

Meeting the Challenge of Change

Annual Review 2010

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A photograph of several children smiling and looking towards the camera. They are positioned under a large, blue, net-like structure that hangs from above. The children are wearing various clothing, including a red and white striped shirt and a green shirt. The background is a clear blue sky.

Our mission

A just world, without poverty

Neo Ntsomo

Our mission is to create a just world, without the poverty that afflicts an estimated 1.2 billion people. Our approach is to work in partnership with local organisations in developing countries, building their capacity to help citizens to fight for their own rights. At the same time we lobby governments, the private sector and other agencies, especially in the rich countries and often in collaboration with other Oxfams, as they have the power to affect poverty and injustice. And we enthuse citizens in the Netherlands to make a difference in their roles as donors, volunteers, activists and consumers.

Our income and expenditure in 2010

We spent 160 million euros in 2010, against revenue of 178 million. Over half of our revenue came from the Dutch government, about a quarter from individual and corporate donors, sponsorship and the Dutch National Postcode Lottery. The remaining fifth came

from institutional donors. You can find more on our finances later in this review.

Joined-up work from all the Oxfams

Oxfam Novib is one of 14 like-minded organisations (as of 2010) that make up the Oxfam confederation, the others being Oxfam America, Oxfam Australia, Oxfam Solidarité (Belgium), Oxfam Canada, Oxfam France, Oxfam Hong Kong, Oxfam Germany, Oxfam Great Britain, Oxfam Ireland, Oxfam Mexico, Oxfam New Zealand, Oxfam Quebec and Intermón Oxfam (Spain). Oxfam India, Oxfam Italy and Oxfam Japan are lined up to join the confederation in 2011.

Each Oxfam contributes towards funding the Oxfam International secretariat based in Oxford, England, and lobbying offices in the world's major centres of power: Washington, New York, Brussels and Geneva. Oxfam Novib contributed 2.6 million euros in 2010.

Together, we Oxfams spend annually around 600 million euros in nearly one hundred countries. In many of those countries, several Oxfams are active. Clearly, it is vital that we do not waste resources by duplicating each others' work. That's why all the Oxfams agreed to move to a Single Management Structure, in which one Oxfam will take the lead as "managing affiliate" in each country, with the help of no more than three other Oxfams as "implementing affiliate". This will increase our effectiveness and efficiency.

For Oxfam Novib, this means we are withdrawing from some countries while taking responsibility for leadership in others. We were busy in 2010 laying the groundwork for the launch in 2011 of the Single Management Structure in Niger and Vietnam, the first two "early adopter" countries where we will be managing affiliate. Others will follow in 2012, and by the end of 2013 the new structure will be in place in all the countries where the Oxfam confederation works. We will be active as either managing or implementing affiliate in 27 countries, almost all of them in Africa and Asia.

Moving employees to the field

At the end of 2010, our headquarters in The Hague employed 343 staff, with our six existing field offices employing 29 expatriates and 92 local staff. Staffing levels in The Hague will substantially reduce as we open new field offices in 2011 and 2012 as part of our ongoing process of decentralisation.

We spent 2010 laying the groundwork for moving six more country operations to the field in 2011: Pakistan, Vietnam, the Occupied Palestinian Territory, D R Congo, Mali and (from our Nairobi office) Somalia.

More sophisticated evaluation

We know that, in 2010, our activities reached an impressive 44.4 million people. How, exactly, did our work affect their lives? We want to be able to say more about this important question, so for the period 2011-2015 we have overhauled the way we evaluate our work. This will enable us to be much more sophisticated in tracking the outcomes we achieve.

Increasing IMPACT through social media

Every five years the Dutch government puts out a call for organisations to propose ways of spending part of its overseas development budget. In 2010, applications were made for funding from 2011-2015. Our application – which scored the highest among large organisations – was made as part of the IMPACT alliance, in collaboration with organisations whose expertise complements our own. Other members of IMPACT are SOMO (a watchdog of corporate behaviour), 1% CLUB (which invites Dutch people to commit 1% of their income or time to development projects), Butterfly Works (experts in digital technology) and Hirda (an organisation of Somali immigrants).

In particular, our alliance with Butterfly Works and 1% CLUB gives us access to their expertise in social media and web 2.0 technologies. We know that communication technologies are becoming exponentially more important in development work, both in outreach to potential supporters and in implementing projects on the ground – as exemplified, respectively, by the Green Santa and Burundi election monitoring work described later in this review. Working closely with young and innovative organisations will ensure we stay ahead of the curve in this fast-developing area.

Letter from the Executive Director

Welcome to Oxfam Novib's English-language Annual Review of 2010. We have chosen this new format to communicate the headlines of our work to our international audience, at a time when we are changing radically in response to a changing world.

Two of these major changes, described in this review, we are embracing enthusiastically. Together with Oxfams in other countries, we are moving towards a single management structure: when several Oxfams are active in a country, it makes sense for us to define a common strategy together and then for one of us to take the lead in implementing that strategy. We are also decentralising our operations from The Hague to field offices, enabling us to be closer to the people whose lives we aim to change. Both these reforms will make us even more efficient and effective.

A less welcome change, however, was an unexpectedly large cutback in the aid budget of the Netherlands Ministry of Foreign Affairs, which has left us facing a reduction of around 60 million euros in our annual budget for 2011. This necessitated some painful decisions, notably to withdraw altogether from Ethiopia and the Central Asia region.

Still, we must look on the bright side. Our application received a vote of confidence from the Ministry, with an impressive score of 88 out of 100 making it the highest-ranked among the larger applicants. And our guaranteed annual budget from the Dutch government for the next five years remains substantial, at 78 million euros. It is a healthy base on which to build.

Attracting new donors and forging new partnerships

We are pleased to have attracted significant new institutional donors in 2010. Notably, we were proud to win the confidence of SIDA to the tune of 20.5 million euros to manage a complex five-year programme aimed at strengthening civil society in Mozambique.

Our demonstrated ability to manage complex partnerships was key here, and is also evident beyond our core country programming in our growing portfolio of “special projects”. These are projects to which we devote seed funding to develop, and scale up with the support of institutional donors so far including SIDA, Danida, the Ford Foundation, the Hewlett Foundation, the European Union, IFAD and others.

Examples of our special projects are presented in the pages that follow, from our work on popularising female condoms to improving informal legal systems, promoting gender justice within value chains and developing competence-based teacher training curricula. The common thread is that ideas for these projects emerge from our work with longstanding partners and leverage our ability to create synergistic consortia that span nations and regions, enabling diverse organisations to work together and learn from one another.

2010 also saw us break new ground in partnerships with the private sector. In the pages of this review you can read about our collaboration with SCA – a Swedish company which controls several leading personal hygiene brands – to improve sanitation for children in Southern Sudan, and how our award-winning “Green Santa” campaign persuaded top retailers in the Netherlands to commit to selling chocolate products made only from fairly-traded cocoa.

Oxfam Novib is a well-respected brand in the Netherlands among the general public and the private sector alike, allowing us to connect the local to the global all along a product’s value chain – educating and encouraging consumers to demand responsibly-sourced products, capitalising on global Oxfam trade campaigns as we lobby companies to source products responsibly, and working with small-scale producers themselves to make the necessary links.

Strengthening civil society in fragile states and closed societies

Oxfam Novib's brand is equally well-respected in many corners of the world, something of which I was reminded on during a recent meeting with the South African minister of finance. It brought home to me that Novib's support for opponents of apartheid – in the days before we joined forces with Oxfam – is still remembered and appreciated.

I see this as a model for our increasing engagement in fragile states and closed societies, a fast-growing focus of our work. We have never been partisan, but we have always taken the risk of supporting people who can be leaders in bringing about sustainable change – if you are dealing with poverty and injustice, as we are, then you are inevitably dealing with power relations between the rich and poor.

Our approach is to strengthen local civil society organisations to empower the poor and victims of injustice, so they can demand their rights from those who have the power: governments, companies, international agencies. Empowerment and accountability go hand in hand. We firmly believe that at the heart of change is gender justice, because women are most often the victims of social injustice and have the greatest potential as drivers of change.

This approach has won us the confidence of partners in the Arab world, where we decided to step up our involvement long before the Arab Spring of 2011 as we recognised the tremendous potential for improving the situation of women and facilitating social change.

We have long been engaged in building the capacity of civil society in parts of the region: the Occupied Palestinian Territory, Morocco and Egypt, where – as you can read later in this review – a partner whose capacity we have been building since 1993, the CTUWS, became in 2010 the first Egyptian civil society organisation to be invited to monitor parliamentary elections. We have stepped up our involvement in the region by starting to work in Yemen, Libya, Tunisia and Algeria, and under the new single management structure of the Oxfam confederation we will be the lead Oxfam in all these countries with the exception of Yemen. Together with the other Oxfams active in the region, we will pursue a regional level approach.

Letter from the Executive Director

Helping people to help themselves, in humanitarian contexts and beyond

Our tagline in Dutch is “ambassadeurs van het zelfdoen”, which captures our unshakeable belief that our job is to help people to help themselves. This is why investing in partners to build local capacity and civil society has always been, and continues to be, central to our approach. We are not, however, a mere passive facilitator of change. We are an active agent of change, and we take responsibility for the change we seek.

Nowhere is this clearer than in our humanitarian work, where in 2010 we set up a rapid deployment team which will build on our long experience of working through local partners in emergency contexts to make us a leader among international emergency response agencies. In 2010 we chaired the Dutch umbrella organisation, Samenwerkende Hulporganisaties, and you can read about our response to the tragedies in Pakistan and Haiti later in this review.

The following pages present highlights of our activities under the five aims that organise our work: the rights to resources for a sustainable livelihood, to basic social services, to life and security, to social and political participation, and to an identity. It is not only our successes you will find highlighted, but also less successful ventures from which we have learned.

The world is changing quickly, and we are undergoing the biggest reorganisation in our history. But ours has always been an innovative organisation – we have to be, as we deal with social issues for which solutions are never set in stone. So we keep our eyes and mind open, and we resolve to emerge strengthened and reinvigorated from the challenges that lie ahead.

Farah Karimi
Executive Director
June 2011



Chris de Bode



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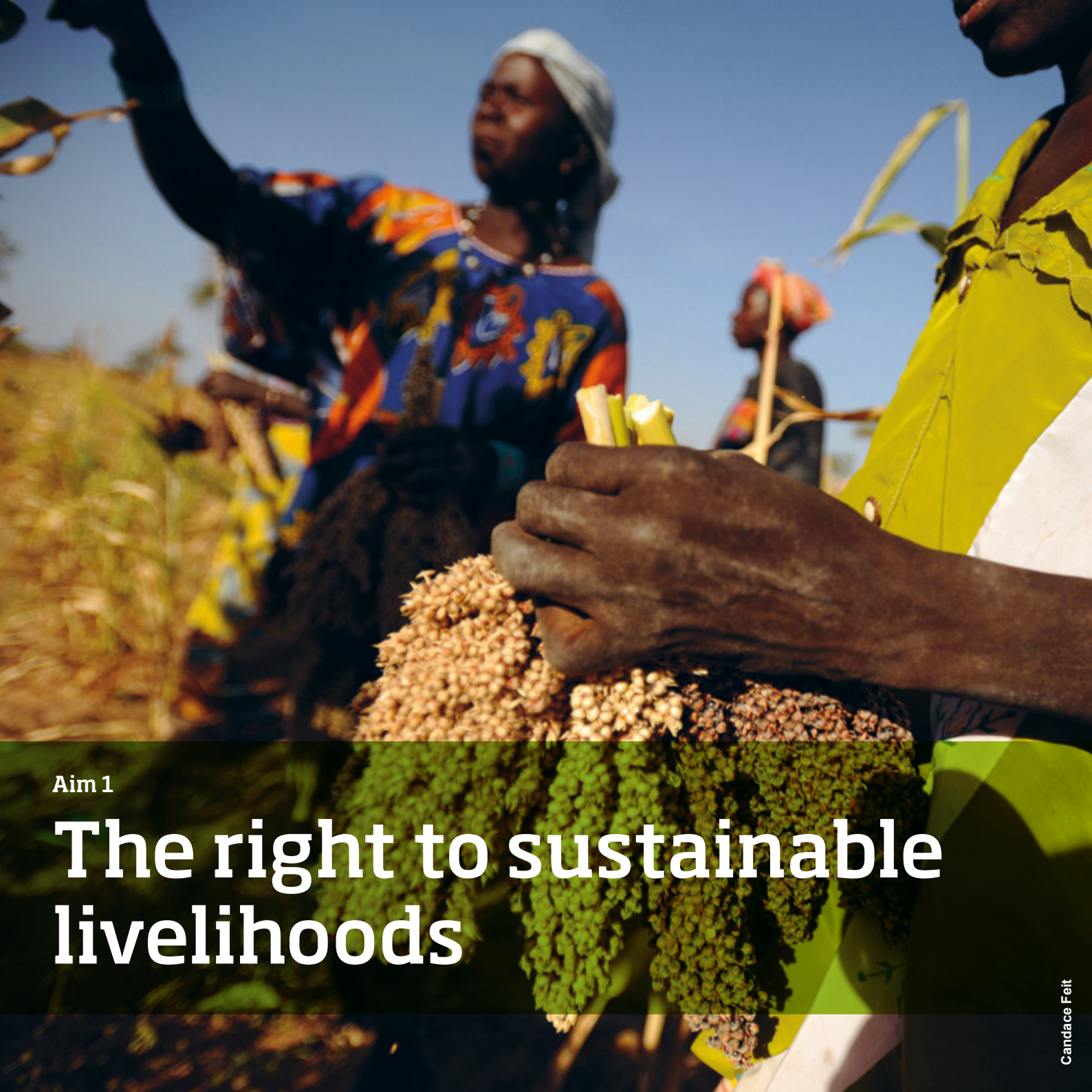
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Aim 1

The right to sustainable livelihoods

Aim 1

A fair wage and enough to eat are not too much to ask. But with rising food and fuel prices, a faltering global economy and the increasing effects of climate change, more than a billion people are going hungry every day. Under this aim our work includes improving access to land, water and microfinance for vulnerable small-scale food producers, and lobbying governments, producers and consumers to improve working conditions and make trade fairer.

In 2010:

Partners supported

436

People reached

12m
(54% women)

Euros spent

56.8m

Our future goals

what are we hoping to achieve in the 2011-2015 strategic planning period:

- People living in poverty will achieve food and income security as well as greater protection of and control over the natural resources on which they depend.
- People living in poverty will achieve access to secure paid employment, dignified working conditions and labour rights and be empowered to participate in and benefit from markets.
- People living in poverty will be less at risk from the impact of climate change and have an effective voice in reducing related inequality and achieving energy equity.

Green Santa connects the Dutch public to African cocoa farmers

“Chocolate letters” are a tradition in the Netherlands, with Sinterklaas (the Dutch equivalent of Father Christmas) bringing children a chocolate treat shaped in the initial of their name. However, this happy tradition has a darker side. The chocolate often came from cocoa produced by African labourers – including children – working in poor conditions for inadequate rewards.

In 2007, Oxfam Novib introduced the “Green Santa” campaign to encourage Dutch consumers to purchase chocolate letters made from fair trade cocoa.

In 2010, our campaign achieved almost total success. In December 2010 over 95% of chocolate letters bought in the Netherlands were fair trade – up from none at all just four years earlier. And in March 2010, we brokered an agreement with Dutch chocolate manufacturers, supermarkets and other businesses which will ensure that all chocolate letters sold in the Netherlands will be fair trade from 2012.



Sebastiaan Rozendaal

The Green Santa campaign shows how Oxfam Novib can harvest the fruits of global Oxfam campaigns on fair trade, leveraging our standing with the Dutch public and business sector in combination with the expertise we have built up working with local partners such as Uirevi in the Ivory Coast. With the help of increased demand from Dutch consumers, through Uirevi we helped ten cocoa-producing cooperatives to earn fair trade certification for export – a first in the Ivory Coast –

enabling thousands of farmers to receive a fairer price for their labour.

N'Guessan Konan Toussaint, president of Uirevi, explains: “Buyers of cocoa can take advantage of the fact that many farmers are urgently in need of cash. They may say that the quality of the cocoa is insufficient, and offer a lower price. By joining a cooperative, farmers can improve their negotiating position. Fair trade certification makes me optimistic about the future,

especially as I also see a new generation of peasant leaders who are well-informed by the internet.”

Command of the internet as a communications medium also played a vital role in creating demand for the fair trade cocoa, with Oxfam Novib's Green Santa campaign being played out largely through social media websites such as Hyves. The 2010 campaign won a prestigious Effie award, the most important Dutch award for effective advertising.

The agreement brokered by Oxfam Novib in March 2010 doesn't stop with 'Sinterklaas' gifts. A wide range of chocolate manufacturers, supermarkets and other companies signed up to a commitment that by 2015, half of all chocolate sold in the Netherlands will be made with fair trade cocoa – and by 2025, all of it. With this agreement, the Netherlands leads the world. As Adrie Papma, Oxfam Novib's Director of Business, says, it is a “fantastic result”.

Oxfam Novib sees this success in the cocoa sector as a model for engagement in other sectors, taking advantage of our capacity to connect the local with the global by involving local partners from developing countries. Campaigns on palm oil, fish farming and bio-fuels are already underway.

In Mozambique, a battle lost but an army built

“A great satisfaction for environmental organizations in Mozambique” may be a strange way to describe an ultimately failed campaign to stop Mozal, an aluminium manufacturer based near the capital Maputo, from discharging unfiltered gases and other waste with potentially harmful effects on humans and the environment.

The government had granted Mozal a six-month special permit for its plans, announced in April 2010.

However, those words – spoken by Vanessa van Cabanelas of Oxfam Novib's partner, Justiça Ambiental – make sense considering the galvanising effect of the campaign. Justiça Ambiental was joined by five other Mozambican environmental and human rights organisations, including another two Oxfam Novib partners, in contesting the decision through the courts.



Daniel van Dam

At the same time they organised a massive public campaign which dominated the Mozambican media in July 2010 and provoked parliamentary hearings and debate.

Oxfam Novib's programme officer, Leo Stolk, says: "Through this spontaneous cooperation, these autonomous organisations have learned how to work together effectively and shown they can be a formidable force in rallying the public and exposing a lack of regulatory transparency. In the future, I think the government is less likely to approve projects threatening the environment."

Putting pressure on the banks

The sustainability of livelihoods in the developing world is profoundly affected by the investment policies of banks in the West, notably in sectors such as agriculture, mining, oil and gas. In turn, consumers of those banks have the power to pressure them to be more socially responsible on issues such as human rights, the environment, arms dealing, labour conditions, taxes and corruption. The Fair Banking Guide – a collaboration of Oxfam Novib with Amnesty International,

Milieudefensie and FNV Mondiaal – helps Dutch consumers to do just that.

The Fair Banking Guide website tracks social responsibility indicators for 13 Dutch banks, and makes it easy for consumers to lobby their own bank or switch banks to a more sustainable provider. The website received 90,613 unique visits in 2010 – slightly down, however, from the 110,825 visits it received in 2009. Indicators showed that banks improved their social responsibility in 2010, albeit again at a slower rate than was achieved in 2009.

We helped to expand the Fair Banking Guide model to Brazil in 2010, working with Brazilian consumer organisation IDEC and corporate social responsibility organisation Red Puentes to lay the ground for the launch of a similar service in Brazil in 2011.

Shortening the hungry period in the Sahel

Food insecurity is chronic in the Nara district of Mali; many people regularly do not have enough food for five months of every year. Oxfam Novib's partner

organization STOP SAHEL supported 198 community organizations to plant vegetable gardens, dig fish ponds, construct grain banks and disseminate good information about nutrition in agriculture. As a result, 104,000 Malians became able for the first time in 2010 to lengthen the time they can provide for themselves from seven months to ten.

Aim 2

The right to basic social services



Aim 2

A third of the world's population does not have access to basic social services that many of the other two-thirds take for granted: good healthcare, adequate education, clean water and sanitation. Our activities under this aim include lobbying governments in low-income countries to spend more - and more effectively - on basic social services, and supporting civil society partners to provide those services when governments fail. In 2010, our lobbying activities contributed to ten countries where we operate, earmarking at least 20 percent of their budget for education and health.

In 2010:

Partners supported

216

People reached

20.2m
(53% women)

Euros spent

26.7m

Our future goals

what are we hoping to achieve in the 2011-2015 strategic planning period:

- People living in poverty will achieve tangible improvements in their health through increased access to affordable and adequate

basic health services, clean water, sanitation, and public health services.

- All children living in poverty will achieve their right to a good quality basic education, and adults living in poverty will have educational opportunities to help them overcome their poverty.

SCA partnership improves hygiene and education in Southern Sudan

Each year in the Netherlands the Sponsor-Ring awards honour the best examples of marketing through sponsorship, and Oxfam Novib was among the winners in 2010 for our partnership with Swedish company Svenska Cellulosa Aktiebolaget (SCA). Lauded by the Sponsor Ring jury as an example of “cause-related marketing”, this collaboration also shows how corporate sponsorship is becoming an increasingly important source of funds for Oxfam Novib.

SCA agreed in early 2010 to support three years of Oxfam Novib projects to improve education and hygiene in Mundri, Southern Sudan, implemented by our local partner MRDA (Mundri Relief and Development Association). In return, the company uses Oxfam Novib branding along with images and stories from these projects in its marketing campaigns and product packaging for feminine hygiene brand Libresse, Tena incontinence pads, home tissues Edet and away-from-home tissues Tork.



On top of the 400,771 euros received directly from SCA for our work in South Sudan in 2010, additional joint publicity raised more money and awareness among Dutch consumers. Over 500 SCA commercials were broadcasted on public and commercial television stations, mentioning Oxfam Novib. Meanwhile 36 Dutch schools participated in “Soap4Sudan”, raising over 10,000 euros and educating Dutch children about the conditions faced by their cohorts in Southern Sudan – a country where one in seven children do not live to see their fifth birthday.

Poor hygiene practices are among the reasons for such a high rate of infant mortality, a problem caused by lack of both facilities and awareness. The SCA project started in May 2010, and by the end of 2010 results included the construction of toilet blocks in 18 schools in and around Mundri, tanks for collecting rainwater in 11 schools, and teachers in 55 schools attending a training course on hygiene where they gained knowledge they can pass on to their pupils.

The project also tackles one of the difficulties faced by older girls in

completing their education: lack of money to buy sanitary towels means many girls miss several days of schooling each month. SCA's sponsorship is funding the distribution of "comfort kits" including sanitary towels, panties and soap, as well as scholarships for girls whose families cannot afford to send them to school. 244 female students had received scholarships by the end of 2010.

Oxfam Novib's managing director, Farah Karimi, points to the dual benefits of such corporate partnerships: "Our cooperation with SCA directly contributes to improving the hygiene, health and wellbeing of children and young women in South Sudan, as well as giving us an opportunity to reach the hearts and minds of people in the Netherlands."

More time is needed for Education Watch in Afghanistan

In 2010 it became clear that we had been too ambitious when, in 2008, we set a target of two years for setting up an Education Watch initiative in Afghanistan to produce a comprehensive overview of the state of education in the country.

Our aim was to produce a comprehensive picture of problems such as poor conditions in the classroom and a lack of teachers for girls. This would then enable us and Afghan organisations to lobby the Afghan government with more specific demands for improving education.

However, by last year reports had been completed for only two of Afghanistan's 34 provinces. Petra Hans, Oxfam Novib's programme officer for South Asia, says: "With the best of intentions, we were too optimistic about the feasibility of this project. We are pressing on, with the realisation that we need to put more effort into building the capacity of Education Watch. Initiatives like this are very important to the reconstruction of Afghanistan. It just needs more time."

World Cup helps the attack on AIDS

In 2010 the World Cup was held in South Africa, a country with one of the worst HIV prevalence rates in the world – around one in four South Africans are HIV positive. From the moment of kick-off in the first game to the trophy being lifted after the final, an estimated 30,000 South Africans died because of AIDS. Meanwhile, in the

Netherlands, the government was proposing to cut its allocation in the development budget for HIV prevention, care and support.

With the slogan "Voor Oranje, Tegen AIDS" (supporting the Dutch football team, opposing AIDS), the organisation Stop AIDS Now! enlisted the support of Dutch footballers past and present in a campaign to raise money and reverse the budget cuts. Dutch citizens were invited to join the campaign by making picture cards of themselves on the Stop AIDS Now! website, mimicking the picture cards of players traditionally collected by Dutch football fans at World Cup time. Over 60,000 people did so, and in September the resulting photo album was presented as a petition to the Dutch parliament. In December, the cuts to the HIV/AIDS budget were partially reversed.

Stop Aids Now! is a collaboration of Oxfam Novib, the AIDS Fund, Hivos, ICCO and Cordaid Memisa. Funds raised by the "Voor Oranje, Tegen AIDS" campaign were split equally between the partners to be used on their own HIV/AIDS projects. Stop Aids Now! raised over 700.000 euros for Oxfam Novib.

Competence-based teacher education takes off in Uganda and Mali

As access to education widens in the developing world, high rates of dropout and class repetition are leading to concerns about the quality of the education being provided. The best way to improve

the quality of education is to improve the quality of educators. However, measuring the quality of educators first requires agreement on what it means to be a good teacher.

Run jointly with Education International, a federation of teachers' unions totalling over 30 million members, Oxfam Novib's special project Quality Educators For All has a three-stage plan for its pilot projects in Mali and Uganda: achieve local

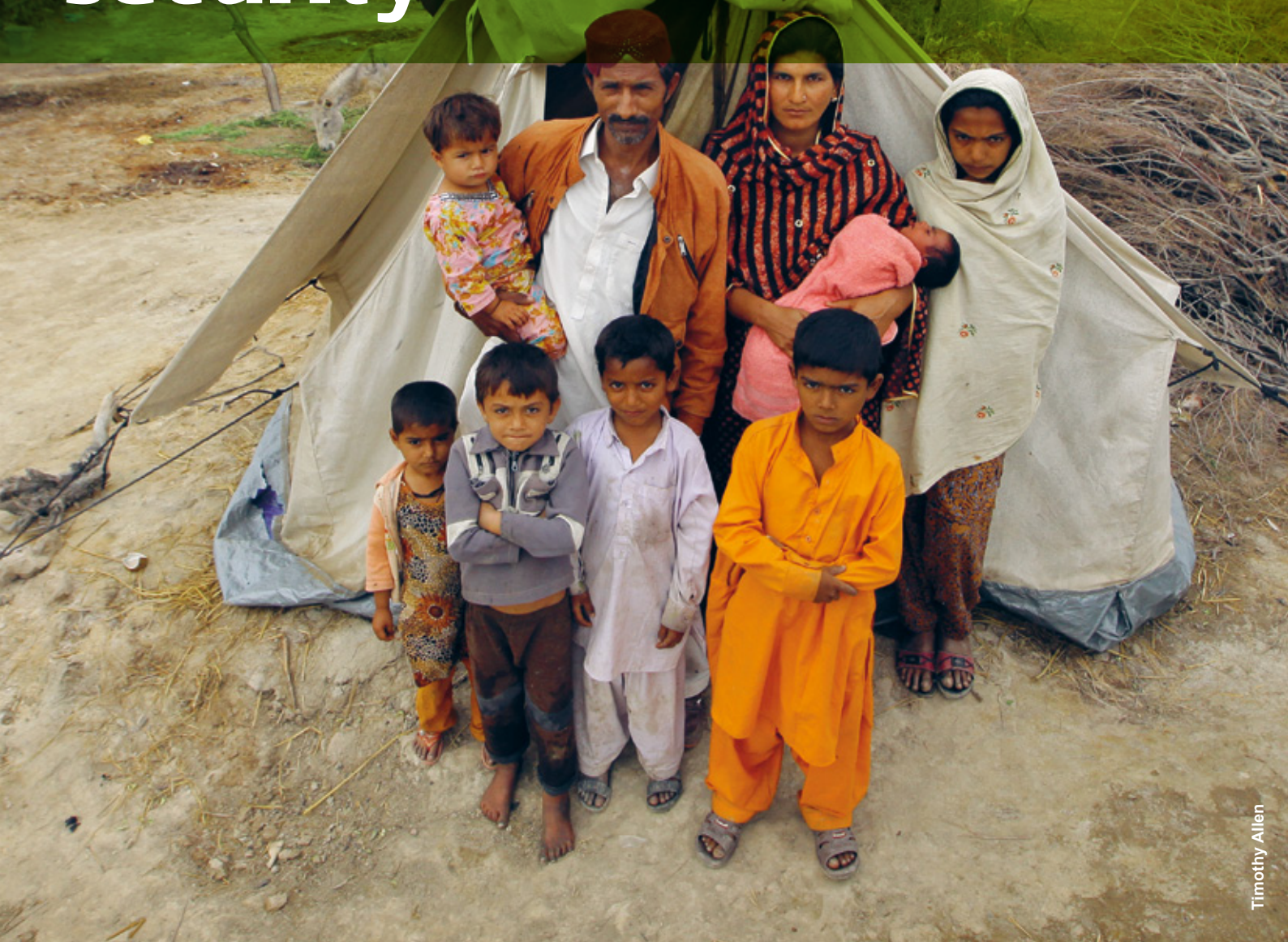
consensus on what competences all teachers should possess; use the resulting "competence profiles" to improve teacher training curricula; and support citizens to lobby government for all children to be taught by fully-qualified teachers.

Experience in other countries shows that competence-based teacher education can succeed only if teachers themselves feel ownership of the process of defining competences. This is a particular challenge when the profession is split between the formal and typically unionised state sector, and NGOs who serve harder-to-reach populations. In 2010, the project cleared this hurdle by winning the buy-in of the respective education ministries, teacher unions and alliances of civil society organisations providing educational services in both pilot countries.



Aim 3

The right to life and security



Aim 3

Working with other aid agencies and local partner organizations, we provide emergency assistance such as food, shelter and sanitation to people whose lives are disrupted by natural disasters and armed conflicts. We then provide support to rebuild their lives and livelihoods. Oxfam Novib is responsible for coordinating the relief and reconstruction efforts of all Oxfams in Afghanistan, Pakistan, Occupied Palestinian Territory, Burundi, Niger and Somalia.

In 2010:

Partners supported

141

People reached

7.6m

Euros spent

24.2m¹

¹ Includes contributions from SHO and other Oxfams.

Our future goals

what are we hoping to achieve in the 2011-2015 strategic planning period:

- **Emergency aid: humanitarian response and rehabilitation.**
- **A significant reduction in the number of people who die, fall sick, or suffer deprivation as a direct result of armed conflict or natural disasters.**
- **A significant reduction in the number of people who suffer personal or communal violence, forced displacement or armed conflict.**

Becoming a leader in humanitarian response

2010 saw Oxfam Novib set up a ten-person rapid deployment team which will offer staff and partners on the ground immediate support in an emergency situation to plan and implement a response. This move reflects the Oxfam confederation's ambition to become international lead humanitarian agency for WASH (water, sanitation and hygiene) and EFSL (emergency food security and vulnerable livelihoods) – as well as our own ambition to add to our traditional expertise in building our partners' capacity by becoming an agent of change in our own right.

On top of ongoing work beyond the media spotlight in fragile states – notably Afghanistan, Somalia and the Democratic Republic of Congo – last year brought two major tests for our emergency response capacity: the earthquake in Haiti and floods in Pakistan.

The Dutch umbrella organisation of emergency agencies, Samenwerkende Hulporganisaties (SHO), raised an impressive 111 million euros in response to the devastating earthquake that hit Haiti on January 12. As chair of that organisation

at the time, Oxfam Novib coordinated the fund raising campaign and how that money was used for immediate relief. We ourselves got 15 million euros from SHO, of which 6.9 million was spent in 2010. We reached around one million Haitians with programmes on clean drinking water, latrines, sewage disposal and hygiene kits for families in camps – all essential to minimise the risk of cholera outbreaks.

As well as stepping in with the basic necessities, it is vital in emergency situations to help people get their livelihoods up and running again. We reached around 200,000 Haitians – mostly women – with business training, cash contributions (23,000 families received between 125 and 250 U.S. dollars) and paid work (over 25,000 person/days). Shopkeepers, carpenters, tailors, mechanics and cooks were all helped to recover their means of self-support.

Oxfam Novib is continuing to fund work in Haiti focused on water, sanitation, health, food security, income and employment – as well as pressing and supporting the government to take on more responsibility for leading the reconstruction work.

At the end of July, Pakistan was hit by the worst floods in its history. We supported established partners to provide immediate assistance – notably the Pakistan Fisherfolk

Forum, whose members used their boats to take around 200,000 people to higher ground. Working with other partners and under the leadership of Oxfam Great Britain, we built facilities for purifying water and processing waste. By the end of the year our efforts had reached 600,000 people – only a fraction, however, of the vast total numbers affected.

Reconstruction will take much more time and money. It is also vital that reconstruction efforts build more resilience to future disasters, tackling the root causes of inequality and poverty that make poor people more vulnerable to shocks. With this in mind, Oxfam Novib helped Dutch and other foreign journalists to report from rural areas of Pakistan, drawing their attention to underlying structural problems such as land rights, water management and debt.

Preparation saves lives as floods hit Afghanistan

Planning for emergency response must start well before an emergency strikes. By the end of 2010, over half a million people in vulnerable areas were better prepared for natural disasters through the activities of our partner organisations.

The value of this preparation was demonstrated when floods hit remote mountainous areas of Afghanistan in spring, as often happens. Villages were evacuated in line with the contingency plans set out by our local partner, and there were no fatalities.

Niger's drought and floods overwhelm response capacity

As early as November 2009, Oxfam Novib's partners AREN and Timidria alerted us to an impending food crisis in Niger. This allowed us to start responding early, helping over 100,000 people – mainly pastoralists – to get through 2010's drought. We subsidised the purchase of cattle feed and bought emaciated animals at above market prices, having learned from previous crises that the problem is not so much that food becomes unavailable as that it becomes unaffordable for the hardest-hit.

However, as 2010 unfolded the scale of the crisis overwhelmed not only our own capacity to respond but that of the entire international aid community. The drought reached unprecedented severity, leaving almost half of the population – around

8 million people – without enough to eat. Then, two months before the harvest was due, Niger was hit with its worst floods for 80 years.

We responded by drawing the attention of the Dutch public and the international community to the unfolding disaster. Our appeal on the popular TV programme

“From Pop Star To Opera Star” yielded almost 6,000 new donors. Then we set to work on a briefing paper to draw together lessons learned and recommendations for avoiding further such crises in the Sahel by ensuring that plans are in place for more than just the most easily anticipated disaster scenarios.



Aim 4

The right to social and political participation



Aim 4

Poverty often results from a lack of power - which, in turn, often results from a lack of information. With our long track record of building the capacity of indigenous civil society organisations, Oxfam Novib is well positioned to help build strong and assertive civic movements in fragile states and beyond, supporting democracy and human rights. The work we fund under this aim is focused on educating people about their rights to participate, and giving them practical help to claim those rights - for example, through legal aid.

In 2010:

Partners supported

460

People reached

7.8m
(52% women)

Euros spent

36.2m

Our future goals

what are we hoping to achieve in the 2011-2015 strategic planning period:

- **Marginalised people will achieve their civil and political rights, will have an effective voice in influencing decisions affecting their lives and will gain the moral support and skills they need to exercise these rights.**

Using social media to promote peaceful elections in Burundi

In any post-conflict country, elections are pivotal moments. Their potential to spark violence carries the risk of undoing years of progress along the road to peace and prosperity – progress which can be cemented if they pass fairly and peacefully. Burundi faced this crossroads in 2010, with only the second round of elections since the country emerged from a bloody civil war.

Working closely with long-standing Burundian partner COSOME (Coalition of Civil Society for the Monitoring of Elections), Oxfam Novib gave technical and financial support to an innovative project using social media to monitor election-related violence. It was the first time such an exercise had been undertaken in a Francophone country, and lessons learned will have wider relevance.

The Amatora Mu Mahoro (“elections in peace”) project brought together ten national and international NGOs. Over 450 observers in all parts of the country submitted, via SMS and email, real-time reports on peace initiatives, incidents of electoral violence and analyses of local security situations. These reports were

verified before being published using the open-source platform ushahidi – you can see them at burundi.ushahidi.com.

Burundi’s electoral process passed off fairly peacefully. While it is obviously hard to be sure how much the project contributed to this, 450 watchful pairs of eyes all over the country should have had some preventive effect. Not all of the ambitious goals of the project were achieved – in particular, strong joint lobbying activities and local leadership – but the initiative was nonetheless considered successful in itself and a useful basis for future action.

Jean Marie Vianney Kavumbagu, president of COSOME, explains: “It was the first time that the principal actors of the Burundian civil society worked together with several renowned international NGOs such as Human Rights Watch and Oxfam Novib to monitor daily violence and peace initiatives linked to the electoral process. Moreover, it was the first time that we could transmit information in real time using SMS and then, after verification, post it immediately on the internet.”

The experience gained by local NGOs in using social media will also have other applications beyond election periods. Kavumbagu adds: “The current socio-political context in Burundi and the region

is potentially prejudicial to peace and security. The revival of rebellions becomes more and more a worrying reality. In order to prevent potential massive human rights violation, a similar synergy as the Amatora Mu Mahoro project is necessary.”

CTUWS invited to monitor Egypt’s parliamentary elections

Shortly after the end of 2010, the Arab Spring would emphasise the vital role civil society organisations have to play in the region: dialoguing with governments about the meaning of a democratic state, proposing reforms, keeping up pressure to respect human rights, building support in communities for causes such as equal rights for women and better labour conditions.

In Egypt such organisations include the Centre for Trade Union and Workers Services (CTUWS), whose director Kamal Abbas jointly accepted in August 2010 the Meany Kirkland Human Rights Award on behalf of the workers of Egypt. The award drew attention to the difficulties that face independent trade unions in Egypt, which

were much in evidence throughout 2010 as peaceful protests reached unprecedented levels and often sparked police brutality.

Oxfam Novib has supported the CTUWS since 1993. During that time it has trained and advised activists working on such issues as improving wages and working conditions, standing up for the right to strike and protest, and advancing the cause of women's equality. Working with another Oxfam Novib partner, the Hisham Mubarak Law Center, CTUWS has helped thousands of Egyptian workers to fight unfair treatment through the courts.

While the work of CTUWS has often brought it into conflict with the authorities, it has also won respect. CTUWS was the only civil society organization given official permission to monitor the parliamentary elections held in Egypt in 2010, giving valuable political experience to tens of thousands of its members. As the winds of change blow through the region, Oxfam Novib's focus on building the capacity of civil society organisations promises to become ever more pivotal.



Improving marginalised people's access to justice

Through 2010 we worked with the Tilburg Institute for Interdisciplinary Studies of Civil Law and Conflict Resolution Systems (TISCO) on laying the foundations to launch a new special project in five countries in

2011 – Bangladesh, Cambodia, Egypt, Mali, and Rwanda – with roll-out to a further 29 countries foreseen over the next ten years. The project will explore innovative ways to help marginalised people to achieve justice.

This is needed because, for about 60% of the world's population, formal legal systems are not an option – lawyers are too expensive, or courts are located too far away for travel to be practical, or the

system is simply broken. In practice, these marginalised people have no option but seek justice through informal or semi-formal channels, such as customary laws and traditional rules and norms, arbitrated by local chiefs. Often, these alternative channels do not deliver fair outcomes.

While valuable work is being done on improving formal legal systems, this project works from the opposite angle, asking how alternative forms of justice can be improved. The project will work with local NGOs providing legal aid in the informal and semi-formal systems, helping them to provide better legal information for marginalised populations and to promote transparency, neutrality and efficiency in the dispute resolution processes that marginalised people actually use.

A first Citizen's Budget in Mali

In 2010, Oxfam Novib's partner, the Groupe de Suivi Budgétaire (GSB), worked in cooperation with the International Budget Partnership's Mentoring Governments Programme to prepare the first ever Citizen's Budget in Francophone Africa, due for release in early 2011.

The project aims at engaging civil society in analysing public budgets to reduce poverty and improve the overall quality of governance and public spending and accountability in Mali.

In order to move this project forward and ensure the widest possible participation of the community – including women – GSB set up committees in 30 municipalities in the regions of Koulikoro, Sikasso, Ségou, Mopti and Gao. These committees and other community groups looked into the efficacy of public spending within their regions in key sectors such as education and health, as well as how best to make information on decentralised state funding more widely available to the public in a readily understandable way



Aim 5

The right to an identity

Aim 5

Nobody should be disadvantaged because they are female or from a minority group. This aim cuts across all of Oxfam Novib's work, with partners who work primarily on other aims being helped to encourage women's leadership within their organisations and through their work. Of the 356 partners who received funding under this aim in 2010, for 102 of them the work on the right to an identity accounted for over 70% of their activities.

In 2010:

Partners supported

356

People reached

5.8m

Euros spent

26.4m

Our future goals

what are we hoping to achieve in the 2011-2015 strategic planning period:

- Women, ethnic and cultural minorities, and other groups oppressed or marginalised because of their identity, will enjoy equal rights and status.
- Gender violence reduction.

“Change makers” speak out on violence against women

It is not easy to launch a campaign on violence against women – the subject remains taboo in many societies. When Oxfam Novib set out to extend the WE CAN (end violence against women) campaign to Burundi, for example, discussions took well over a year to ensure that all participating partners were happy with the tone and content of the campaign.

When we finally launched WE CAN in Burundi in October 2010, the response confirmed we’d got it right: thousands joined a march to celebrate the launch of the campaign. WE CAN asks individuals to identify themselves as “change makers”, and in Burundi those who immediately stood up and spoke out included leaders from the political and religious communities.

In collaboration with GCAP (Global Call to Action against Poverty), WE CAN was also launched in Uganda and Niger in 2010, bringing to 63 the number of Oxfam Novib’s partner organisations who are active in the international campaign. By the end of 2010, the WE CAN campaign had signed up more than 4.5 million “change

makers” in countries ranging from Pakistan to the Democratic Republic of Congo.

This is below the target of 6 million we set ourselves in 2007, though that target was subsequently downgraded as we appreciated the importance of taking the time to get it right.

In January 2010, the first meeting took place between members of the WE CAN campaigns in various countries to share campaign techniques, such as engaging with schools, local authorities and workplaces. A second meeting is planned for 2011.

Practising what we preach on women’s leadership

Our three-year Gender Mainstreaming and Leadership Trajectory concluded in 2010. The GMLT was born from a conviction that we needed to lead by example on promoting women’s leadership. Our partners, their programmes, the communities in which they work, and our own regional bureaux should all showcase a determination to achieve gender justice and equality.

Through the GMLT, we helped our partner organisations to analyse how they themselves relate to gender issues, and how this affects their work. 186 partners participated in 2010, and evaluation workshops held in Niger and Egypt – which asked participants to nominate the “most significant change” the GMLT had brought about – showed that in many cases, initial scepticism had given way to a change in attitudes and more women being appointed to decision-making roles.

A tragic end to a successful project in Zimbabwe

Oxfam Novib regretfully ceased support in 2010 to a long-time partner in Zimbabwe, the Girl Child Network. Nine years of Oxfam Novib support has helped the GCN to secure improved legislation on rape and abuse, and build the self-esteem of schoolgirls across Zimbabwe through its 589 GCN clubs.

However, a KPMG audit revealed weaknesses in the organisation’s financial management capacities, and we were unable to reach an agreement with GCN about how to rectify the situation. Theo Bouma, Oxfam Novib’s director of projects, says: “We have a responsibility

to our supporters to ensure that we raise the alarm at the slightest doubt that money is being well spent. GCN cannot be faulted for its passion and hard work, but as any pioneering partner organisation grows and matures with our backing, its professionalism must keep pace. This is a tragic end to a very successful project, but ultimately our partners are autonomous and responsible for their own internal policies.”

At the forefront of creating the UN agency for women

As a leading member of the Gender Equality Architecture Reform (GEAR) group, Oxfam Novib’s lobbying played a substantial role in the establishment in July 2010 of UN Women, the new United Nations agency. In the coming years, Oxfam Novib will make a priority of ensuring that UN Women functions effectively and that voices of local women are heard on the global stage.

Gender justice in value chain development

Oxfam Novib’s special project WEMAN (Mainstreaming Women’s Empowerment and Networking) shows how gender cuts across our other aims – in this case, the right to a sustainable livelihood. WEMAN addresses a fundamental mismatch of incentives that exists at the grassroots of many industries: women do much of the work, but for little of the reward. Among

small-scale coffee producers, for example, it is often the case that a woman works the land while her husband owns the land and controls what is done with the proceeds.

60 partner organisations from Latin America to Africa and Asia worked with WEMAN in 2010, directly reaching 75,000 people – far exceeding our target of 35,000. Many used the Gender Action Learning System methodology developed by the project, a participatory approach which encourages groups and individuals to reflect on what they want to achieve



Eddy Ssejoba

with their economic activities and with their lives more generally.

Action research has found that the GALS methodology has a real impact – many men are inspired to share household income more equally, and even change the legal title to their land to reflect joint ownership. Women, in turn, become more incentivised to bring their ingenuity to bear on improving the business – for example, by identifying new markets or ways to collaborate with other producers. Research with 300 project participants found that 90% had increased their household income.

WEMAN is implemented with the support of IFAD, the International Fund for Agricultural Development. Maria Hartl, IFAD's technical advisor on gender and social equity, says: "The WEMAN approach shows the enormous potential that poor women and men in communities in developing countries have, to take control of their own lives with a lot of resourcefulness in the face of poverty. It enables them to articulate and act on their priorities for development and increase negotiation power towards large traders and government officials. This is exactly what we are looking for to put our pro-poor targeting and gender policy in practice in economic development."

Spreading the word about female condoms

About 900,000 female condoms were sold in Cameroon in 2010, and a further 800,000 in Nigeria. While the market still has much further to grow, such sales figures would have seemed fanciful for much of the product's 15-year history, as cumbersome early models gave them a bad reputation. That is changing, as an innovative public-private collaboration between condom manufacturers and our special project Universal Access to Female Condoms (UAFC) is exploring ways to improve the product and drive down the price.

Female condoms are attracting widespread interest among sexual health campaigners, as they give women greater control over their sexual choices: there is no need to break off foreplay to negotiate their use, as they can be inserted several hours before sex. New versions of the product have been winning enthusiastic converts among couples who have given them a chance; how to persuade more couples to do so is among the major challenges for the UAFC project.



Robbert Bodegraven

Among the promising strategies the project is exploring in Cameroon and Nigeria is the use of hair salons as sales outlets, with female hairdressers being trained to advocate for the product in discussions with their clients. UAFC is strongly focused on "linking and learning", identifying distribution and marketing strategies that could also work in other countries; representatives from Mozambique and Zimbabwe attended a meeting of partners in September 2010.

The project is supported by donors including the Netherlands' Ministry of Foreign Affairs, the William and Flora Hewlett Foundation, SIDA and Danida.



Financial overview

Below is the Oxfam Novib summary financial overview. For the detailed 2010 annual accounts of Oxfam Novib please consult the “Jaarrekening Oxfam Novib 2010” (Dutch version only, available at www.oxfamnovib.nl).

Sven Torfinn

Balance sheet

As at December 31,
after results
appropriation in
1.000 euro

	2010	2009
ASSETS		
Tangible fixed assets	9.257	8.560
Financial fixed assets	42.576	34.091
Stock	172	45
Receivables governments		
• long term	24.810	46.008
• short term	49.950	60.826
	74.760	106.834
Receivables	9.754	8.174
Cash and cash equivalents	61.885	52.903
Total	198.404	210.607

continued on next page →

Balance sheet

As at December 31,
after results
appropriation in
1.000 euro

→	2010	2009
LIABILITIES		
Reserves and funds		
• Reserves		
of which continuity reserve	12.250	12.073
of which designated reserves	31.571	24.397
	43.821	36.470
• Funds	40.924	30.304
	84.745	66.774
Provisions	1.941	230
Liabilities		
• non-current liabilities	1.827	731
• current liabilities	13.651	11.152
	15.478	11.883
Project obligations		
• long term	27.722	50.282
• short term	68.518	81.438
	96.240	131.720
Total	198.404	210.607

Statement of income and expenditure

in 1.000 euro

	Account 2010	Budget 2010	Account 2009
INCOME			
Income from own fund raising	28.807	28.320	28.346
Income from joint appeals (other external donors and other Oxfams)	12.719	5.848	7.761
Income from third party appeals	29.589	15.000	15.040
Government subsidies co-financing	96.901	131.466	125.838
Government subsidies other	3.502	12.077	9.955
Other income	6.375	5.596	6.621
Total income	177.893	198.307	193.561

continued on next page →

Statement of income and expenditure

in 1.000 euro

→	Account 2010	Budget 2010	Account 2009
EXPENDITURE			
Spent on the objective structural poverty reduction			
Projects and programmes	95.460	119.964	120.865
Advocacy partner organisations	26.380	29.375	31.325
Advocacy Oxfam Novib	6.595	6.961	6.052
Support of partner organisations	5.942	6.272	6.072
Popular campaigning	9.029	9.730	8.391
Education and marketing	4.106	4.390	4.007
	147.512	176.692	176.712
Fund raising			
Costs own fund raising	6.391	6.513	6.420
Costs joint appeals	437	430	411
Costs third party appeals	371	411	354
Costs acquisition government subsidies	2.477	2.438	1.234
	9.676	9.792	8.419
Management and administration			
Costs management and administration	2.735	2.579	2.500
Total expenditure	159.922	189.063	187.631
RESULT	17.971	9.243	5.930
Spent on the objective outside the statement of income and expenditure			
Extended loans and guarantees	13.980	13.006	15.267
Received repayments	6.884	7.950	7.823
Result appropriation			
Addition / deduction			
Designated reserves	7.174	5.073	2.730
Designated funds	10.620	4.170	2.227
Continuity reserve	177	0	973
	17.971	9.243	5.930

Model explanation division of expense

in 1.000 euro

Objective structural poverty reduction							Fund raising							
	Projects and programmes	Advocacy partner organisations	Advocacy Oxfam Novib	Support of partner organisations	Popular Campaigning	Education and marketing	Own fund raising	Joint appeals	Third party appeals	Government subsidies	Management and admin.	Account 2010	Budget 2010	Account 2009
Subsidies and contributions	80.453	23.107	-	-	3.750	-	-	-	-	-	-	107.310	136.930	138.907
Payments	-	-	2.606	-	-	-	-	-	-	-	-	2.606	2.662	2.114
Outsourced work	3.402	606	-	-	98	-	-	-	-	-	-	4.106	2.588	3.140
Publicity, communication, other action costs	539	-	1.637	-	2.547	2.852	5.250	-	337	-	-	13.162	14.871	14.383
Personnel costs	6.409	1.841	1.821	4.194	2.153	1.000	911	330	27	1.872	1.664	22.223	23.218	21.498
Accommodation costs	280	80	73	121	90	43	37	10	1	56	65	856	787	919
Office and general costs	4.005	638	360	1.466	270	156	144	84	4	475	920	8.521	6.608	5.762
Write-offs	373	107	97	161	120	56	48	13	2	74	86	1.137	1.400	908
Total	95.460	26.380	6.595	5.942	9.029	4.106	6.391	437	371	2.477	2.735	159.922	189.063	187.631



Independent auditor's report

To: the Board of Trustees of Stichting Oxfam Novib at The Hague

The accompanying abbreviated financial statements, which comprise the summary balance sheet as at 31 December 2010 and the summary statement of income and expenditure for the year then ended are derived from the audited financial statements of Stichting Oxfam Novib for the year ended 31 December 2010. We expressed an unqualified audit opinion on those financial statements in our report dated April 11, 2011. Those financial statements, and the abbreviated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

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

Management's responsibility

The management is responsible for the preparation of the abbreviated financial statements in accordance with the accounting policies as applied in the 2010 financial statements of Stichting Oxfam Novib.

Auditor's responsibility

Our responsibility is to express an opinion on the abbreviated 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 abbreviated financial statements derived from the audited financial statements of Stichting Oxfam Novib for the year ended 31 December 2010 are consistent, in all material respects, with those financial statements.

PricewaterhouseCoopers Accountants N.V.
Amsterdam, October 17, 2011

Original signed by

H.A. Wink RA MBA

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