender is at the heart of our response, we work on gender equality, the prevention of sexual and gender-based violence, and the creation of safe spaces for women. By the end of March 2019, Oxfam and JMK had provided:

- 23,404 people with access to clean water;
- 1,560 people with access to safe sanitation;
- 23,186 people with a hygiene kit and hygiene promotion sessions;
- 3,923 people with cash for work activities.

Furthermore, we had sensitized 2,145 people to gender-based violence against women.

An example of our joint support was the labor-intensive reconstruction of a 6,000-meter water pipeline in Sibalaya, a village in the Sigi district. Of the 350 houses in Sibalaya, 257 were simply swept away, and the whole village was shifted 500 meters from its original location. Fortunately all 1,180 inhabitants of this farming community survived, but they lost their livelihoods as the land was swallowed by mud.

PERSONAL STORIES

ABDUL RAISES MORALE

Abdul Gafur, the head of Sibalaya village, recalls the desperation of his people following the disaster. Every day he went to the refugee shelters to raise their morale. In his view, the pipeline project has a double benefit for the villagers: restoring the water supply and irrigation system, as well as contributing to trauma-healing. “From planning to implementation, all is done by involving the people and they are also getting paid. People are excited. They realize that irrigation is the source of their lives.”

NIRMA LOOKS AT THE FUTURE

Nirma (32) does not want to drown in sorrow, despite the loss of her house and livelihood in Sibalaya, and her current life in a temporary settlement. “It’s sad, true, but life goes on, and we all have children and families who need livelihoods.” While the men worked on the installation of water pipes, women focused on clearing grass and weeds from the gardens, which now have increased yields. “We are happy that women are involved in this project too,” Nirma says. She hopes that once the project has ended, there will be funds or soft loans offered to open small businesses. “We want to work with our own feet and hands, we don’t want to be beggars forever, and we have the capabilities.”



DONORS INVOLVED

GIRO 555

WE SAVE LIVES

INCREASING ACCESS TO JUSTICE AND SECURITY FOR AFGHAN WOMEN

Almost 20 years ago the UN Security Council adopted its Resolution 1325 on women, peace and security. '1325', as it is often abbreviated, became an important entry point for organizations that advocate for inclusive peacebuilding and security, and for better protection of women and girls in conflicts. In 2015 Afghanistan adopted its own National Action Plan 1325, with the principal aim of improving security and justice for women and girls. Oxfam in Afghanistan supports civil society in countries in conflict such as Afghanistan. We use training sessions to increase the responsiveness of the security sectors, while we raise key actors' awareness of and support for the inclusion and participation of women.



A new page on women, peace and security

Safhe Jadid means 'new page' in Dari, one of Afghanistan's official languages. It is the name of a project led by Oxfam in Afghanistan, implemented by three Afghan and two international organizations, to realize the country's '1325' objectives. Safhe Jadid builds on the achievements of two earlier initiatives, Bayan I and II, in which we raised awareness at community level, contributed to an increase in female police recruits, and provided gender training for male and female police officers.

In 2018/19 the project partners trained 2,200 civil servants and members of civil society organizations across six Afghan provinces. We educated them on good governance, influencing, social media, and of course on '1325'. But we also gave them training on formal and informal justice, because in Afghanistan, community elders and religious leaders still play an important role in solving conflicts in their communities. We trained community council members

on legal issues and the rule of law, to improve the protection mechanisms and access to justice for women. We also organized discussions with government officials in order to link formal and informal justice.

To help change attitudes and beliefs on the roles of women and girls, we engaged and trained 250 religious leaders. As a result, they promised to promote the rights of women in their Friday sermons – an important success, given the major influence of Afghan religious leaders. Youth groups were mobilized to reach out to communities and gain their support for the inclusion of women, including allowing female family members to vote. Furthermore, we trained 220 female police officers on gender, relevant laws, and communication channels in the event of harassment. As policewomen also face sexual harassment and bullying from their male colleagues and superiors, we worked with the Ministry of Interior to improve protection mechanisms and workplace conditions, including hotlines and codes of conduct. We also helped to improve the recruitment campaigns, which led to a steady increase of the number of female police officers.

PERSONAL STORY

"INCLUDE WOMEN IN AFGHAN PEACE TALKS"

Zarina Alkozay is a young activist from Herat province, a passionate advocate for women's rights and peacebuilding in Afghanistan. She greatly values the network of gender justice activists to which she has been connected since her engagement in Safhe Jadid. Zarmina was a panelist in her province's conference on Women, Peace and Security. In 2018/19, Safhe Jadid brought together 1,500 people – ranging from high-ranking officials to media and civil society activists – in these provincial conferences, to discuss the challenges women face in accessing justice and security. "Women have become educated and confident in the past 17 years. They can meaningfully participate in peace talks, and create a culture of peace. I urgently call for the inclusion of women at all levels of the Afghan peace process."



DONORS INVOLVED

**DUTCH MINISTRY
OF FOREIGN
AFFAIRS**

WE SAVE LIVES

ADVOCATING FOR AN INCLUSIVE AFRICAN SECURITY SECTOR

Millions of ordinary people around the world suffer the consequences of violent conflicts, yet all too often their needs and grievances are ignored in peacebuilding processes or initiatives to reform security sectors. All the same, sustainable peace and stability are impossible without the close involvement of civil society, as global institutions such as the World Bank and United Nations increasingly recognize. Oxfam and the African Security Sector Network (ASSN) support civil society organizations to achieve a similar awareness and commitment at the African level, more specifically in conflict-ridden countries such as South Sudan, Central African Republic and Somaliland, their regional economic committees (RECs), and the African Union.



PERSONAL STORY

“I WANT A SAFER SOUTH SUDAN”

Geoffrey Duke (33) of South Sudan Action Network on Small Arms (SSANSA) is involved in ASSN because he wants a safer South Sudan, one with a security sector that protects all people and respects human rights. “Just like millions of South Sudanese, I live under constant fear of a violent death. Our rights are abused and impunity rules. This holds our dreams hostage and keeps us from living happy and normal lives.” Geoffrey knows the impact that influencing institutions like the AU can have. He works with other civil society actors to advocate for security sector reforms and the cessation of hostilities. “This also silences the guns at the local level.” SSANSA and others monitor parties’ compliance with the ceasefire. “This all contributes to sustainable peace at the national and the local level.”

Civil society creates influencing space

ASSN is a pan-African network of some 50 peace and security experts, including academics, security practitioners and legislators, among others. In 2018/19, Oxfam and ASSN trained civil society organizations in knowledge on security sector issues as well as how to influence their governments, RECs, and the African Union (AU). What entry points can they use to have citizen’s voices heard at decision-making tables, how can security policies and practices be made more people-centered and gender-sensitive? How to promote an accountable security sector, and include space for the essential watchdog role of civil society?

In 2018/19 we connected civil society organizations to influential stakeholders, encouraged alliance-building, and organized linking and learning with their colleagues from other African countries in conflict. In our workshops we created space for dialogues between AU and civil society. As a result, the AU clearly committed itself to involving civil society in reforming the African security sectors,

and has taken up the ASSN-Oxfam project in its security sector reform action plan. Our project provides the AU with a strong avenue for reaching out to the civil society they aim to engage with in security sector reform issues. A milestone was the first-ever participation of ten civil society organizations in the Second Africa Forum on Security Sector Reform in October 2018, thanks to constant lobbying by ASSN. Influencing peace and security policies is a long-haul process, in which groundbreaking successes tend to be invisible to the wider public. Nonetheless, they lay the foundations on which civil society can build to increase safety and security on the ground, for citizens and communities. One such success was the decision by IGAD (a REC including South Sudan and Somalia) to develop a security sector reform strategy following our influencing workshop in December 2018. At this workshop South Sudanese and Somali organizations mutually developed a strategy to influence IGAD, strengthened by the insider reflections of a leading IGAD security officer we had invited.



DONORS INVOLVED

DUTCH MINISTRY OF FOREIGN AFFAIRS

WE DEFEAT HUNGER

SEED DIVERSITY INCREASES FOOD SECURITY

Smallholder farmers around the world face similar problems, which threaten the food security of billions of people. One important problem is the lack of access to the right seeds. The limited number of seed varieties sold by multinationals are far too expensive and don't allow smallholders to adapt to climate change. In five countries Oxfam Novib and its partners support farmers to develop their own quality seeds: improved local varieties that offer smallholders and their communities more diverse and healthy diets. They test and breed different varieties in our Farmer Field Schools, and through Farmer Seed Enterprises they sell their quality seeds to other farmers. Based on this work on the ground, Oxfam Novib and smallholder representatives advocate for better seed legislation that includes farmers' own seed systems.



Photos: Iivy Nijokikijfen



DONORS INVOLVED

SIDA, DUTCH POSTCODE LOTTERY, DUTCH MINISTRY OF FOREIGN AFFAIRS, HILDE BUMA FONDS, VIVACE FOUNDATION

Peruvian potatoes back to their roots
In 2018/19 Oxfam Novib and Asociación ANDES supported around 500 mainly indigenous farmers in 20 Peruvian Farmer Field Schools to adapt to the extreme impact of high temperatures. Together we look for new solutions: more diversity, organic pest management, and the wild, edible biodiversity of the Andes.

We are proud that in the past year we have managed to repatriate 387 native potatoes from the International Potato Center to their farmer fields of origin, thereby greatly increasing smallholders' access to biodiversity.

Women traditionally grow a large number of plant varieties in their home gardens, which is why women farmers play a key role in our program SD=HS (Sowing Diversity = Harvesting Security). We combine their deep knowledge of nutritious crops and wild plants with scientific data from research institutes to enhance local food security. In October 2018, farmers María Chasin Zúñiga from Peru and Dorcas Nyamaharo from Zimbabwe visited the Netherlands to share their experiences with colleague farmers and policymakers, who highly valued this direct input. As a result, Oxfam Novib was invited to take part in a panel on organic agriculture in Africa.

Yet even in the high Andes of Peru, fields and diets show an increasing monotony. Women complain about the fast food that dominates the daily menus, and how people forget the recipes of their grandmothers. To fight the high prevalence of chronic anemia, Oxfam Novib and Asociación ANDES offered 50 nutrition training sessions for smallholders to teach them how to cook with local herbs and plants, and increase their iron intake.

PERSONAL STORY

MARÍA'S MAIZE SELLS WELL

"In September, the grass did not grow because of the drought and our cattle died." María Chasin Zúñiga (46), mother of three and grandmother, is a star witness when it comes to the impact of climate change. In her Peruvian community Rosaspata, high in the Andes, temperatures have been rising. "The rocks can get so hot that it hurts your feet. The harvest is unpredictable, and I'm concerned about our trees and the water." María is well respected for her knowledge of agriculture and local biodiversity. For the past four years she has participated in the Farmer Field Schools and in 2018 her community selected her as lead facilitator. "In the Farmer Field Schools, we adapt our style of farming to cope with the shifting conditions. When I go to the barter market, my maize varieties are highly valued and I can trade these for quality food."

WE DEFEAT HUNGER

FAIR AND SUSTAINABLE FOOD PRODUCTION

To address poverty and inequality in the global food chain, Oxfam works on both sides of the supply chain: we campaign with supermarkets worldwide and we support small-scale producers and workers in developing countries. In June 2018 we launched Behind the Barcodes, urging supermarkets to improve the precarious working conditions in, amongst other areas, the shrimp supply chains in Indonesia and Thailand. Meanwhile, Oxfam works with all actors in the South East Asian seafood supply chain to make smallholders' business models more sustainable and gender equitable. We use these examples to demonstrate how change can happen and to advocate for improvements throughout the supply chain.

Targeting supermarkets and seafood industries

So this is what Oxfam's multi-faceted approach to the private sector looks like: we simultaneously advocate and campaign for systemic changes in agricultural value chains, and seek practical solutions on the ground. Behind

the Barcodes targeted five supermarkets in the Netherlands, and had great success with the two largest retailers: Albert Heijn and Jumbo. We used a [global scorecard](#) to engage the public and we exposed the appalling working conditions of shrimp processors in a [report](#) that was widely picked up by the media.



Oxfam Novib



DONORS INVOLVED

**DUTCH MINISTRY
OF FOREIGN AFFAIRS,
SIDA**

PERSONAL STORY

HUYNH DRIVES THE MOTORBIKE

Huynh Thi Ly (49) is a member of a shrimp-producing cooperative whose members were trained by Oxfam to achieve ASC certification. Oxfam supports them to improve social and working conditions, and women's roles in particular. "In the past my husband took care of everything, I didn't know anything about shrimp-

farming techniques. But since joining the training, I've worked with my husband. We discuss things like which feed to give to the shrimps and how to clean the pond water. Thanks to the training, we have reduced our costs and the shrimps grew so big that we sold them at a very good price. I am most proud of the fact that I dared to try to drive our motorbike. I feel so energetic when I drive the Honda! Now I can go wherever I want without depending on my husband."

Following the campaign's public pressure, Albert Heijn and Jumbo published new human rights policies in February and April 2019 respectively, including significant commitments in line with Oxfam's recommendations. Both retailers will set up due diligence processes in line with the UN Guiding Principles on Business and Human Rights. Albert Heijn will perform six, and Jumbo three, human rights assessments per year; for their private label products the supermarkets will publish information about their suppliers. It is now key that they implement these significant policy steps – and Oxfam will monitor this closely.

In Indonesia, Thailand, and Vietnam, our GRAISEA program both supports small-scale shrimp producers and creates an enabling environment for them to thrive.

In 2018/19 Oxfam's activities led to a Thai NGO alliance that addresses forced labor and modern slavery in the country's seafood sector, and advocates for improvements by both government and industry. Moreover, we sparked a series of improvement processes in the standards and tools of the Aquaculture Stewardship Council (ASC). The ASC is an important certification initiative, but it urgently needs to improve its social criteria around areas including fair contracts, gender equality, and decent labor rights. Last but not least, the experiences of GRAISEA and our Behind the Barcodes scorecard have been included in the World Benchmarking Alliance Seafood Stewardship Index, which is currently in development. This index will compare the sustainability performance of the 30 largest global seafood companies.

WE DEFEAT HUNGER

SECURING COMMUNITY LAND RIGHTS

Land rights can be a great tool for enhancing equality in societies. If governments and companies ensure and respect the land rights of smallholder farmers, women, and indigenous peoples, they enable them to earn a decent livelihood, take care of the land and produce our food. Unfortunately, unscrupulous companies and corrupt politicians are disputing, ignoring and violating these land rights at an increasing pace.

For over two decades Oxfam has been supporting communities to secure their land rights – especially those of indigenous peoples and women. We have gradually expanded this fight to the national and global level, successfully advocating for the inclusion of land rights commitments in policies, standards, and roundtables. Now we must ensure that these will be implemented, and strengthen the calls of local communities for fair, equitable access and control of land.

Grassroots women fight for their land rights

The Land Rights Now! campaign stands up for the land rights of the 2.5 billion people around the world who depend on collectively-held land and resources. Oxfam coordinates this alliance of more than 800 organizations and communities worldwide. One example of our

successful mobilization of international support is the Land Rights Act in Liberia, which recognizes the customary land rights of three million people. Our campaign launched in March 2018 with a global petition and extensive social media campaign that reached 3.5 million people. In September 2018 the Land Rights Act was signed into law.




DONORS INVOLVED
**SIDA, EUROPEAN UNION,
INTERNATIONAL LAND COALITION, DUTCH
MINISTRY OF FOREIGN AFFAIRS**

Women’s land rights are increasingly acknowledged in global frameworks such as the Sustainable Development Goals – an important recognition of women’s crucial role in sustainable land use and food production. But in practice, even where women enjoy legal land rights, these are often limited by social factors and low enforcement. Oxfam stands behind the women who take risks to claim land rights for their families and societies; we bolster female leaders and support their advocacy with data and evidence. In 2018 we brought these women together at two unique learning events in Kenya and Myanmar.

In Kenya, the inspiring event marked the end of the action research program ‘Scaling up women’s land rights in Africa’, which aimed to leverage the power of grassroots women’s solutions. Oxfam and five other NGOs shone the spotlight on rural women’s initiatives to solve land rights issues in various ways, such as by the women entering into dialogue with (traditional) leaders and engaging male champions. In November 2018 in Myanmar, our Women’s Land Rights Learning Journey brought together 28 women from 15 countries. During a sometimes emotional event, they exchanged experiences and strategies, showed their resilience and boldness, and built solidarity in their shared struggle to access and control land.

PERSONAL STORY

DAW SECURES HER COMMUNITY’S LAND RIGHTS

Daw Rebecca (55) is a tract administrator in her village Kho Lan in Myanmar. She was elected in 2011, despite the resistance of her male predecessor who asked if there really were no men to lead the village. But in contrast to most villagers, Daw speaks Burmese – and this turned out to

be crucial in negotiations with officials. “In 2010 the military grabbed all our community land to build a military camp. Our cemetery was simply bulldozed.” Now that democracy has returned, Daw is making use of her slightly improved position. “In 2016 a rich man claimed the cemetery land. I refused and wrote a letter with the help of my administrator colleagues. This way, I managed to secure the cemetery land for our community.”

WE CREATE OPPORTUNITY

EMPOWER YOUTH FOR WORK

Oxfam Novib supports youth around the world to overcome the multiple challenges they face, varying from youth unemployment and low-quality education to a lack of influence in policies and practices that determine their lives. Empower Youth for Work (EYW) enables young people, especially young women, in climate-affected rural areas of Pakistan, Bangladesh, Indonesia, and Ethiopia to be confident and skillful in finding or creating jobs. Oxfam Novib works with a wide range of stakeholders, including youth, governments, and the private sector; we include youth on all levels of program development and implementation. We promote climate-friendly practices and support youth communities to adapt to climate change. We have reached more than 50,000 young people to date.

Enabling the environment for young women

In a holistic approach, EYW tackles the different issues that impact young people's employment choices, such as gender-based discrimination, sexual reproductive health, and quality education. We train youth not only in technical skills but also in soft skills. In Ethiopia, we focus on changing the social norms around gender-based violence,

sexual and reproductive health rights (SRHR), and unpaid care work. Our social norms research found that in this country, 90% of people believe that women should take care of the – very labor-intensive – household and children, while men should earn the family income. Since girls are expected to support their mothers, they often fail to finish their schooling and have little or no opportunity to learn or practice a profession.



Photos: Petterik Wiggers



EYW Ethiopia increased young women's job prospects in various ways, including by training youth both in business skills and on fairer division of roles within the household. In 2018/19 EYW Ethiopia trained 3,390 young people (almost 50% of them women) and prepared 358 young people (263 women) for – or linked them to – new jobs. In addition, 3,550 young people (2,096 women) have benefited from EYW Ethiopia's business skills support and show improved business management and profitability skills. Around 185 new and existing youth group businesses were identified, organized, and strengthened,

ranging from cattle fattening and grain trade to beekeeping and potable water trucking.

In the Oromia and Somali regions of Ethiopia, we aimed to reduce the time that women spent on unpaid care work from 11 to 8 hours. We chose to work directly with communities and schools, and influence them through the use of mass media. Our partners led community conversations twice a month, involving married couples, where they provided information and

worked with role models. The issues they addressed were gender-based violence, SRHR, unpaid care work, and climate-smart businesses. Younger target groups were engaged through radio shows, circus and music shows in schools, and via mass media, stressing the benefits for the whole family of a more equal share of tasks. In January 2019, a midline report showed that our efforts were bearing fruit: approval for gendered division of paid and unpaid care work had clearly decreased in the targeted communities.

PERSONAL STORY

SIX YOUNG WOMEN START A BUSINESS

Fatuma is a 27-year-old mother of four children. "In 2013, a broker promised me a good job with a rich family in Saudi Arabia. But instead I was exploited as a domestic worker. When I returned to my family, I had to pay a fine and leave all my belongings behind. So I urgently needed an income." EYW partner RCWDO supported Fatuma and five other young women to start a company specialized in cattle fattening. RCWDO helped them to write a business plan, and the women succeeded in getting a loan. "We have already bought, fattened, and sold the first batch of ten oxen. Now I plan to save some money to buy a bus and start my own public transport company. Public transport is essential for the welfare of our community."

PERSONAL STORY

SCHOOL DROPOUT GETS ON HIS FEET AGAIN

Kediro (25) has been married to Amanee (28) for 10 years. They had to marry when Amanee became pregnant. "I was a good student, but eventually I dropped out to work and provide money for my family." Kediro signed up for the EYW program. Together with his two sisters he now works the family's land. "The program gives me hope for the future and my relationship with Amanee has improved. I have learned to share responsibilities in decision-making and budgeting with her. Now I support her with the housework and caring for the family." Amanee is also happy with the changes; she is convinced that her daughters will finish school.

WE CREATE OPPORTUNITY

SMALL
ENTERPRISES,
BIG IMPACT

Small and medium-sized enterprises (SMEs) potentially are great allies in Oxfam Novib’s fight against poverty and inequality. Impact-driven SMEs with a sound business model provide income and employment for communities and suppliers, while their products and services benefit low-income consumers and the environment. That’s why Oxfam Novib and local partners support these innovative businesses and engaged entrepreneurs with group trainings, tailored consultancy, and access to finance. One of the investment funds we connect them to is our key partner Triple I. We run our Impact SME Development Programme in six countries, and offer similar support to businesses in five MENA countries.

Unleashing Uganda’s growth potential

Uganda has hundreds of small and growing businesses with exciting growth potential. These SMEs could help solve societal and environmental problems such as malnourishment, access to clean water, and higher production levels for smallholder farmers. However, they often lack adequate business skills and cannot afford to hire additional talent or raise capital to support their expansion. Oxfam

Novib and partners provide the most promising SMEs with business and impact training and one-on-one consultancy. We introduce them to investors and connect them to policymakers who can create a supportive business environment.

Uganda is one of the six countries in which Oxfam Novib supports ten impact-driven SMEs each year. After an impact investment pilot in 2014 and 2015,



Emmanuel Museruka

PERSONAL STORY

EMANU’S FISH TRADE
FIGHTS POVERTY

Emanu Georwell (34) is a passionate entrepreneur who founded Geossey. This cage fish company offers a solution to the low numbers of fish in Lake Victoria, and high levels of malnourishment in Eastern Uganda. Geossey sells fish feed and fingerling (young fish) to fish farmers and trains them in cage farming. “The fish trade is a good and easy way to fight poverty in Uganda and the easiest way to employ people, especially female entrepreneurs.” Emanu currently has 19 permanent and five casual staff, and supplies tilapia to 135 street vendors, mostly women and youth, who sell the nutritious fish to earn an income. In Oxfam Novib’s Impact SME Development Programme he learned how to expand his business; now investor Triple I is interested in providing him the capital to realize his dream.

have successfully attracted finance. Four companies in Uganda provide a shining example: their average year-on-year revenue has grown by 16 percent and their profit by 18 percent. In two to three years they created 25 jobs and increased the number of suppliers by 125 percent, which created income opportunities for

PERSONAL STORY

ENTREPRENEUR
INVESTS IN
ENTREPRENEURS

Dick Haan is a successful Dutch entrepreneur who joined Oxfam Novib’s Entrepreneurs for Entrepreneurs network after the birth of his children: “I felt even more responsible for the planet I wanted them to inherit.” In 2013 he participated in a trip to Uganda, where he was inspired by local micro- and small entrepreneurs. By the end of 2016 Dick had stepped into Triple I, which was originally founded by Oxfam Novib, as the lead investor and managing director. In July 2018 Dick visited Emanu. “Although I think Geossey needs to bring more focus to its business model, the company can have a huge impact. If we invest in Geossey, both the loss of jobs and people’s daily diets will be tackled.”

4,000 smallholder farmers. By increasing the number of successful impact-driven SMEs, Oxfam Novib strives for a catalytic effect: we want our project to inspire more businesses, impact investors, and policymakers to use SMEs as a tool for sustainable change.



followed by an innovation project in 2016 and 2017, we started the current three-year project in Uganda in June 2018. Together, the 30 SMEs employ some 600 people, source from 45,000 smallholder suppliers, and sell their products to 90,000 low-income customers. Our aim is to significantly increase these numbers by 10, 20, and 40 percent respectively.

The expected results are based on our previous pilot and innovation project. Of the more than 170 companies that we have supported since 2014, 30 percent



OUR WORK IN THE NETHERLANDS

OUR SUPPORTERS

Oxfam Novib builds a worldwide influencing network to help end poverty and inequality. This includes engaging a wide Dutch audience, which supports us in influencing the policies and practices of the Dutch Government and Dutch companies, and contributes to financing our work.

In order to engage the Dutch public in a market that has many charities and regular givers supporting multiple organizations, we need to invest in true engagement and activities that contribute to building trust with our supporters. The Haiti misconduct case and the related media attention have only made this more necessary. In 2018/19 we saw a 6.9% decline in the number of individual supporters (from 330,704 to 308,017), partly due to people canceling their regular gifts, and to a temporary stop of all our fundraising activities in the 'Haiti' aftermath. Nonetheless, the vast majority of our supporters have stayed with us, and ongoing donor research shows that trust and individual supporter satisfaction improved again during the year.

Our public engagement inspires existing and new supporters by demonstrating the progress and successes of our work. In our offline and online donor engagement materials we share compelling stories of the people we meet and support in our work, their challenges of injustice, and the changes we are able to bring thanks to our supporters.

To inform both our supporters and a wider audience, we ran a multi-channel brand campaign from November 2018 to February 2019. Our commercial was broadcast on three major national TV channels, reaching almost 4,215,000 people. Our Facebook and Instagram ads and YouTube pre-rolls were viewed by another 2,985,000 people.

In 2018/19 we continued to develop issue-based public campaigns such as Behind the Barcodes (see page 32), Stop Tax Avoidance, and our fair climate petition, in order to inform and inspire supporters and potential supporters. We invite them to view and share our content and their opinions and to take action. When a video featuring Rutger Bregman addressing the issue of billionaire tax avoidance went viral after Davos at the end of January 2019,

we used the momentum to launch our petition to "End the Netherlands as Tax Haven", which gathered 70,000 signatures within 3.5 months. Following an earthquake and tsunami that hit the Indonesian island of Sulawesi, the Dutch audience generously donated €15,580,597 to the National Giro 555 Action, organized by Oxfam Novib and 10 other relief agencies (see page 24).

Online media presence

In 2018/19 Oxfam Novib reaped the benefits of previous investments in its infrastructure for improved digital supporter journeys, including a new email and data system. We managed to increase the frequency of contact moments with our campaign supporters and to communicate our campaign results more systematically. The number of website visitors increased by 2.5%, from 474,499 to 486,122, mainly due to our successful and popular blogs; "How do I purchase sustainably-made clothes?" was by far the most popular blog post. When Facebook made rigorous changes to its algorithm in 2018, making it harder to reach our followers through non-promoted posts, we successfully switched to a new strategy. We created content

specifically tailored to and designed for social media, and promoted it through Facebook campaigns. One good example of this successful strategy is the abovementioned video, in which Rutger Bregman and Oxfam International Executive Director Winnie Byanyima discuss 'things that matter', shortly after the release of our Inequality report at Davos.

Connecting with our individual supporters

Our investment in realizing an increased number of contact moments with our individual supporters resulted in three additional donor events reaching our entire supporter base. In addition, we organized five small-scale regional events in Utrecht, Den Bosch, Amsterdam, The Hague, and Groningen. At each event, on average attended by 150 donors, we engaged attendees in a thematic program consisting of an exhibition or documentary combined with a lecture or presentation. Given the positive response, we will definitely continue to organize and finetune these regional events. Following the Haiti misconduct case we committed to updating our supporters on the steps taken with regard to safeguarding. We reported on this

subject regularly in our supporters' magazines, email newsletters, a dedicated mailing to our existing and former individual supporters, and an inhouse event for which we invited donors to visit our office. In 2018/19 Oxfam Novib handled a total of 57,450 inbound customer contacts in the form of 24,229 emails, 25,452 phone calls, and 7,769 letters. The reasons for contacting us ranged from administrative requests to questions about our work, and from complaints to proposals for cooperation. These contacts are a valuable source of information on what moves our supporters and we aim to handle them all to their full satisfaction.

Legacies and bequests

In 2018/19 we reached thousands of individual supporters with our legacy campaign to highlight the possibilities – and benefits – of leaving a gift to further Oxfam Novib's work. We published items in our supporters' magazine, purchased Facebook ads, and held meetups with our experts at donor events. We visited some individual supporters at home, at their request. All of these activities led to more than 20 new pledges; these add to the 48 legacy gifts we received this fiscal year as a result of previous pledges. We are immensely grateful for these important commitments to supporting our work.

Major donors and private donations

In 2018/19 several major donors, private foundations (including family foundations), and special contacts increased their funding of our work, which we greatly appreciate. In addition to our supporters' magazine and email newsletters, we make regular personal visits to these important givers. We also organized some special events, such as a special night at the International Documentary Festival Amsterdam (IDFA) where we screened a selection of documentaries, a lunch event in The Hague, and several regional events.

Entrepreneurs for Entrepreneurs

Oxfam Novib holds a longstanding and engaged Entrepreneurs for Entrepreneurs network listing more than 550 Dutch entrepreneurs. Together they form the largest and most inspiring corporate social responsibility network for small and medium-sized enterprises (SMEs) in the Netherlands, supporting microfinance and SME development worldwide. In 2018/19 this network worked hard to add more value for its Dutch entrepreneur supporters, by helping them to contribute to the Sustainable Development Goals (SDGs). We introduced the SDGs, or Global Goals, as a lens for SMEs to look at their own organizations, offering an introductory workshop (Dreamcatchers), inspirational dinners, and the Entrepreneurs for the Goals Community. During events like IDFA on Tour and the Oxfam Meetup we arranged a workshop for Dutch entrepreneurs to connect the SDGs to their own businesses. In addition, we ran our four-day SDG Challengers course with the first two companies to help them redesign their businesses.

MEDIA

In 2018/19 Oxfam Novib received wide coverage on topics related to inequality, tax, and humanitarian crises, such as in Yemen, the Rohingyas in Bangladesh, and the ongoing dramatic situation for migrants in Greece and the Mediterranean. After Cyclone Idai raged over vast areas of Mozambique, Zimbabwe, and Malawi, Oxfam Novib's media team assumed the leadership of Oxfam's global media work on the Idai response. This resulted in dozens of references in international media. We increased the visibility of Oxfam's humanitarian work by pitching a dozen radio interviews with our humanitarian team members.

In Behind the Barcodes, Oxfam Novib secured extensive media exposure, increasing pressure on supermarkets to act and thus contributing to the success of this campaign. The same was true of

our ongoing extensive publications in the media about the Fair Finance coalition; public campaigning and media coverage about poor performance in corporate social responsibility once again proved a powerful tool for influencing corporate policies.

Despite substantial coverage of our work and wide recognition of our expertise amongst journalists, Oxfam Novib's reputation experienced a serious challenge following the Haiti misconduct case. Ever since the story dominated the news in early 2018, Oxfam Novib has pursued an approach of transparency on issues related to misconduct. We reported the findings of extensive investigations into safeguarding policies and practices, as well as the steps taken to address the problems. As in other years, media contacts are updated on Oxfam Novib issues in our two-weekly Media Alert.

POLICY INFLUENCING AND ADVOCACY

Oxfam Novib engaged both decisionmakers and supporters in a wide range of subjects related to Dutch development policy. Based on advice from Oxfam Novib and other NGOs on how to strengthen civil society worldwide, the Dutch Parliament adopted a motion that led to Dutch support for an EU Early Warning System on shrinking civic space. In April 2018 and March 2019, we invited local Yemeni humanitarian organizations to The Hague. The Yemeni aid workers shared their information and perspectives with policymakers, the media, and politicians, resulting in parliamentary questions, expert sessions, and various media interviews. Following the visit to Yemen made by the head of our humanitarian team and a case study in the [Fair Insurance Guide](#), we published an opinion article in the Dutch quality newspaper NRC calling for a stop to both the arms trade with Saudi Arabia and investment therein. As a result, Members of Parliament asked questions and in February 2019

the Minister for Foreign Trade and Development Cooperation, Sigrid Kaag, discussed the controversial arms trade with insurance companies. Since 2016 Oxfam Novib has campaigned for a reform of the Dutch Ministry of Finance's widely disputed tax rulings with multinationals, which encourage aggressive tax avoidance and deprive developing countries of much-needed tax revenues. We also contributed to the Dutch Tax Justice Network's efforts to prevent the dividend tax being abolished. In October 2018, public and parliamentary pressure led to a withdrawal of the government's dividend tax plans (although these were unfortunately replaced by lowered corporate tax rates), and one month later the Finance Ministry announced several restrictions on tax rulings. An unexpected but much welcomed success was the decision made by the Ministry of Foreign Affairs to maintain the ODA budget of €340 million for food security, for which Oxfam Novib had intensively lobbied both government and Parliament.



Adrian Mulya



Petterik Wiggers

OUR PARTNERS

INSTITUTIONAL DONORS

Oxfam Novib is tremendously grateful to our donors and partners for working with us to fight poverty and injustice. With their partnership and support, we are able to develop and implement programs on key issues such as fair taxation, civic space, humanitarian aid, peacebuilding, gender equity, youth employment, and a fair and sustainable food system.

In 2018/19 we successfully raised a total of €122 million. The Dutch Government remains an important partner, although it was not our biggest donor in the past fiscal year. We have reinforced our partnership with the Dutch Embassies network, with which we aim to develop new projects during the next financial year.

In 2018 our enduring partnership with IKEA Foundation materialized in the form of a new €3.5 million grant for the second phase of Empowering Local and National Humanitarian Actors. IKEA Foundation also funds our successful five-year program Empower Youth for Work (see page 36). A significant sum for humanitarian interventions has been raised with and for the Dutch Relief Alliance: €18.4 million.

Oxfam Novib is proud of its constantly-growing partnership with the European Union, which funds both development projects – such as the second phase of Promoting Durable Peace and Development in Kachin (Myanmar, €12 million) – and humanitarian projects in Somalia, Occupied Palestinian Territory and Israel, and Niger. In 2018/19 Oxfam Novib recorded its highest EU fundraising figure of recent years, with €33.7 million awarded directly and indirectly, representing 27% of institutional funding raised.

Our partnership with the Swedish Government remains solid and we are particularly proud of the signing of phase II of Seeds/GROW for the next four years. This combined project, which covers our work on

the Sowing Diversity=Harvesting Security (SD=HS) program and the GROW campaign, will be funded with about €18 million.

Oxfam Novib remains committed to the fundraising efforts of the Oxfam confederation; we collaborate with other Oxfam affiliates in fundraising from their back donors, in order to increase income for our programs. In 2018/19, 35% of our income originated from Oxfam family back donors. Funding from United Nations programs and specialized agencies, such as IFAD for food security, and UNICEF, OCHA, and UNHCR, remained relatively stable in 2018/19: 2.7% of our income from institutional funding.

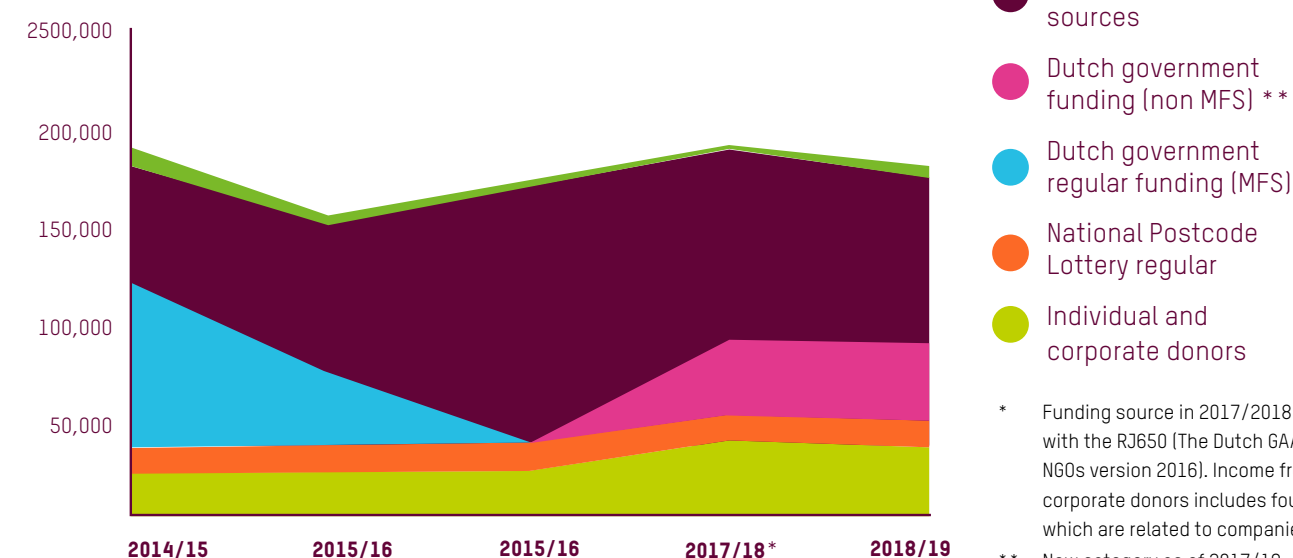
PRIVATE FUNDS AND CORPORATE DONORS

The Dutch Postcode Lottery has been one of our most loyal donors, granting us another €13.5 million of core funding in 2018. Oxfam Novib and Free Press Unlimited's investigative journalism project 'Money Trail', which is supported by an additional grant from the Dutch Postcode Lottery, is running to all parties' satisfaction. We also highly value our partnership with

Adessium Foundation, which is supporting a campaign for a fair tax system in Europe with €425,000 for 2.5 years until 2019. Thanks to our long-term partnership with the Hans Geveling Third World Foundation, we can continue our support of small-scale farmers in Africa as well as our Oxfam Novib Fund. We are also very grateful for the support of Soroptimist Club International and Books4Life, both of which support our project 'Marriage: No Child's Play' fighting child marriage in Pakistan.

Oxfam Novib engages companies to positively contribute to poverty reduction in the countries in which they operate. Companies have the ability to impact their employees, customers, suppliers, the wider community, and the environment. We are grateful for the support of the GSRD Foundation, which supports medium-sized entrepreneurs in Vietnam. SanoRice is a highly appreciated partner of our project Gender Transformative and Responsible Agribusiness Investments in South East Asia (GRAISEA). *100%NL Magazine* offers Oxfam Novib free publicity in its magazine and online channels, plus access to its business partners through network meetings and direct connections.

REVENUE BY FUNDING SOURCE 2014/15-2018/19





Kimlong Meng

MEASURING AND LEARNING

Guaranteeing the quality of our interventions is an essential aspect of Oxfam Novib’s efforts to enable a just world, without poverty. Consequently, measuring our impact and ensuring systematic learning from successes and failures are key components of our work.

Oxfam Novib works closely with country offices, partners, and civil society organizations to achieve a lasting impact. We empower these parties by developing capacities, measuring results, ensuring mutual learning, and helping to test innovations that can improve the effectiveness of our joint work.

We believe that positive results can be triggered by inclusive and collaborative decision-making and programming. Contributions from country office staff, donors, partners, and supporters strengthen our actions. We invest in academic partnerships for the same reason, and through our Oxfam Novib Academy internship program we provide valuable professional experience to, and knowledge exchange with, students from diverse backgrounds.

Oxfam Novib is accountable for enabling impactful changes through its work. Our learning is founded on openness to self-reflection and transparency. We publish our results and share our knowledge via our [Impact Measurement and Knowledge](#) and [Policy and Practice](#) webpages, as well as in [Atlas](#), our project information browser. We also organize [expert meetings](#) to engage with external audiences and exchange knowledge.

IMPACT MEASUREMENT

[Impact measurement](#) optimizes the evidence-based design of campaigns and programs, charting the effects these have on people’s lives. Oxfam collects evidence throughout the project cycle and ensures

that people’s voices are heard by asking them about their lives, views, ambitions, and capabilities. New insights, derived from impact measurement on what works and what doesn’t, enable adaptive management and are used to steer program strategies. But understanding changes in people’s lives is not something Oxfam can do alone; the active involvement of local partners is pivotal to the validation and uptake of findings.

In 2018/19 we assessed Oxfam’s contribution to improved life conditions for the people we work for and with, for example through our project Empower Youth for Work in Ethiopia (see page 36). Qualitative research was codesigned with partners and young people, to measure youth groups’ impact on young people’s socioeconomic development and skills. Our research confirmed the important role youth groups play in building individuals’ technical and soft skills. We also found that the youth groups’ enterprises had started to make a profit, and that individuals and their families were benefiting from their newly-acquired incomes. The large number of participants who had started to diversify their businesses illustrates a developing entrepreneurial mindset. In addition,

young entrepreneurs’ communities appeared to be more supportive towards youth. These research findings help the project to decide which areas to scale up.

Additionally, we conducted a quantitative survey covering all project activities, including those related to youth groups. The survey findings largely confirm that the project is succeeding in supporting Ethiopian rural youth to build the skills that will increase their employment opportunities. Although youth employment has not measurably increased, a positive trend is visible. Confirming the qualitative research outcomes, community members were more positive about youth employment. However, this was mainly when it concerned young men, who are still perceived as breadwinners. This finding prompted the project to emphasize the acceptability of female youth employment in future interventions. The organizers learned that the project’s strength lies in the combination of interventions, and that linking successful project activities to existing government initiatives helps to strategically scale up the outreach and impact.

CAPACITY BUILDING

Oxfam’s worldwide influencing network enables its Program Quality Support (PQS) team to expand its reach beyond the ‘traditional’ capacity-building role, assuming a convening and brokering role. The team connects different actors, facilitates collective efforts, and enables opportunities for mutual learning. In 2018/19 we contributed to expanding a strong and vibrant network and supported the program quality of 22 country offices and 109 civil society organizations in one or more of the following areas: partnerships, program development and implementation, influencing (including public and digital campaigning), and monitoring and evaluation.

Examples include our support to Oxfam’s country office in Pakistan, and to the Tax Justice Coalition and the Fight Inequality Alliance, which together involve 56 Pakistani civil society organizations. This work is part of our Strategic Partnership with the Dutch Ministry of Foreign Affairs (see page 16). Oxfam contributed to enhancing their digital campaign skills by cocreating a comprehensive digital public mobilization strategy for the Ain Illaj campaign. This campaign aims to influence urban middle-class youth in ten Punjabi districts to demand better public health care services.

In the short term, Oxfam’s capacity development initiative contributed to improving the quality and effectiveness of the campaign’s digital strategy, and to developing online and offline materials to support the upcoming campaign launch. These include a campaign microsite, new social media channels, and an SMS call to action. In the long term, the coalition and the alliance, together with Oxfam and partners, are now better equipped to include digital campaigning as part of their influencing strategy. They are also more capable of continuing their advocacy work with the government, and amplifying the issue to a wider audience in order to address health care inequalities in Pakistan.

INNOVATION

As Oxfam, we see that the world is changing at an unprecedented rate. New technologies are disrupting existing ways of working; climate change is placing increasing pressure on poor people; the gap between rich and poor is growing. In order to be able to adapt and respond to these ever-evolving challenges, we need to cultivate an environment where innovative solutions can flourish. One way we do this is through Oxfam Novib’s Innovation Fund. This year we invested €400,000 to test and pilot new ideas from staff in several country offices.

We believe blockchain technology can be applied as an effective and efficient innovation to existing social certification systems. In Cambodia, we have tested and found that public blockchain can be used to ensure that rice farmers are being paid correctly and in a timely manner. Using an app, people who purchase the rice (in the form of rice crackers) will be able to track where it has come from, and verify whether the farmers were paid correctly based on the data those farmers have entered into the system. We expect this innovation will enable Cambodian farmers to earn a decent income, and thus not be forced to relocate to the city.

As with any innovation project there have been hiccups along the way. For example, farmers were not very accurate when entering their data into the blockchain platform. If upscaled to a commercially viable level, this aspect must be automated. We also learned that validating data on payments made to farmers through a Cambodian bank is far from straightforward. Reflecting our commitment to knowledge sharing and learning, the project is entirely open source and other organizations and companies are free to replicate our platform in their own contexts.

OXFAM NOVIB ACADEMY

Since 2015 the Oxfam Novib Academy has provided over 110 [internship opportunities](#) enabling students to make concrete contributions to Oxfam Novib’s work to defeat poverty. Interns are assigned a mentor, receive peer support, and attend workshops on topics that enhance their knowledge and skills. In 2018/19, 28 interns contributed to more than ten projects and campaigns, addressing issues such as gender justice and food security. They blogged on topics such as [Climate Change](#) and [Living Income](#). The interns’ expertise and enthusiasm are critical to fulfilling our ambition of building a bridge between academia and practitioners.

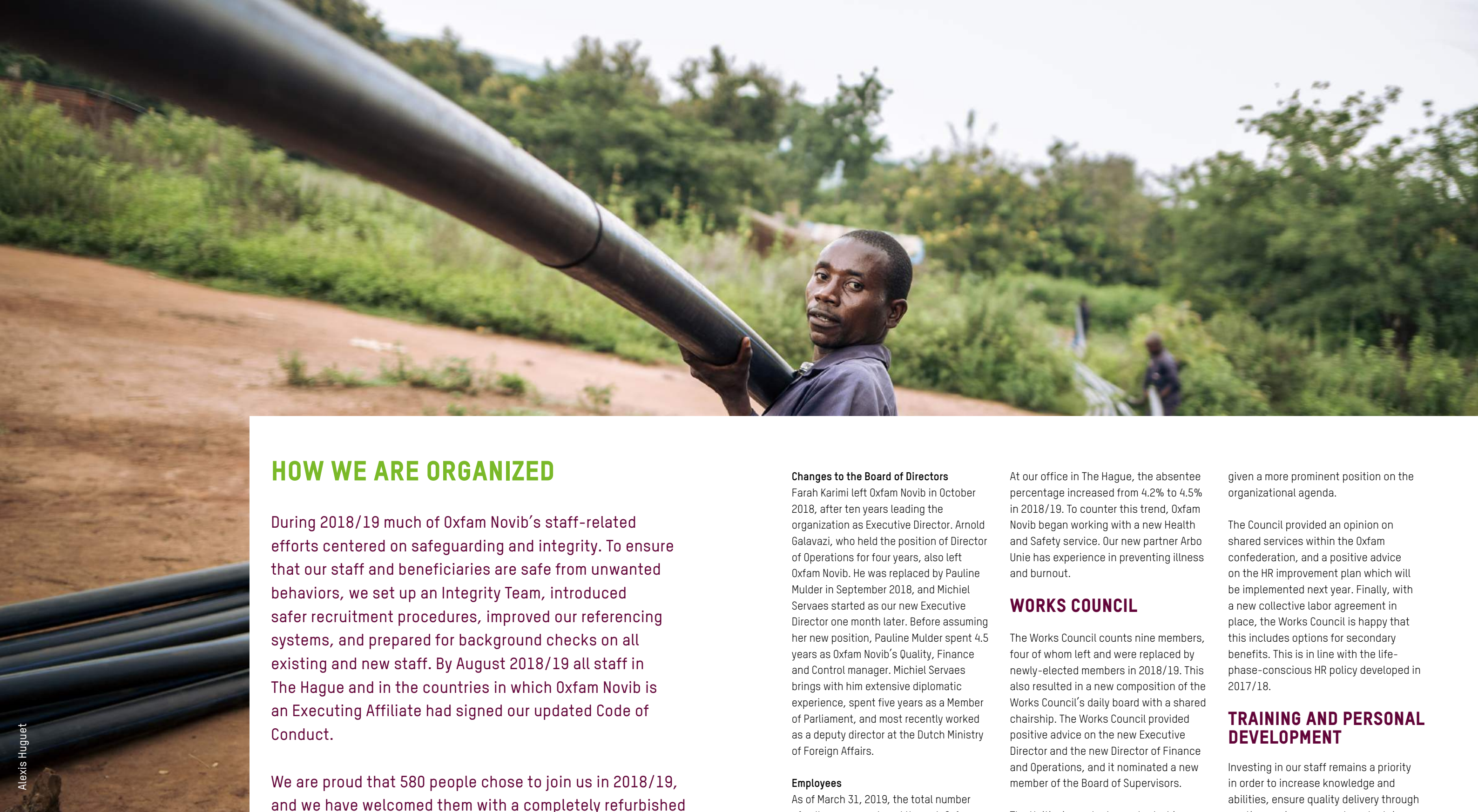
Gigi Ong-Alok is one of the research interns who entered the Oxfam Novib Academy in 2018/19, joining our civic space team and our knowledge hub on governance & active citizenship. Gigi: “I wanted to be part of an organization that recognizes the importance of people’s voices in combating injustices and inequality. I hoped to join a larger movement that believes in the transformative power of critical and engaged communities that hold governments and private businesses accountable. This internship made me look at broad concepts in tangible ways, such as ‘How to work on civic space in crisis-affected countries?’”

Among other tasks, Gigi researched the use and importance of social media in activism by youth movements in the Occupied Palestinian Territory, and the restrictions they face when expressing opinions online. “It is refreshing to see an organization that listens to a variety of voices, young voices especially, and has a lot of reflection and integrity when working with partners. I enjoyed being a part of the academy, surrounded by young and diverse fresh minds, regularly exchanging experiences and challenging one another.”



OUR ORGANIZATION





HOW WE ARE ORGANIZED

During 2018/19 much of Oxfam Novib's staff-related efforts centered on safeguarding and integrity. To ensure that our staff and beneficiaries are safe from unwanted behaviors, we set up an Integrity Team, introduced safer recruitment procedures, improved our referencing systems, and prepared for background checks on all existing and new staff. By August 2018/19 all staff in The Hague and in the countries in which Oxfam Novib is an Executing Affiliate had signed our updated Code of Conduct.

We are proud that 580 people chose to join us in 2018/19, and we have welcomed them with a completely refurbished induction program. Based on this number of new hires and the response to our vacancies, we conclude that Oxfam Novib has positioned itself as an attractive employer in the NGO sector.

Changes to the Board of Directors

Farah Karimi left Oxfam Novib in October 2018, after ten years leading the organization as Executive Director. Arnold Galavazi, who held the position of Director of Operations for four years, also left Oxfam Novib. He was replaced by Pauline Mulder in September 2018, and Michiel Servaes started as our new Executive Director one month later. Before assuming her new position, Pauline Mulder spent 4.5 years as Oxfam Novib's Quality, Finance and Control manager. Michiel Servaes brings with him extensive diplomatic experience, spent five years as a Member of Parliament, and most recently worked as a deputy director at the Dutch Ministry of Foreign Affairs.

Employees

As of March 31, 2019, the total number of colleagues employed through Oxfam Novib's office in The Hague was 367 (63% women), of whom 325 (301 FTE) were based in The Hague. In the countries where Oxfam Novib is an Executing Affiliate, another 894 people (45% women) are employed, with Vietnam, Uganda, and Afghanistan being the largest offices. Our employees represent 85 different nationalities, with 30% coming from countries outside Europe.

At our office in The Hague, the absentee percentage increased from 4.2% to 4.5% in 2018/19. To counter this trend, Oxfam Novib began working with a new Health and Safety service. Our new partner Arbo Unie has experience in preventing illness and burnout.

WORKS COUNCIL

The Works Council counts nine members, four of whom left and were replaced by newly-elected members in 2018/19. This also resulted in a new composition of the Works Council's daily board with a shared chairship. The Works Council provided positive advice on the new Executive Director and the new Director of Finance and Operations, and it nominated a new member of the Board of Supervisors.

The Haiti misconduct case had a big impact on our personnel. The Works Council ensured that the organization remained people-centered, despite difficult decisions in the aftermath of the crisis. Moreover, it supported and reflected staff's perspectives in initiatives to improve integrity and safeguarding within Oxfam Novib. Issues such as a safe working environment, long-term sick leave, and workload were

given a more prominent position on the organizational agenda.

The Council provided an opinion on shared services within the Oxfam confederation, and a positive advice on the HR improvement plan which will be implemented next year. Finally, with a new collective labor agreement in place, the Works Council is happy that this includes options for secondary benefits. This is in line with the life-phase-conscious HR policy developed in 2017/18.

TRAINING AND PERSONAL DEVELOPMENT

Investing in our staff remains a priority in order to increase knowledge and abilities, ensure quality delivery through continuous improvement, and retain staff who perform well. In 2018/19 we switched from an induction day to an induction week for new colleagues. On their first day new hires have breakfast with the Board of Directors, and then go on to have a full week of meetings with all units so that they can get to know all aspects of the organization. To further support staff, we implemented an Oxfam-wide learning platform and

ensured its compliance with the new General Data Protection Regulation (GDPR). The platform is seeing frequent use. We promoted the (mandatory and recommended) training sessions that Oxfam Novib offers its employees, advised staff on their training requests, and made it easier for them to access the dedicated training budget. Managers in particular were enabled to receive coaching or quick knowledge updates for themselves or their teams. In 2018/19 179 staff members made use of the training opportunities, including 31 colleagues from country offices.

DIGITALIZING HR IN COUNTRY OFFICES

Our online HR self-service tool SuccessFactors has been implemented in twelve out of fourteen countries in which Oxfam Novib is an Executing Affiliate; the remaining two will follow next year. SuccessFactors includes modules on recruitment, employee central (staff database), and reporting (standardized management information). We started the rollout of an additional time-off module for leave registration, and improved the on- and offboarding processes.

GLOBAL SECURITY TEAM

Oxfam’s Global Security Team successfully created and implemented OSIRIS, our security incidents reporting information system, which includes automatic security alerts and a security contact database. The team also rolled out THOR, Oxfam’s regular security reporting, and improved compliance through the creation of country and regional narrative formats for security reporting and a quarterly security audit tool. We organized several regional security events in regions including the Middle East and Northern Africa, West Africa and Asia.

In addition, the global team produced a security induction video, launched the crisis management protocol, and conducted crisis management training sessions in several country offices. In 2018/19 we also reviewed, updated

and approved confederation-wide Minimum and Mandatory Security Training Requirements.

SHARED SERVICES TOWARDS ONE OXFAM

In the global HR directors’ forum, Oxfam Novib supported the approval process for a new global rewards program that aims to harmonize the rewards and benefits of all staff across the confederation. We also contributed to a new global referencing process that is compliant with the GDPR. As part of this process, all Oxfam affiliates must verify the safeguarding record of any employee of another affiliate whom they wish to employ.

LOOKING AHEAD

Early in the new fiscal year the HR department will be undergoing a major restructuring operation. Our aim is to improve the quality and efficiency of our services, and our alignment with Oxfam International HR processes. All HR positions have been redesigned, and new ones have been added to ensure the efficient handling of daily tasks and requests. We will offer new, specialized support in four key areas: reward & compensation, learning & organizational development, talent management & resourcing, and employee relations.

In 2019/20 Oxfam Novib managers will gain more oversight of their teams’ HR needs and processes. Working closely with the IT department, we will expand SuccessFactors and introduce an online ticketing system for employees’ support requests; this will also enable us to better track HR’s own performance. Based on feedback from country offices and international staff, a new international unit will provide them with more focused support. Another change in 2019/20 is that the staff bureau – consisting of the legal counsel, the lead lobbyist, and the secretary to the board – will join the HR department. The complete team will be managed by a new HR and staff bureau manager.

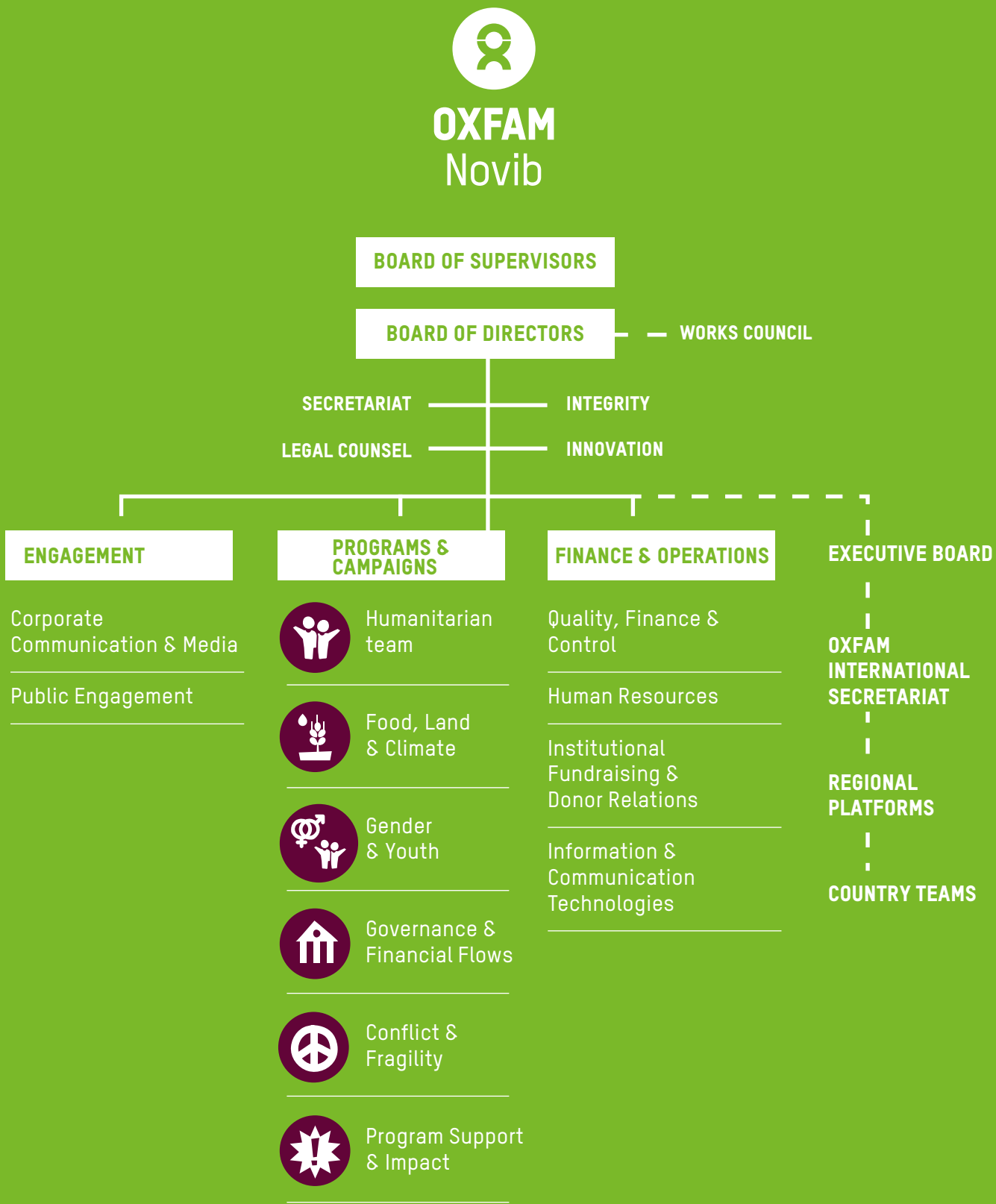
ONE OXFAM

Oxfam Novib is an affiliate of the Oxfam confederation, in which 19 likeminded organizations join forces to defeat poverty and injustice. Until September 2018 the confederation had 20 affiliates, but unfortunately Oxfam Japan had to close office because it was unable to reach the point of financial sustainability. Oxfam builds on the strengths of each affiliate to seek maximum impact and a truly global reach. Together we are active in more than 90 countries.

In accordance with the Oxfam 2020 plan, we are nearing completion of the One Oxfam initiative. This means we are becoming a stronger Oxfam, adjusting to new ways of working, with more affiliates in the global South; a confederation that is sustainable, accountable and relevant in every country in which we work. By improving our collaboration, we also enhance our efficiency, cost effectiveness, impact, and ability to influence. In each country we have a single Oxfam program strategy, program, and budget, as well as a single country team. Oxfam regional platforms, each led by an Oxfam regional director, provide strategic leadership, deliver regional impact, and facilitate connections between practitioners.

Affiliates engage with countries and regions as Partner Affiliates, providing thematic and capacity-building support as well as funding; some act as Executing Affiliates that provide back office support. In 2018/19 we moved forward with supporting organizations in Turkey and Colombia to prepare to join the confederation as new affiliates: affiliation in Turkey is planned to happen in the course of 2019. By the end of the reporting year, all regional directors had been recruited and all regional platforms were fully installed. For nearly all countries, line management responsibilities have now shifted from affiliates to Oxfam International.

OUR ORGANIZATION





Micas Mondlane

TRANSPARENCY AND ACCOUNTABILITY

CORPORATE SOCIAL RESPONSIBILITY

Oxfam Novib is striving for a just world without poverty. This includes taking measures to minimize our own environmental and social footprints. We require all suppliers to be able to show us what happens in their supply chains, and we enquire about their policies on human rights, the environment, and working conditions for their staff. Suppliers must adhere to our ethical and environmental standards and sign the Oxfam Ethical and Environmental Purchasing Policy as part of the agreement. We are also prepared to work with suppliers to improve their supply chains.

Environmental

- Almost all staff travel to the office by bike or public transport. However, as much of our work takes place abroad, members of Oxfam Novib staff need to travel overseas. Our travel policy aims to limit air miles as much as possible. We do this by organizing meetings via Skype, webinars, teleconferences, video conferencing, and by giving online training sessions to country office staff.
- When flying is unavoidable, we compensate the CO2 emissions from all flight miles booked through our travel agency. The same goes for the CO2 emitted due to the energy used at our offices in The Hague; this is compensated by contributing to specially selected sustainable energy projects in Africa, as per the Gold Standard of the Climate Neutral Group. In 2018/19 Oxfam Novib compensated 2,285 tons of CO2.
- Oxfam Novib's travel policy, and the number of flights in particular, is currently being reviewed to include more environmentally-friendly measures (for example relatively short journeys being made by land rather than air).
- We reduce our ecological footprint

by using green (wind) energy. We use certified materials as much as possible, such as FSC-certified paper, and use energy-saving LEDs when replacing lighting. We also collect our different types of waste separately (paper, compost, plastic, and other waste). Also, following a successful pilot program, Oxfam Novib uses green – mostly recycled – office supplies throughout the workplace in The Hague.

➤ For our canteen, an (outsourced) caterer provides services to our The Hague office. This company provides organic products and aims to be as circular as possible in order to reduce food waste. One of our major suppliers is 'De Verspillingsfabriek', which produces soups from food that would otherwise end up as waste. Also, our coffee grounds are used to grow mushrooms, which are then used as an ingredient in vegetarian snacks. The caterer offers seasonal products from local producers, uses fair trade products whenever possible, and offers an exclusively vegetarian menu once a week. In addition, we use only fair trade tea and coffee in our office.

Social

- Oxfam Novib procures its goods and services from local suppliers wherever possible, in order to execute our projects in a social and economically sustainable way for all parties in the regions in which Oxfam operates.
- We work together with the Schroeder social workplace for some of our (non-urgent) tasks involving the distribution and return of our postal items, online store orders, and mailings. Schroeder employs people facing disadvantages on the job market or people who seek to reintegrate, who live with disability, or are on probation.
- Oxfam Novib facilitates a healthy and safe workplace for its staff (see page 53).
- We believe in the strength of diversity and welcome employees of all ethnic backgrounds, sexual orientations, gender identities, or (dis)abilities (for more information on our HR policies, (see page 52).

FRAUD PREVENTION AND MONITORING

Oxfam Novib is committed to fighting fraud and corruption and to ensuring that we are accountable for funds entrusted

to us. This commitment falls under our wider focus on integrity and our core values: empowerment, inclusiveness, and accountability.

We continually strive to meet our organizational anti-corruption objectives and to develop tools that will enable us to deter, prevent, detect, and respond to any irregularities. These include:

- The Code of Conduct for all Oxfam employees, which outlines our standards of behavior and defines ethical values and norms.
- The Speak-Up protocol, which makes the confidential reporting mechanism accessible to all employees.
- A set of anti-corruption policies and procedures, including an anti-corruption strategy, policy, and toolkit, as well as a corruption response plan.
- A comprehensive register in which all allegations of suspected fraud are logged, monitored, analyzed, and investigated.
- Strong disciplinary procedures for perpetrators: Oxfam Novib will take all appropriate action on employees, counterparts, or suppliers who are found to have participated in acts of fraud and corruption.

During 2018/19, 23 new cases of suspected fraud were reported. 21 cases of suspected fraud were taken forward from 2017/18 and were closed during the financial year 2018/19. Out of the 23 new cases, 19 cases were closed during the financial year 2018/19. For 7 out of the 19 closed cases the findings were consistent with an act of fraud. The financial loss related to these 7 cases was estimated at €31,578, whereas the loss related to the 21 cases identified in 2017/18 and closed in 2018/19, was estimated at €721,029.

RISK MANAGEMENT

Oxfam Novib works in a complex, multilevel, and dynamic environment. It is therefore of paramount importance that we identify risks on different levels within the organization and manage them adequately. Risk management is

considered a high priority throughout the organization. Oxfam Novib has integrated risk management into all organizational levels, as well as in our relationships with our partner organizations. Additionally, all of the various risk areas are included in our top ten strategic priorities for the new year. Our risk approach is based on the risk management policy of the Oxfam confederation.

Risks at confederation level: One Oxfam
Oxfam Novib is working as One Oxfam within the Oxfam 2020 model (see page 54). This model strengthens the way that we work together on our common mission, but also brings with it an interdependency risk that requires careful management. Within the One Oxfam model, Oxfam Novib acts as Executing Affiliate in thirteen country offices, providing back office services. In the countries in which we are active only as a Partner Affiliate, other Oxfam affiliates provide these services (upon which we rely). Line management in all country offices is carried out by Oxfam International. Close cooperation within the confederation is needed in order to mitigate the risks of interdependency. In addition, risks need to be mitigated by means of a clear framework on roles and responsibilities and on how, as a confederation, we are working together to prevent risk areas from materializing and to mitigate them.

Risks at organizational level: the Risk Register
Oxfam Novib’s Risk Register identifies potential internal and external risks, classifies these risks, and defines and monitors mitigation measures. Our risk register is assessed every six months; alternately renewed and updated, on issues such as the progress of the (renewed) mitigation measures. Both the renewal and the updates are carried out in close consultation with the management team and the Board of Directors, before being submitted to the Board of Supervisors. Based on the risks mentioned in the risk registers, we determine mitigation measures which are monitored through the Balanced

Scorecard and through the update of the register itself. In some cases we create internal project teams to deal with these risks. One of Oxfam’s strategic top priorities is safeguarding the integrity of the organization. We will continue to focus on creating a ‘safe and brave’ place for all internal and external stakeholders involved. Given the increasing collaboration between Oxfam affiliates (see also page 54), we will also work together on safety and integrity for all of Oxfam worldwide.

Risks at the country level: control framework
Oxfam Novib provides a control framework for the countries in which we work as an Executing Affiliate. All of these country offices have separate risk profiles (including financial risks). Wherever and whenever needed, Oxfam Novib supports its country offices from our office in The Hague. We minimize risks by providing support and training, as well as through a solid control framework. Furthermore, all main risk areas are tested and checked regularly through our internal audit department. When audits prove that risks are not managed and mitigated well enough, we draft an action plan, provide support, and plan a follow-up.

Risks at the project and partner levels
Risks within the projects Oxfam executes are managed throughout the entire process. The Oxfam Novib Project Cycle describes our ways of working and the checks and balances we have implemented. This includes risk assessments made per project and mitigation measures in place, as well as the likelihood of the risk materializing and the impact this might have. When a (local) partner organization implements a project, a financial and governance risk assessment is carried out as part of the assessment of this partner. A uniform risk assessment method, ‘Risk Assessment Method Oxfam Novib’ (RAMON), is mandatory whenever we take on a new partner organization. This includes checks on governance and integrity within the partner organization.

In addition, an annual update of the findings is obligatory. We manage risks regarding our partners through this tool and through periodical reporting and field visits. As country offices manage the relationships with Oxfam’s local partners, potential risks are carefully managed from the country itself. Payments to partner organizations are made only when all contractual conditions have been fulfilled. The RAMON method is used within the countries in which Oxfam Novib acts as an Executing Affiliate. In the countries in which we are a Partner Affiliate, we rely on the methodology of other affiliates to cover the risk when taking on a new partner.

Risks at the personal level: security and safety
As we work in high-risk, conflict-sensitive and fragile areas, the safety of our employees is paramount. Oxfam Novib provides mandatory security training for all traveling employees, a global toolkit for security management, security briefings in-country, and constant monitoring of the security situation in designated areas. If a security situation prevents our staff working safely, our projects continue to be closely monitored from another location.

In order to ensure a safe working environment for all Oxfam Novib employees, the organization complies with an anti-bullying and anti-harassment policy in addition to the Oxfam Code of Conduct. Oxfam Novib provides in-house confidential counselors, both in The Hague and in the country offices for which we are an Executing Affiliate. In addition, (potential) violations of our code of conduct can be reported through our Speak-Up protocol, which provides a number of reporting channels; these mechanisms are available for anyone who feels the need to speak up about unwanted behavior inside or outside the workplace (see also page 62).

Risk at privacy level: GDPR and data privacy
As a rights-based organization, Oxfam Novib is committed to taking care with

the use and processing of personal data belonging to the people and organizations with which we work. People have the right of access to their personal data and the right to rectify these. The General Data Protection Regulation (GDPR) is an EU directive which replaced the previous data protection directive. The GDPR requires personal data to be processed lawfully, fairly and in a transparent manner. Oxfam Novib prepared for this legal change by launching an internal GDPR project and adopting the ten-step approach promoted by the Dutch supervisor (Autoriteit Persoonsgegevens). Following an assessment of the processing activities across the organization, we created a data processing register (one of the key requirements under the GDPR) and enforced security measures with external parties – which process personal data on behalf of Oxfam Novib – through Data Processor Agreements. We are continuously raising awareness and are building capacities on the new legislation, as well as ensuring that our websites are user-friendly and keeping our privacy statements updated.

QUALITY MANAGEMENT SYSTEM

Oxfam Novib wants to provide assurance that we deliver quality in all aspects of the organization, and therefore has a certified quality management system in place. Additionally, Oxfam Novib adheres to a variety of (quality) standards within the sector. We do our utmost to meet these standards as well as comply with our own internal quality measures on a daily basis.

The Oxfam Novib quality management system is based on the ISO 9001:2015 framework of standards (see below) and addresses a wide range of policies, procedures, and tools, both for our programmatic and for our supportive and management roles. The quality management system enables us to perform in an efficient, professional, accountable, and transparent manner. The basis of our quality management

system is described in the Oxfam Novib Quality Manual.

The planning & reporting cycle
The planning & reporting cycle is an integrated part of Oxfam Novib’s way of working and an important part of our quality management system. The planning & reporting cycle ensures that our quality objectives are expressed in a way that is as specific, measurable, attainable, realistic, and timely (SMART) as possible, and measures our performance. The planning & reporting cycle is intended to strengthen Oxfam Novib’s ambitions to be a results-oriented and continuously learning organization. Its basic principle is the Deming cycle, including the PDCA principle (Plan-Do-Check-Act), aiming to continuously learn from our experiences and results achieved.

The planning & reporting cycle is our basis for developing and making decisions on plans, progress reporting, and (annual) reporting and accounting at Oxfam Novib. It is therefore used to manage our strategic goals, provide insight into the status quo, monitor progress made, and steer our activities. Furthermore, it ensures the effectiveness of our actions and results, thus making us accountable to our internal and external stakeholders.

The tools used within the planning & reporting cycle are:

- The Oxfam strategic plan
- The Oxfam Novib (multi) annual plan
- Country operational plan
- Management letter from the Board of Directors
- The Hague units’ annual plans
- Balanced Scorecard (monitored quarterly at team and unit level)
- Financial monitoring reports
- The Annual Report and Annual Accounts, including auditor’s report
- Trend and market analysis
- IATI report
- Audit planning and reporting
- Fraud reporting
- Risk register
- Evaluation agenda
- Sensemaking reports



INTERNAL AUDITS

The internal audit team carries out internal audits across operations and activities. The annual audit plan, approved by the Board of Supervisors, is based on an overall risk profile of the organization. The Board of Directors receives reports on audits conducted, risks identified and management responses to audit findings on a regular basis, as well as an annual internal audit report.

Since January 2018, Oxfam Novib has followed an Oxfam-confederation-wide audit methodology for Oxfam in-country operations. This methodology assesses 135 key controls across nine operational areas, ranging from partner management to donor contract management. Our plan is for each country office to have one internal audit every two years. These audits include sample assessments and reviews of relationships with partner organizations.

The follow-up process ensures that the effectiveness of management responses and completion of actions are monitored and assessed, or that risks have been mitigated to an acceptable level. Part of our internal audit methodology is the control self-assessment (CSA) tool, which is performed by the management team of each country office in the years in which there is no formal internal audit. This CSA tool provides the Board of Directors with an overview of the risks that are managed well by the Oxfam country team and those where controls are weak and need reinforcement.

In 2018/19 the audit team performed audits in five countries (Cambodia, Egypt, Occupied Palestinian Territory and Israel, Tunisia, and Uganda) and conducted two follow-up audits (Mozambique and Somalia). In addition, the audit team facilitated CSAs in four countries (Afghanistan, Burundi, Niger, and Vietnam).

EXTERNAL STANDARDS

Oxfam Novib considers accountability and transparency to all stakeholders to be of paramount importance. Through certification and adherence to external standards, we aim to provide more insight into how we are organized and how we provide quality assurance regarding our standardized ways of working.

ISO 9001:2015: Oxfam Novib is measured against a quality management system standard, defined by the International Organization for Standardization (ISO) 9001. Our ISO 9001 certificate is based on the most updated framework of standards, set in 2015, which features the high-level structure as its foundation. ISO 9001 is based on a three-year (re) certification audit cycle, including annual audits. In February 2019 SGS audited Oxfam Novib for initial certification, with a positive result.

Partos 9001:2015: Oxfam Novib also complies with the Partos standard for the development cooperation sector in the Netherlands. In February 2019 we were audited against the special Partos standard (version 2018), derived from the ISO 9001:2015 framework of standards. Based on this audit, Oxfam Novib was granted the Partos certificate. Part of this Partos standard is a framework for Good Governance, established by the Cooperating Philanthropic Branch Organizations (SBF). This has replaced the former 'code Wijffels' and is governed by Goede Doelen Nederland. As a Partos member, Oxfam Novib is also committed to upholding the agreements as laid down in the Partos Code of Conduct.

Erkenningsregeling: The 'Erkenning' ('Acknowledgement') is a quality label for charities in the Netherlands. Introduced in 2016, it replaces multiple codes, guidelines, and labels within the sector. **The Centraal Bureau Fondsenwerving (CBF)** grants the associated 'Erkend Goed Doel' certificate, and carries out the annual check and a more elaborate reassessment once every three years. In March 2017 Oxfam Novib successfully

passed a reassessment and in July 2018 the annual assessment was carried out, again with positive results.

International Aid Transparency Initiative (IATI): Oxfam Novib complies with the IATI standard. Every day an updated project data set is published to the IATI registry. In addition, Oxfam Novib hosts a web-based project browser called **Atlas** through which everyone can access Oxfam Novib's IATI project records in a customer-oriented way. In 2018/19, the project records of three Oxfam affiliates were added to the three affiliates already covered in Atlas. Furthermore, Oxfam Novib was elected as a member of the IATI governing board for a two-year term starting April 2018.

By sharing project information and making our data accessible, we aim to contribute to the IATI vision. This vision entails making information that will help to achieve the Sustainable Development Goals (SDGs) available, to and for the use of many, in a transparent way and to a high standard of quality. We add value by providing insight into our work, sharing knowledge, joining forces, and comparing projects and work done by partner organizations. 2018/19 showed a positive development in the publication of data within IATI, which now includes more publishers and data with better quality. The IATI annual report can be found [here](#).

Accountable Now: Since 2014, as committed to in Oxfam's Strategic Plan 2013-2019, Oxfam has moved from individual reporting to a consolidated report on the GRI framework, covering all Oxfam affiliates. Through Oxfam International, Oxfam Novib is a member of Accountable Now, the accountability charter for the non-profit sector. Accountable Now is a cross-sector platform for internationally operating civil society organizations (CSOs). Together we strive to be transparent, responsive to stakeholders, and focused on delivering impact. We have signed the twelve accountability commitments of the Global Standard for CSO Accountability and seek to respect human rights, be independent, and work ethically and professionally.

Every two years, we report publicly on our economic, environmental, and social performance in line with Accountable Now's reporting guidelines to an independent review panel. These reports are published on both the Accountable Now and Oxfam International websites. The latest Oxfam-wide accountability report for all 19 affiliates was established in 2018/19 and covers the period 2017/18. This report is currently being reviewed by the Accountable Now review panel, which will publish its findings (together with Oxfam's response) on the Accountable Now [website](#).



SAFEGUARDING AND INTEGRITY

At Oxfam, we believe all people have a right to live their lives free from violence and sexual violence, and abuse of power, regardless of age, gender, sexuality, sexual orientation, disability, religion, ethnic origin, or other status. We recognize that there are unequal power dynamics across the organization and in relation to those we serve, and that we face the risk of some people abusing their positions of power. We are committed to providing a workplace that is free from bullying, harassment and sexual harassment, discrimination, and other forms of misconduct, and to safeguarding those we work with and for from all forms of abuse and exploitation.

In early 2018, following the revelations of a case of sexual misconduct in Haiti in 2011, it became clear that much more work was needed if we were to live up to these values. Over the past year we have invested in improving our capacity to prevent, detect, and respond to safeguarding incidents. We have adopted new safeguarding policies and strengthened existing procedures. Oxfam

Novib's safeguarding and integrity framework consists of four pillars: prevention, detection, response, and accountability. Across these four pillars, we are working on cultivating a culture of ethics and integrity, improving structures and systems, and enhancing skills and knowledge, to ensure we truly become a value-based organization within which we all live our core values of empowerment, inclusiveness, and accountability.

OXFAM NOVIB'S INTEGRITY FRAMEWORK

To uphold the highest standards of integrity, Oxfam Novib launched the 'Embedding Integrity Management' project in early 2016. Oxfam Novib continued to invest in this project in 2017-18 and 2018-19, striving for an open and safe environment free from unwanted behavior. In December 2018 Oxfam Novib appointed an integrity lead responsible for leading the safeguarding and integrity work. She works closely with integrity and safeguarding advisers in other Oxfam affiliates and in the broader humanitarian and development sector, ensuring a harmonized, consistent approach to safeguarding. We also appointed and trained confidential counsellors and/or Safeguarding Focal Points in all countries where Oxfam works.

Also in December 2018, Oxfam adopted two new policies: the One Oxfam protection from sexual exploitation and abuse policy, and the One Oxfam child safeguarding policy. These are applicable across the confederation, and clearly set out the priority placed on safeguarding those we work for and with to ensure that they are protected from sexual and other harassment, abuse and exploitation.

PREVENTION

To ensure that staff who have faced disciplinary action for misconduct cannot move from one job to another undetected, Oxfam incorporates disciplinary action into requests for references; this is, however, subject to applicable legal and regulatory requirements. Only designated staff members are authorized to provide references on behalf of Oxfam.

We have developed a range of mandatory interview questions on Oxfam values, gender justice, and safeguarding, which all recruiting managers must draw from during interviews. In addition, we now have mandatory texts for job adverts and job descriptions that underpin the importance Oxfam attaches to integrity and our organizational values. All new staff members in The Hague receive an initial training session on safeguarding and integrity during the induction week.

Discussing integrity dilemmas and other difficult situations that arise in our work can contribute to organizational culture change. For this reason Oxfam Novib teams, including senior management, discuss an integrity dilemma during their team meetings every month.

DETECTION

Our external Speak-Up hotline is available to anyone who wants to raise a concern about misconduct within the scope of Oxfam Novib's work. Staff, suppliers, partners, and beneficiaries can raise a concern or complaint confidentially and anonymously. They can do so 24/7 and in their own language by phone, via email, an online form, or a mobile app. Our integrity lead coordinates the response to all allegations received. In the coming year we will work hard to increase the accessibility of the Speak-Up reporting systems for the people and communities we serve.

In order to gain more insight into how employees experience the organization, the management, and the culture, Oxfam launched a confederation-wide culture survey that was designed by staff for staff. This introspective survey is part of our collective journey to discuss,

reflect on, and further strengthen our organizational culture.

RESPONSE

In December 2018, Oxfam Novib adopted a revised internal standard operating procedure on responding to complaints of child abuse, sexual misconduct, and other unwanted behavior. The revised procedure ensures a systematic, survivor-centered, holistic response to allegations of this nature. Providing protection and support to complainants and survivors is key to our response; we must address any immediate security, health, psychosocial, legal or other support they need.

Oxfam Novib has developed a Triage Assessment Tool to assist with the review of complaints and to ensure a structured and harmonized response to allegations. The tool examines questions relating to the magnitude of harm, who the survivor(s) and subject(s) of complaint are and whether there is a hierarchal power relationship, whether the conduct constitutes a crime, and the possible reputational impact. The tool automatically generates a score based on these factors, which then determines the appropriate response; this can range from mediation to an internal or external investigation.

ACCOUNTABILITY

Oxfam Novib is committed to ensuring that individuals who have been found to have engaged in violations of Oxfam's Code of Conduct or other safeguarding policies are held accountable. We also commit to being accountable for, and transparent about, integrity and safeguarding to external stakeholders, with due and careful consideration to confidentiality and the safety of those involved.

SAFEGUARDING ALLEGATIONS

In 2018/19 Oxfam Novib received 23 reports of alleged safeguarding violations, of which four related to incidents that had occurred during the previous fiscal year. These allegations related to The Hague and to the thirteen countries where Oxfam Novib is an Executing Affiliate.

During the reporting year, 17 of the 23 new allegations were closed; additionally, Oxfam Novib closed three cases that had been carried forward from previous years. Closed cases are those where an allegation has been reviewed, investigated where necessary and/or an outcome reached and acted upon, including where the case was not upheld or did not proceed because a survivor did not want to continue or there was insufficient information to proceed.

The closed case load consists of two cases of sexual abuse, one case of sexual exploitation, five cases of sexual harassment, and twelve cases of other internal reportable issues (such as bullying, discrimination or other forms of harassment). Five cases did not proceed because the complainant did not wish to proceed or there was insufficient information to proceed with an investigation. These cases were filed for information purposes should further information become available at a later stage. Three cases were not upheld following an investigation. Disciplinary action was taken in six cases, including three cases where the perpetrator was dismissed. In five cases, other non-disciplinary management actions were taken, such as increased performance management, mediation or training. One case was determined not to constitute a safeguarding concern and was referred to management and HR for resolution.

Of the 20 closed cases, 15 involved allegations against Oxfam staff (of whom nine were managers), two against contractors, two against partner staff, and one could not be determined. In terms of victims/survivors, thirteen cases involved staff members, four cases involved partner staff, one involved a volunteer, one case involved a contractor, and in one case the victim/survivor could not be determined.

The increase in reports compared to 2017/18 (when we received nine complaints) is not an indication that there were more problems. Rather, it is a positive sign that our reporting system is working: people are becoming aware of their rights, know where to report concerns, and feel comfortable doing so.

BOARD OF SUPERVISORS' REPORT





Emmanuel Museruka

BOARD OF SUPERVISORS’ REPORT 2018/19

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

The mandate and tasks of the Board of Supervisors 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 advertisement.

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

In 2018/19, the Board of Supervisors met four times for the regular face-to-face meetings and had a strategy day together with the Board of Directors. The Supervisors, and the Chair in particular, also regularly act as a sparring partner and sounding board for the Board of Directors. In addition, its members commonly join meetings with stakeholders and events organized by Oxfam Novib.

COMPOSITION AND FUNCTIONING OF THE BOARD OF SUPERVISORS

The Board of Supervisors has seven members and was chaired by Hanzo van Beusekom until November 1, 2018, and by Peter Verbaas from that date onwards. In 2018 four new members were recruited. The maximum period of tenure of the Chair Hanzo van Beusekom expired on January 1, 2019, Kees Tukker did not seek reappointment for a third term, and Jan van Zijl was forced to resign due to personal reasons. Moreover, the Board of Supervisors wished to recruit a seventh member. The statutes prescribe that the Board of Supervisors consists of three to seven members.

The 2018/19 composition of the Board of Supervisors is included in Annex II.

THE BOARD OF SUPERVISORS AS A SOUNDING BOARD

The Board of Supervisors is regularly informed about and consulted on major changes and important strategic choices relating to various matters including organizational development, operations, finance, the strategic direction of Oxfam Novib, and decisions relating to Oxfam International. Recurring topics include the Oxfam Strategic Plan process, confederation development, major projects, strategic policy choices, organizational issues, innovation, and integrity.

THE BOARD OF SUPERVISORS IN ITS SUPERVISORY ROLE

In its supervisory role, the Board of Supervisors approved the Board of Directors’ Balanced Scorecards, the 2017/18 Annual Accounts and Board Report, the 2017/18 Oxfam Novib Annual Report, and the 2018/19 Annual Plan and Budget. The 2017/18 Annual Report on Internal Audits and the Annual Report on possible fraud and irregularities were also discussed with the Board of Supervisors.

The financial committee, a subcommittee of the Board of Supervisors, prepares advice for the Board of Supervisors on the annual accounts, the budget, and the financial reports. The committee members also monitor major projects, the follow-up of points raised in internal and external audits, recommendations in the auditor’s management letter, and the updating of the Risk Register.

The Board of Supervisors is informed by the Board of Directors as well as the Works Council, and through staff presentations on various fields of Oxfam Novib’s activity. The Board of Supervisors also keeps abreast of events through the members’ individual contacts within the organization and via participation in events and activities.

The Board of Supervisors as an employer
A second subcommittee of the Board of Supervisors is the remuneration committee, as the Board of Supervisors also serves as the employer of the Board of Directors. The members of this committee conduct performance reviews with the members of the Board of Directors. In 2018 the committee recruited two new directors: Pauline Mulder was appointed as Director of Finance & Operations as of September 1, and Michiel Servaes was appointed as Executive Director as of October 1. Arnold Galavazi (former Director of Operations) and Farah Karimi (former Executive Director) have left the organization.

Oxfam International

The Oxfam International Board of Supervisors holds at least one but usually two face-to-face meetings each year. The Chair of Oxfam Novib’s Board of Supervisors participates in these meetings on behalf of the organization. Among other things, the Oxfam International Board of Supervisors reviews and adopts proposals for confederation development, operational plans, budget, and governance in its meetings. In October both Hanzo van Beusekom and Peter Verbaas joined the meeting. The March 2019 meeting was attended by Peter Verbaas.

The Oxfam Novib Board of Supervisors participates in strategic discussions Oxfam International’s future. The Board of Supervisors was closely involved in supervising the remediation measures following the Haiti misconduct case.

Compensation

Members of the Board of Supervisors perform their duties unremunerated. Costs of travel and accommodation made in the performance of their function are reimbursed, based on a regulation applicable to all Oxfam Novib staff members and volunteers. A total of €6,894.47 was paid out in reimbursements in 2018/19.

Closing remarks

The Board of Supervisors would like to thank our members Kees Tukker, Jan van Zijl, and Hanzo van Beusekom for their diligent service and excellent insights over the past years.

The Board of Supervisors would like to take this opportunity to thank all Oxfam Novib staff for their outstanding work in the past year. We should not forget all the excellent work we accomplish, and that Oxfam Novib has a positive impact on the lives of so many.

In a world of growing inequalities and humanitarian crises, we are thankful for the ongoing support through hearts and minds of all our volunteers and donors as a backing for all our staff at Oxfam Novib.

Peter Verbaas
Chair, Board of Supervisors Oxfam Novib
2018/2019 67

FINANCIAL SUMMARY

Oxfam Novib prepares the financial statements in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). The detailed Annual Accounts 2018/19 can be downloaded from our website oxfamnovib.nl/jaarverslag.

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

Amounts in thousands of Euros	FY 2018-19	FY 2017-18
ASSETS		
Tangible fixed assets	7,195	7,566
Financial fixed assets	58,050	55,899
Inventories	32	19
Receivables from governments		
Long-term	8,665	6,200
Current	16,093	11,514
	24,758	17,714
Receivables	43,464	45,059
Cash and cash equivalents	81,212	71,876
TOTAL	214,712	198,133
LIABILITIES		
Reserves and funds		
Reserves		
Contingency reserve	14,854	16,033
Earmarked reserves	43,960	42,533
	58,814	58,566
Funds	45,085	47,156
	103,898	105,722
Provisions	2,321	2,743
Debts		
Long-term	1,436	648
Current	16,193	15,660
	17,629	16,307
Project liabilities		
Long-term	31,802	25,676
Current	59,061	47,685
	90,863	73,361
TOTAL	214,712	198,133

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

Amounts in thousands of Euros	FY 2018-19	BUDGET 2018-19	FY 2017-18
INCOME			
Income from private individuals	22,291	20,702	23,703
Income from companies	17,333	33,644	19,018
Income from lottery organisations	13,496	15,200	15,997
Income from government subsidies	82,620	81,770	81,036
Income from affiliated non-profit organisations	39,161	29,930	49,144
Income from other non-profit organisations	2,150	0	2,700
Income raised	177,051	181,246	191,597
Income from delivery of products / services	4,044	4,608	3,819
Other income	68	0	5
Income from fundraising activities	181,164	185,854	195,421
EXPENDITURE			
Food, Land and Climate	38,002	38,093	40,518
Financial flows and Governance	49,522	50,302	52,856
Conflict and Fragility	11,971	11,888	12,648
Gender and Youth	14,850	14,592	16,248
Emergency	52,394	53,182	58,326
Public Engagement	7,392	7,022	8,204
Expenditure on goal 'structural poverty' alleviation	174,129	175,078	188,799
Direct fundraising	4,774	6,301	6,929
Third-party campaigns	349	501	461
Securing government grants	1,620	1,649	1,706
Costs of generating income	6,743	8,451	9,096
Management and administr`costs	2,126	2,085	2,234
Expenditure from fundraising activities	182,998	185,614	200,129
Balance of financial income and expenses	11	796	(1,097)
NET RESULT	(1,823)	1,036	(5,804)
APPROPRIATION OF NET RESULT			
Added / charged to: contingency reserve	(1,179)	(1,412)	955
Added / charged to: project reserve	1,440	(1,192)	(7,977)
Added / charged to: other earmarked reserves	(14)	4,559	(778)
Added / charged to: funds	(2,071)	(919)	1,996
NET RESULT	(1,823)	1,036	(5,804)

² FY = FISCAL YEAR

EXPENDITURE ALLOCATION

	GOAL OF STRUCTURAL POVERTY ALLEVIATION						COSTS OF GENERATING INCOME				MANAGEMENT & ADMINISTRATION	TOTAL		
	FOOD, LAND AND CLIMATE	GOVERNANCE AND FINANCIAL FLOWS	CONFLICT AND FRAGILITY	GENDER AND YOUTH	HUMANITARIAN/ EMERGENCY	PUBLIC ENGAGEMENT	DIRECT FUNDRAISING	THIRDPARTY CAMPAIGNS	GOVERNMENT GRANTS			FY 2018-19	BUDGET 2018-19	FY 2017-18
Amounts in thousands of Euros														
1. Grants and contributions	22,372	28,509	6,948	8,318	30,173	0	0	0	0	0	0	96,320	97,837	93,808
2. Fees and other payments	1,071	1,296	265	453	1,651	0	0	0	0	0	0	4,735	5,114	4,835
3. Publicity, communication, other	(251)	1,040	(7)	(57)	(523)	4,302	3,382	230	26	177		8,319	13,211	11,857
4. Staff costs	8,002	10,214	2,727	3,398	11,025	2,359	1,196	95	1,148	1,478		41,642	34,107	46,099
5. Housing costs	113	134	35	62	184	62	18	3	34	27		672	847	719
6. Office and general expenses	6,537	8,140	1,955	2,592	9,627	591	155	18	365	410		30,389	33,315	41,411
7. Depreciation	158	188	48	84	257	78	23	3	46	34		922	1,182	1,400
TOTAL	38,002	49,522	11,971	14,850	52,394	7,392	4,774	349	1,620	2,126		182,998	185,614	200,129
Publicity and communication (except if allocated to goals):							3,382	230	26	177		3,815		
Other internal operating costs	14,810	18,676	4,765	6,136	21,094	3,089	1,392	119	1,594	1,949		73,625		
Total internal operating costs												77,439		
Maximum size of contingency reserve is 1.5 times the annual internal operating costs:												116,159		

STAFF COSTS

	FY 2018-19
Amounts in thousands of Euros	
Salaries The Hague	19,270
Salaries local contracts and ex-pats	16,444
Social security contributions	2,572
Pension costs	1,954
Temporary workers	390
Commuting costs	498
Other costs (incl. participations)	513
TOTAL	41,642

AUDITORS' FEES

	AUDIT OF THE FINANCIAL STATEMENTS	OTHER AUDIT SERVICES	TAX CONSULTANCY SERVICES	OTHER SERVICES	TOTAL
Amounts in thousands of Euros					
Mazars NV	182	245	0	17	443
SGS	0	0	0	4	4
KPMG	0	25	0	0	25
TOTAL	182	270	0	21	472

KEY PERCENTAGES

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	BUDGET 2018-19	FY 2018-19
Amounts in thousands of Euros							
Management and administration	3,388	2,452	2,099	2,539	2,234	2,085	2,126
as a % of total expenditure (own criterion max. 2%)	1,5%	1,3%	1,2%	1,4%	1,1%	1,1%	1,2%
Expenditure on goals	188,990	168,289	144,116	171,707	188,799	175,078	174,129
as a % of total expenditure	93,9%	94,0%	92,6%	93,9%	94,3%	94,3%	95,2%

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 2019 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 2019 of Stichting Oxfam Novib. We expressed an unqualified audit opinion on those financial statements in our report dated 8 July 2019. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

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

Management's responsibility

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the notes.

Auditor's responsibility

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

Opinion

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

Amsterdam, 11 July 2019

Mazars n.v.

Original has been signed by: drs. R.C.H.M. Horsmans RA RV



ANNEXES



ANNEX 1: COMPOSITION OF THE BOARD OF DIRECTORS

MICHIEL SERVAES (1972)

Michiel Servaes started as Executive Director in October 2018, replacing Farah Karimi.

As Executive Director and Chair of the Board of Directors, Michiel Servaes has final responsibility for the strategic direction and organizational development of Oxfam Novib. He is also the director responsible for the Public Engagement Unit, Corporate Communications, and the Oxfam Novib Innovation Star.

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

TON MEIJERS (1958)

Ton Meijers started as Director of Programs & Campaigns in September 2017 after managing the Program, Support & Impact Unit at Oxfam Novib. He is responsible for the Thematic Units, the Program, Support & Impact Unit, and the Humanitarian Team. Ton Meijers represents Oxfam Novib on the Board of the Dutch Relief Alliance (DRA), and is a member of the Board of Partos.

Within Oxfam International, Ton Meijers is a member of the Influencing Platform and the Long Term Development & Knowledge Platform.

PAULINE MULDER (1974)

Pauline Mulder started as Director Finance & Operations in September 2018, replacing Arnold Galavazi. She is responsible for the Corporate Groups: Quality, Finance & Control, Human Resources, ICT, and Institutional Funding & Donor Relations, as well as responsible for the Integrity Team. Pauline Mulder is also Chair of Oxfam Sweden. She holds consultation meetings with the Works Council and negotiates with the union on the collective labor agreement on behalf of the Board of Directors.

Pauline Mulder also chairs the Crisis Management Team and 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. She is a member of the Supervisory Board of Triple Jump. Within Oxfam International, Pauline Mulder is a member of the Executing Affiliate Working Group and the Safeguarding Coordination Group.

FARAH KARIMI (1960)

Farah Karimi left our organization on October 1, 2018, and had been Oxfam Novib’s Executive Director since February 1, 2008. As Executive Director and Chair of the Board of Directors, she had final responsibility for the strategic direction and organizational development of Oxfam Novib. Farah Karimi was also the Director responsible for the Public Engagement Unit, Corporate Communications, and Oxfam Novib Innovation Star, in addition to being Chair of Oxfam Sweden. She was Chair of the Executive Board of the Oxfam Novib Fund.

Within Oxfam International, Farah Karimi was a member of the Executive Board, the Executive Board Operational Committee, the Executive Board Long Term Development and Knowledge Committee, the Executive Board Humanitarian Committee, and the Executive Board Finance, Risk and Audit Committee. Furthermore, Farah Karimi represented Oxfam Novib on the Board of the Samenwerkende Hulporganisaties.

ARNOLD GALAVAZI (1956)

Arnold Galavazi left our organization on September 1, 2018. He was appointed as Director of Operations in September 2014, and responsible for the Corporate Groups: Quality, Finance & Control, Human Resources, ICT, Institutional Funding & Donor Relations, and Facility Services. Arnold Galavazi held consultation meetings with the Works Council and negotiated with the union on the collective labor agreement on behalf of the Board of Directors. He also chaired the Value Board.

Within the Oxfam International confederation Arnold Galavazi was a member of the Executing Affiliate Working Group.

PETER VERBAAS (1959)

Peter Verbaas was first appointed in November 2012. His maximum period of tenure will end in 2021. He was appointed Chair of the Board of Supervisors in November 2018, replacing Hanzo van Beusekom. As Chair of Oxfam Novib’s Board of Supervisors, he is also a member of Oxfam International’s Board of Supervisors and of its Finance, Risk and Audit Committee (FRAC).

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

JOYEETA GUPTA (1964)

Joyeeta Gupta was first appointed in November 2012, with a maximum period of tenure ending in 2020. She is a member of the new Programs and Campaigns Committee.

Joyeeta Gupta is Professor of Environment and Development in the Global South at the University of Amsterdam (UvA) Faculty of Social and Behavioral Sciences, and at the IHE Delft Institute for Water Education. Her other positions include that of Vice-Chair of the Committee on Development Cooperation and membership of the Advisory Council on International Affairs. Joyeeta Gupta is presently Co-Chair of the UN Environment’s ‘Global Environmental Outlook 6: Healthy Planet, Healthy People’, which was adopted by the United Nations Environment Assembly in March 2019.

ANNEX 2: COMPOSITION OF THE BOARD OF SUPERVISORS

LAURIEN KOSTER (1950)

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

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

CHRISTEL DE LANGE (1989)

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

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

KRIS DOUMA (1961)

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

Kris Douma is a director at the UN-supported initiative Principles for Responsible Investment (PRI) in London. Before joining PRI, he was interim manager at NBA, the Dutch professional organization for accountants. Kris Douma spent seven years as Director Responsible Investment and Governance at MN, a fiduciary asset manager for pension funds. He started his career as a consultant and manager at FNV trade unions. From 2003 to 2006 he served as a Member of Parliament for the PvdA (Social Democrats) in the Netherlands.

INGE HUTTER (1959)

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

Inge Hutter is Rector at the International Institute of Social Studies (ISS), The Hague, part of Erasmus University Rotterdam. She is also Professor of Participatory and Qualitative Research in Population and Development. Before joining ISS, she worked in the University of Groningen’s Faculty of Spatial Sciences, most recently as Professor of Demography and Dean. In 1994 Inge Hutter was awarded her PhD cum laude by the University of Groningen, conducting research on women’s nutrition during pregnancy and its effects on the wellbeing of women and children in South India. She conducted several (participatory) research projects in India, Cameroun, Malawi, and the northern Netherlands, and supervised PhD researchers from, or working in, India, Bangladesh, Pakistan, Tanzania, Uganda, Ghana, the Netherlands, and the USA.

MARTIJN DADEMA (1975)

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

Martijn Dadema has been the mayor of Raalte, a municipality of 37,500 inhabitants in the east of the Netherlands, since 2014. He was previously a seasoned diplomat with extensive experience and knowledge of international peace and security, development cooperation, conventional arms control, and the environment, as well as with the United Nations, World Bank, and IMF. From 2000 Martijn Dadema held various positions in the Dutch Ministry of Foreign Affairs, including Head of Arms Exports and Control, deputy Head of Political Affairs at the Netherlands Mission to the UN in New York, and First Secretary and deputy permanent representative to UNEP and UN-Habitat in Nairobi.

HANZO VAN BEUSEKOM (1972)

Hanzo van Beusekom was first appointed in January 2010, and was Chair of the Board of Supervisors from October 2013. He ended his term in November 2018.

Hanzo van Beusekom is a member of the Executive Board at Autoriteit Financiële Markten (AFM). Before that he was a partner at Clear Conduct, a specialized strategic consulting firm on regulatory practice, risk management, and business conduct. He was also a senior consultant with the World Bank, aiming to improve financial inclusion.

KEES TUKKER (1955)

Kees Tukker was first appointed in November 2012. He left our Board of Supervisors in July 2018.

As an independent consultant and advisor, Kees Tukker has worked for organizations in the media and in mental health care. As a media professional he has held several senior positions in major public broadcasting organizations. He is an author and journalist whose non-fiction book *De Voedselcommissaris* (The Food Commissioner), the story of a leading figure in the Dutch food supply during World War Two, was published in the fall of 2018.

JAN VAN ZIJL (1952)

Jan van Zijl was appointed in June 2015. He left our Board of Supervisors in June 2018.

Jan van Zijl is a former Member of Parliament. He is also a past Chair of the MBO Council and of the Cooperation Organization for Vocational Education, Training and the Labor Market. Until January 2017 Jan van Zijl was Chair of the Dutch Council for Refugees, and he is Vice-President of the pension fund ABP. His other positions include that of Chair of the Foundation Learning from Each Other (an NGO in Peru), membership of the Advisory Board of Foundation Institute Gak Fund, and Chair of World Skills Netherlands.

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