



# Annual Plan 2013

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A photograph of children playing soccer under a large, colorful tarp. The tarp is made of sections of blue, yellow, red, and green fabric. A soccer ball is visible in the upper left corner. The children are silhouetted against the bright background of the tarp. The scene is set outdoors, likely in a schoolyard or community center.

# Introduction from the Executive Director

Heather McClintock

There is a saying that captures the way in which Oxfam Novib faces the dynamic times we live in: “Pessimists are more often right, but optimists achieve more”.

Resource scarcity, market volatility and growing inequity between and within countries are creating uncertainty for many people. Top IMF economist Olivier Blanchard claims that it will take till 2018 before the world economy recovers from the financial crisis that started in 2008. These uncertain times are also full of new opportunities: 16 of the 30 fastest growing economies are African countries. Economic growth alone does not, however, guarantee a decline in extreme poverty. For the third time in five years, poor people around the world are being confronted with sharp spikes in food prices. Strengthening the resilience of people who face extreme weather and extreme price volatility is just one of the goals for which Oxfam Novib strives.

870 million people suffer the injustice of poverty on a daily basis, because they are chronically undernourished. As Nelson Mandela said: "Poverty is not an accident. Like slavery and apartheid, it is man-made and can be removed by the actions of human beings." We are fortunate to work with people all over the world who share this insight. Together with our partners we are able to empower people to improve the lives of themselves and their loved ones.

The Arab Spring demonstrated that people can transform power relations. It brought more freedom and democratic changes, as I was able to witness during my recent visit to Tunisia. However, it also creates new challenges. There are Arab countries where the new balance of power does not benefit all. Conservative, religious or orthodox politicians have come into power, which is quite often detrimental to the position of women. Oxfam Novib has strengthened its programme in the Middle East and North Africa and supports women's organisations in their attempts to claim all human rights for women.

That not all women and girls are yet enjoying equal rights to men was painfully demonstrated by the cruel Taliban attack on the 14 year old Pakistani girl Malawa. She defended the fundamental right for every child: to be educated. It's hopeful that so many people have joined in the outcry against this terrible act.

All over the world people are torn between hope and fear, optimism and pessimism. Only through better mutual understanding, co-operation and a shared belief in the possibility

of a just world we can tip the balance in the right direction. In this spirit I present to you our Annual Plan 2013.

Oxfam Novib implements its 5 programmes (right to sustainable livelihoods, right to basic social services, right to life and security, right to social and political participation and right to an identity: gender justice) in 28 countries and in a global programme, addressing issues related to global governance, global public goods and power relations between global actors. Due to the optimism and tireless efforts of our staff and partners, together we reached almost 8 million people with our activities in 2011. Some of our results have been achieved with the active support of 130,000 people in the Netherlands who backed our campaign demands or worked as volunteers.

Within the framework of our corporate plan for 2011-2015, Fair Future for All, our country offices and bureaus in our office in The Hague have developed annual plans for 2013. Together they provide guidance on the implementation of our work, the monitoring of results, and how to deal with new challenges. This Annual Plan 2013 presents the highlights of these plans and is intended to inform you about key priorities for our organisation in 2013.

We are part of the Oxfam Confederation and the IMPACT alliance, and in implementing our programmes we co-operate with other international organisations, with businesses and knowledge centres in the Netherlands and in developing countries. Above all we work together with our many partner organisations in developing countries and at the regional and global levels.

In order to increase the impact of our work in tackling the root causes of poverty and injustice, and in empowering marginalised people, Oxfam Novib is also changing itself. 2013 will be the third and concluding year of two major change processes within our organisation.

First of all, within the Oxfam confederation as a whole, the last batch of countries will start working under a single management structure (SMS). In this structure, one Oxfam in each country leads as managing affiliate a consortium of a maximum of four independent affiliates, which implement their programmes based on a joint country analysis and strategy. Oxfam Novib will play the lead role as managing affiliate in 12 countries and will be implementing affiliate in a further 16 countries.

On top of this, we will finalise the decentralisation of our International Department. After establishing 12 country offices in 2011 and 2012 we will open the final 6 offices in 2013. Because of the unstable political environment, registration issues or cost efficiency, the remaining countries (Somalia, South Sudan, Algeria, Libya, Morocco and Myanmar) will be managed from neighbouring country offices (Yemen, Egypt, Sudan and Zimbabwe) or from The Hague.

We have been able to deliver the priorities in our corporate plan 2011-2015 with the financial support of 400,000 individual donors in the Netherlands, 700 Dutch SMEs (small and medium enterprises), and institutional donors such as the Dutch Ministry of Foreign Affairs (MFA), Swedish International Development Cooperation Agency (SIDA), UK Department for International Development (DFID) and

others. We will continue to invest in strengthening our fundraising, both institutional and private, and enhancing the Oxfam collaboration towards more efficiency, effectiveness and impact. In addition, we will further develop our expertise in the specific areas of engagement with the private sector and new ways of financing development, such as better mobilisation of domestic resources, for broader use in the Oxfam confederation.

All of these efforts are designed to enable us to serve the interests of the poor and marginalised people. In partnership with people themselves, and with respect for their own initiatives to change their lives, we will be working on our mission of realising a just world without poverty.

**Farah Karimi,**  
Executive Director  
December 2012





# Mission and approaches

Saikat Mojumder

Oxfam Novib has worked to fulfil its mission of realising a just world, without poverty since 1956. Our work is based on the belief that every man and woman, wherever they are born, has fundamental and inalienable rights – and that poverty and exclusion are a denial of these rights. Our work is based on the belief that sustainable changes in society and power relations depend on three things:

**Empowerment:** the poor, oppressed and excluded mobilise and organise to claim and defend their rights;

**Accountability:** government, civil society organisations, the private sector and international institutions take responsibility for just and sustainable development, are held to account for the consequences of their policies and practices for people living in poverty, and are encouraged to develop pro-poor and inclusive development strategies, policies and practices; and

**Gender justice:** the position and rights of women are taken into consideration and women can effectively become agents of change.

Co-operation is central to our identity and ways of working. We are part of the Oxfam Confederation<sup>1</sup> and the IMPACT<sup>2</sup> alliance; we collaborate with other international organisations, and with businesses and knowledge centres in The Netherlands and developing countries; and, above all, we work with our partner organisations in developing countries and at the regional and global levels.

Through our partners we finance and support social and economic development activities, enhancing the knowledge of poor men and women and building their capacity to better serve their communities. We also support their lobbying and advocacy activities at local, national and global levels. At the same time, often in collaboration with other Oxfams, we ourselves lobby governments, the private sector and other agencies to change policies and practices that impact on the lives of men and women living in poverty.

We are currently engaged in decentralising most of our work. One of the drivers behind this is the desire to not only be a strategic development funder but also an involved, sensible

and supportive change maker in the countries where we closely collaborate with local partners. Decentralisation can help us to play a convening, brokering and funding role, and also to build capacities and alliances and improve quality through better monitoring, evaluation, accountability and learning.

Co-operation within the Oxfam confederation is intensifying in a number of ways: through the SMS (single Oxfam management structures at country level); GROW (Oxfam's campaign to ensure food security now and in the future); investing in a joint Oxfam global identity; and collaboration in our humanitarian work and corporate issues such as human resources and information technology. With the accession of new affiliates – such as India, Japan and Italy – the confederation is steadily growing into a more global and diverse network. We feel that strong collaboration within Oxfam will help us to reach our goals – within the Netherlands, in international institutions, and through the implementation of our country programmes – effectively and efficiently.

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<sup>1</sup> The Oxfam Confederation consists of 17 independent member organisations:

Oxfam Great Britain, Oxfam Canada, Oxfam America, Oxfam Belgium, Oxfam Germany, Oxfam Australia, Oxfam Hong Kong, Oxfam Japan, Oxfam Italy, Oxfam Mexico, Oxfam India, Oxfam Intermon (Spain), Oxfam Quebec, Oxfam Ireland, Oxfam New Zealand, Oxfam France, Oxfam Novib.

<sup>2</sup> In the IMPACT alliance which is formed by SOMO, HIRDA, 1%CLUB, Butterfly Works and Oxfam Novib, we complement and share the expertise of these five organisations for the benefit of our programmes, working together through joint strategies, innovation projects and mutual learning agendas.

In March 2013, Oxfam International's Board will adopt the Oxfam Strategic Plan 2013-2019 (OSP) that will guide the work of all Oxfams. In April/May 2013, Oxfam Novib will carry out a midterm review to assess the implications of the OSP for our current Corporate Plan 2011-2015, and to consider changes in our organisation, progress in our programmes, and our financial situation. Based on the outcome of this midterm review, we will look at whether or not our current Corporate Plan 2011-2015 needs adjusting for the remaining period.



Petterik Wiggers

# Priorities for 2013

## Programmes

Oxfam Novib's work is organised into five programmes based on five fundamental rights:

- the Right to Sustainable Livelihood (economic and environmental equity, and sustainable livelihoods for present and future generations)
- the Right to Basic Social Services<sup>3</sup> (equitable access to basic health care and education)
- the Right to Life and Security (equitable provision of protection, relief and rehabilitation)

- the Right to Social and Political Participation (equitable participation in political, economic and social policy-making and decisions)
- the Right to an Identity<sup>4</sup> (equity in gender and diversity)

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3 Under the right to basic social services Oxfam Novib focuses on education.

4 Under the right to an identity Oxfam Novib focuses on gender justice.



To provide an even stronger focus to our programmatic work, we have identified thematic priorities for each of our programmes: struggle for land, food and water; fair markets and financial systems; quality education; conflict transformation; access to information; and women's bodily integrity. We have set specific targets and measurable outcome indicators for each of the programmes, and for each country or cluster of countries. We have also elaborated our strategic goals in specific country and global strategies.

For further details on our 5 programmes in 2013, see chapter Details per Programme in 2013.

For 2013, the following strategic elements will receive special attention to ensure the quality of our programmes and their impact on peoples' lives:

#### **Global Actors Strategy, linking local to global**

Social, cultural and economic changes are possible only when we consider all the complex causes of poverty and injustice – local conditions, national and regional politics, and international policies, agreements and power relations. The effectiveness of our interventions depends on them being informed by quality analysis and addressing multiple levels as required – local, national and/or global. To this end, we will intensify the connections between the work of our Global Link and Advocacy team, International Department and Knowledge and Programme Management Department. Country offices will be supported to make connections and increase their capacity to influence policy.

#### **Private sector**

Enterprises and entrepreneurship are getting an ever more prominent position in international co-operation. By the end of 2012 we will adopt a revised private sector strategy, with adjustments of our country, global and regional strategies. In 2013, specific local work on the private sector, such as value chains, will take greater prominence in our planning and implementation. For example, we will continue our work on cocoa in Nigeria, in collaboration with our partner the Farmers Development Union (FADU), the Dutch trading house Continaf, IDH and ASN Bank. This work means Nigerian cocoa farmers receive better prices for their products and are able to deliver certified fair and sustainable cocoa to the Dutch market.

#### **Gender mainstreaming**

Fundamental to Oxfam Novib's work is the understanding that gender inequality is both a violation of women's human rights and an obstacle to sustainable development. Achieving gender justice is essential to achieving a world without poverty and injustice.

By ensuring that gender is integral to the design, implementation, monitoring and evaluation of all policies and programmes, Oxfam Novib seeks to change power structures that perpetuate unequal power relations between women and men and hold them back from achieving their potential as humans and actors of social change. Change will happen when both men and women embrace inclusive practices where all can freely determine their identity; when gender based violence is rejected by society, and women and girls can exercise control over their own bodies; when

women have the opportunity to organise themselves and become leaders in their communities; and when both women and men can equally participate in decision-making affecting their lives.

In 2013 we will continue to build on experiences gathered so far in mainstreaming gender in all programmes.

As Oxfam Novib is going through a profound process of change, with many new staff members joining, we will devote time and energy to working on gender mainstreaming within the organisation. This means providing regular gender trainings, developing gender mainstreaming action plans for each team, and integrating specific gender indicators in regular M&E procedures.

Externally, we will continue working with our partner organisations through specific learning and training initiatives. The aim is to increase both their and our own capacity to mainstream gender into all programmes, policy and outreach work, based on rigorous gender analysis and engendered strategies.

### **Campaigning and policy influencing**

The main campaign in 2013 will be the Oxfam GROW campaign, which focuses on food security for all, now and in the future. Special attention will be given to the role and responsibilities of the world's largest food and beverage companies.

Other campaigns that will receive attention are the tax justice campaign and the rights in crisis campaign. Public support will be mobilised and concerns raised towards

international institutions, companies and banks regarding their policies on sustainability, natural resources and biodiversity. In early 2013, we will also celebrate 4 years of Eerlijke Bankwijzer (the Dutch Fair Banking guide) with a public event to demand more transparency from banks about the companies they invest in and the standards they use to assess socially responsible corporate behaviour.

Our popular campaigning team will continue to work from a platform perspective – connecting people from developing and developed countries – because we believe this is key in mobilising and organising supporters, especially in a more international world and a rapidly changing online environment. Oxfam Novib involves Dutch audiences in our work mainly through public mobilisation campaigns. As we decentralise, this will be broadened by supporting country offices to link local partner organisations' campaigns to a global level and involve Dutch and/or international audiences.

### **Capacity building**

Oxfam Novib will strengthen its role in capacity development of partners, especially focusing on financial sustainability and humanitarian work. In 2011 a "5C"<sup>5</sup> assessment tool was introduced for assessing partners' capabilities and improving dialogue on capacity development priorities. A second round of assessment will be carried out in 2013, leading to agreements with our partners on concrete plans

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<sup>5</sup> Capability to balance diversity and coherence; Capability to adapt and self renew; Capability to relate and to attract resources and support; Capability to commit and Engage; Capability to carry out technical service delivery and logistical tasks.

for capacity building that will be explicitly included in contracts with partners and the annual plans of our country offices.

### **Monitoring, evaluation and learning**

We will invest in qualitative monitoring for learning purposes and to improve our overview of results by complementing quantitative information with contextual insights about the importance of results achieved by partners. These will contribute to revisions in the theory of change underlying our activities at country and global levels. In 2013, clear guidelines will be provided to country offices about how to collect and share this qualitative and quantitative information in a way that inspires and motivates us all to continually improve our work.

### **Quality review**

In 2012 a methodology for a programmatic review was developed, with the objective of improving Oxfam Novib's capacity to design and implement quality programmes in a decentralised organisation with the maximum possibility of impact on people's lives. The methodology was tested during 2012. In 2013, 10 quality reviews will be carried out in the countries where the decentralisation process is considered to be complete.

### **Innovative projects**

Oxfam Novib is constantly looking out for innovative projects, and makes sure that learning and experiences from innovations are collected, disseminated and used in policy and strategy development. Those to be implemented in 2013 include:

**Internet Now!**, funded by a special Dream Fund grant from the Dutch Postcode Lottery, is a collaboration of Oxfam Novib and three international partners to establish a social telecom enterprise in northern Uganda. It is intended to provide rural communities with reliable, affordable and high-speed connection to the Internet, providing knowledge, work and income to over 850,000 community members. One hundred centres in northern Uganda (covering an area the size of the Dutch provinces Zuid Holland, Noord Holland and Utrecht) will follow an innovative business model, with solar-powered, wifi-connected workstations housed in shipping containers and support and training provided by company staff and volunteers. The project is expected to offer teenage mothers with limited computer knowledge the possibility to work remotely for overseas companies, and help farmers to achieve better prices for their produce through an online trading platform. Collective selling and bargaining is also a possibility.

### **The World Citizens Panel is an initiative of Oxfam**

**Novib**, Butterfly Works and partners to gather information and measure changes that take place over time in the lives of people living in poverty. It does so by involving a random sample of the direct beneficiaries of ON partner organisations, and assessing a set of impact indicators such as the use of social media through smart phones. The methodology has been tested in Uganda, and we are currently investigating how to start rolling it out. The instrument has the potential to be rolled out to partners of all Oxfams in the 92 Oxfam countries, and to be used for purposes including opinion polls and partners' own surveys and reports.

**My Rights My Voice (MRMV)** is a joint Oxfam affiliate programme in Mali, Niger, Tanzania, Georgia, Afghanistan, Pakistan, Nepal and Vietnam, involving Oxfam GB and Oxfam Novib, and, in Niger, Oxfam Quebec. The programme is funded by the Swedish International Development Cooperation Agency (SIDA) with a total contribution of USD 11,368,677 for three years. This innovative programme aims to engage marginalised children and youth in realising their rights to health and education services, as well as to enable them to find their own direction and purpose and express their aspirations in decision-making spaces.

In 2013, a key activity will be to strengthen their voices in the planning and implementation of the programme itself. All the country projects and the global programme will establish youth advisory boards to ensure that their needs and aspirations become a driving force of the programme. In addition, a global level advocacy strategy will be developed in 2013, linking local activities to regional-, national- and global-level change processes.

### **The State of the Union Programme**

([www.stateoftheunionafrica.net](http://www.stateoftheunionafrica.net)), a joint Oxfam and partners programme, was established in November 2009 and works to strengthen African citizens' participation in policy development, implementation and monitoring within the African Union. It consists of a coalition of civil society organisations currently drawn from nine countries spanning the five regions in Africa with a combined population of 450 million: Egypt (North Africa), Nigeria, Senegal, Ghana (West Africa), South Africa, Mozambique (Southern Africa), Kenya, Rwanda (East Africa) and Cameroon (Central Africa). The ambition is to increase the number to 15 countries.

The programme, which is funded by SIDA, DFID and the EU, supports citizens and African civil society organisations to engage in continental, regional and national policy development and demand public accountability systems for monitoring states' compliance with African Union decisions and charters. In particular, the coalition urges compliance with fourteen policies and laws adopted by the African Union which offer the greatest promise for eradicating poverty, promoting justice and realising political, economic and social rights.

**The Food Companies Campaign (FCC)** aims to persuade ten well-known food and beverage companies to transform their operations and the operations of their suppliers, and to indirectly influence the perspectives of governments and rule-setters, to contribute to a world where people can buy and grow enough food. A campaign tool has been developed as part of the joint Oxfam GROW campaign and will be used by all Oxfams to achieve improvements in the food system all over the world. The campaign will combine lobby, media and public campaign elements to engage consumers and activists, with a primary audience of urban mothers because women are responsible for the majority of food purchasing decisions and more likely to share information with their communities. The Oxfam Novib GROW Fund will also encourage partners to give more focus to this target group.

### **Humanitarian work**

In 2013 Oxfam Novib will further strengthen its implementing capacity to respond to humanitarian crises with a key focus

on building local partners' capacity to respond. In the 11 countries where Oxfam Novib is Oxfam's lead affiliate for humanitarian response, we will invest in further strengthening our lead capacity. Our rapid deployment team, consisting of 8 people recruited in 2011 and 2012, will support country teams to strengthen or upscale response capacity, build the capacity of staff and partners and improve our tools and instruments.

Oxfam Novib has improved its capacity to ensure rapid appeals in situations where SHO (Samenwerkende Hulp Organisaties, a collaboration of Dutch development organisations in public fundraising appeals) is not or not yet raising funds to respond to a humanitarian crisis. Oxfam Novib will also strengthen the links between our work on food security and rights in crisis by ensuring that, alongside relief aid, attention is paid to more structural solutions. To this end, Oxfam Novib will invest in building our local partners' capacities on disaster risk reduction and strengthening resilience.

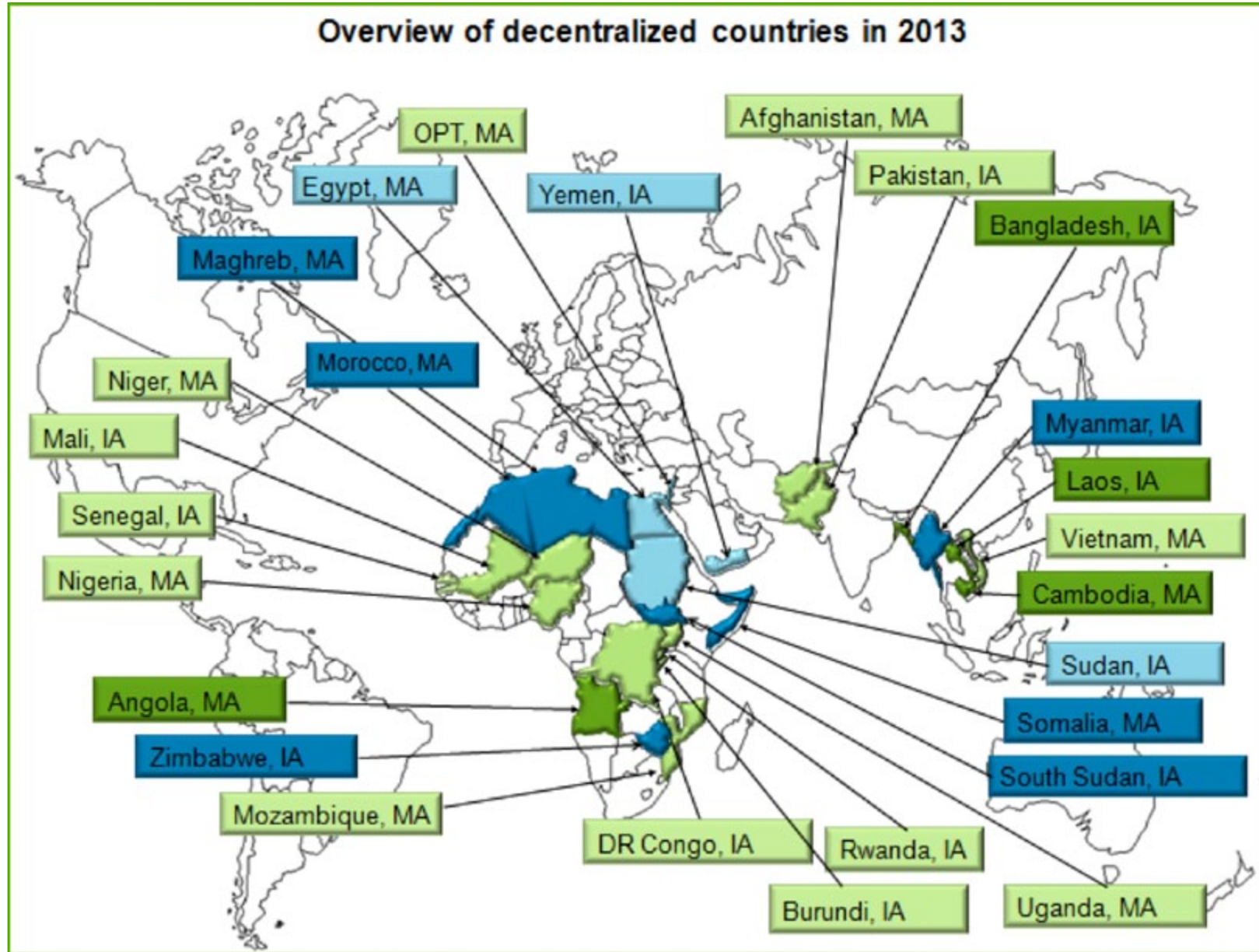
## Internal organisation

### **Decentralisation and Single Management Structure (SMS)**

The decentralisation of Oxfam Novib country programmes is already bringing more context-specific knowledge, better-embedded plans, more attention to security considerations, better humanitarian responses and more fundraising successes. However, decentralisation of several new and complex countries remains to be achieved in 2013. Oxfam Novib's management will invest attention and resources to ensure that the new country teams get space and time to induct themselves, train and gain experience, and that they feel connected to and supported by the central organisation. Internal communication will be especially important.

Within the Oxfam confederation, the Single Management Structure has given a great push towards better collaboration between different Oxfams, both within countries and at the international level. It will bring a better harmonisation of processes in Oxfam and more attention to cost effectiveness through shared services. Efforts are made to set up joint systems such as the Oxfam IT road map, which will start in 2013 with building an Oxfam Intranet.

Our priorities for the SMS in 2013 are to provide strong leadership where we are the managing affiliate, expand our humanitarian lead role, and where we are an implementing affiliate to play an active and constructive role in ensuring the quality, impact and effectiveness of investments in joint programmes.



- Decentralized in 2011/2012    IA = implementing affiliate
- Decentralized in 2013        MA = managing affiliate
- Managed by HQ
- Managed by neighbouring country

### **Information management and internal communication**

Making available high quality and reliable information on our work is of major importance in accountability towards our partners, Oxfam colleagues, the general public and donors. That is why in 2012 we launched “Oxfam Novib NOW”, aiming at “more return on project information”. In 2013, Oxfam Novib will develop an atlas that will provide user-friendly access to project information for staff members, partners, the general public and donors, using a document management system and a social network that will facilitate connections and potential partnerships.

### **Human Resources (HR)**

Processes, structures, tools, control and monitoring are all important, but ultimately staff are central – it is people who determine the quality of our work and our organisation. The establishment of country offices has brought young, ambitious and committed new colleagues who require assistance and guidance but who also take the initiative, invest in improving their work, and actively seek the support and information they need. It is essential to build a culture of increased delegation, active listening, pro-active search for support, and inspiring, appreciating and motivating each other. This is a key priority for the HR team and managers in Oxfam Novib in 2013.

The decentralisation process has also brought the issue of high turnover of staff in some countries. In collaboration with other Oxfams, our HR team and Quality & Control department will pay specific attention to talent management plans and career planning in an international context.

The HR department will also focus on the implementation of international HR policies and procedures in our decentralised organisation, including a diversity policy covering gender mainstreaming. Finally, attention will continue to be paid to supporting and leading changes in departments in head office which have been necessitated by reorganisation and decentralisation.

## Public positioning in the Netherlands

Oxfam Novib feels a great sense of urgency to put forward in the Netherlands a new vision for international co-operation. Not only is the impending Millennium Development Goals deadline sparking debate on the post-2015 agenda, there is also growing criticism about aid effectiveness and a continuous need to further modernise and explain our intervention strategies. In this debate, special attention is given to the role of civil society organisations in international cooperation.

Our vision includes a call for a new set of development goals – including human rights as well as sustainable planetary goals – and a new financial framework to support those goals. Our aim is to ensure that our vision will influence the public and political debate on international co-operation in 2013. Through their worldwide membership networks, many Global Link partners have access to civil society organisations all over the world that will be invited to participate in the debate on the post-2015 agenda. Some are already participating in the UN-initiated post-MDG consultation process.

We will position Oxfam Novib as a distinctive, innovative and transparent organisation with a human face. This will include seeking collaboration with other organisations such as ID Leaks (an initiative of young development professionals to engage with people who are sceptical about development work); presenting ourselves with Praat Mee (an online forum for exchange with the Dutch public); and working with our IMPACT Alliance partners. However,

shifting the terms of the debate will be more challenging with new cutbacks agreed upon by the new government.

Recent studies have shown an increase in Oxfam Novib's name recognition, but show a decline in people's understanding of what it is we do. In 2013 we will implement a new strategy to strengthen the brand by gradually shifting our messages for the Dutch public towards the new Oxfam global identity.

Our efforts to be more accountable and transparent are being noticed. For the second year in a row, Oxfam Novib was in 2012 awarded the Transparency Innovation Award.



## Fundraising and financial perspective

**Institutional fundraising:** Oxfam Novib continuously works to broaden the range of our income sources. This is important not only to maintain our support for initiatives to work for and with poor people, but also because it contributes to making our organisation more independent. We are making steady progress with institutional fundraising other than MFS funds from the Dutch government, which has increased from 16.4 million euros in the whole of 2009 to 32.5 million in 2011 and an expected income of 55 million euros in 2012. In addition, there has been success in raising the number of joint Oxfam submissions to donors. It is logical and necessary to continue on this road in 2013, with a planned target for institutional fundraising other than MFS in 2013 of 66 million euros.

**Fundraising in the Netherlands:** In 2012, Oxfam Novib started to implement a new client relations management system to improve support for our campaigns and voluntary work. The implementation will continue in 2013 as a high priority for the Advocacy and Campaign Department with support of the ICT Department. We will also continue working towards creating growth in private sector fundraising as a crucial element of our overall strategy to diversify Oxfam Novib's income. Our successful concept of "business ambassadors" with small and medium enterprises will be expanded, and the number of partnerships with bigger corporations will increase.

**New sources of income:** In 2012 a first analysis took place to investigate if Oxfam Novib should attract private equity and encourage investments. A proposal for investment-based business models will be presented in the first quarter of 2013 and pilots will help us explore this path.

Oxfam Novib will focus only on business models where there is a convincing argument that the capital being used would otherwise not contribute to achieving our mission and objectives. We realise that this approach might have consequences for the kind of organisations we work with, the kind of projects involved and the capacities of our own staff. A decision whether or not to further develop investment-based business models will be taken only after very careful consideration of these implications.

# Finances

Sven Torfinn

**Table 1: Statement of Income and Expenditure 2013**

in € x 1000

Income	
Income from own fund raising	34.541
Income from joint appeals	0
Income from third party appeals	15.775
Government subsidies co-financing	79.338
Government subsidies other	59.225
Interest	3.152
Other income	1.963
<b>Total income</b>	<b>193.994</b>

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<b>Expenditure</b>	
Spent on the objective structural poverty reduction	
Projects and programmes	145.242
Advocacy partner organisations	18.116
Advocacy Oxfam Novib	5.937
Support of partner organisations	3.717
Popular Campaigning	5.383
Education and marketing	3.570
<b>Total expenditure</b>	<b>181.966</b>
<b>Fund raising</b>	
Costs own fund raising	6.237
Costs joint appeals	0
Costs third party appeals	457
Costs acquisition government subsidies	3.102
	9.796
<b>Management and administration</b>	
Costs management and administration	3.165
<b>Total expenditure</b>	<b>194.927</b>
<b>Result</b>	<b>-933</b>
Spent on the objective outside the statement of income and expenditure	
Extended loans and guarantees	14.200
Received payments	14.325
<b>Result appropriation</b>	
Designated funds	
Continuity reserve	0
	<b>-933</b>

## Table 2: Planned Expenditure 2013 per Country per Programme

(€ x 1000)excl Institutional Funding

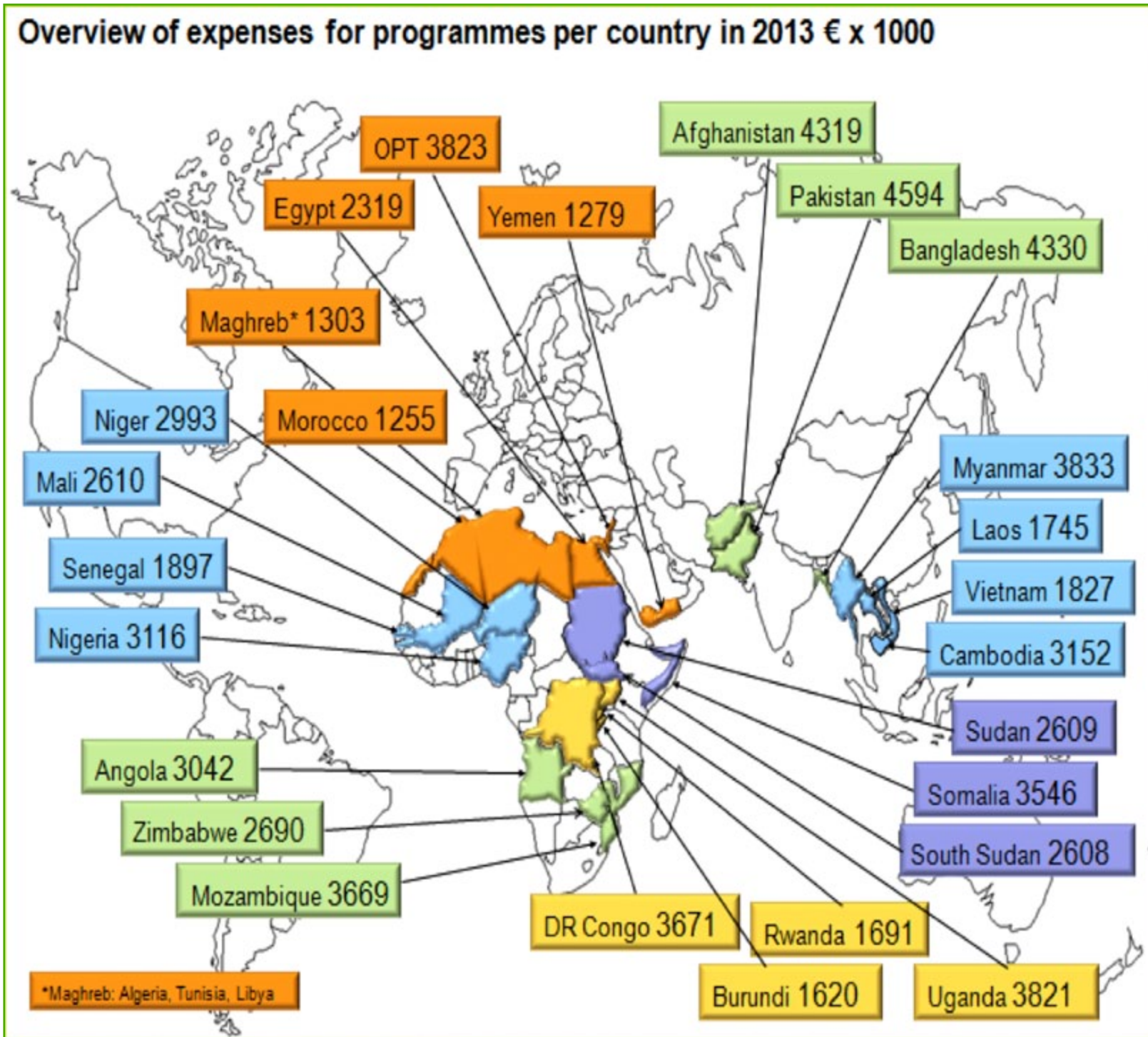
The table is without the 2 million budget for emergency relief.

Country	progr. 1	progr. 2	progr. 3	progr. 4	progr. 5	total
Afghanistan	359	1.038	1.998	698	226	4.319
Angola	1.403	0	71	1.096	472	3.042
Bangladesh	1.732	1.006	308	0	1.284	4.330
Birma/Myanmar	1.717	0	216	1.245	655	3.833
Burundi	753	0	320	547	0	1.620
Cambodia	1.005	0	307	845	994	3.152
DR Congo	1.531	745	783	549	62	3.671
Egypt	601	0	0	1.076	643	2.319
Laos	679	0	0	679	387	1.745
Maghreb	0	0	0	578	725	1.303
Mali	506	643	0	1.462	0	2.610
Morocco	0	0	0	947	308	1.255
Mozambique	1.570	0	966	355	778	3.669
Niger	1.158	227	633	975	0	2.993
Nigeria	1.237	0	396	630	854	3.116
Pakistan	2.211	1.149	1.115	0	119	4.594
Palestinian territories	0	458	1.286	725	1.354	3.823
Rwanda	873	55	0	737	26	1.691
Senegal	976	367	0	554	0	1.897
Somalia	886	831	709	955	166	3.546
South Sudan	1.102	0	338	683	485	2.608
Sudan	1.435	217	362	0	594	2.609
Uganda	1.241	1.553	462	477	88	3.821
Vietnam	499	0	153	647	529	1.827
Yemen	0	350	0	539	391	1.279
Zimbabwe	902	23	1.311	378	77	2.690

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page →

**Table 2: Planned Expenditure 2013 per Country per Programme**

Global strategy	10.256	1.538	1.293	5.278	2.433	20.798
Advocacy / Popular Campaigning / Education and Marketing	8.442	1.409	1.617	2.067	1.354	14.890
<b>Total</b>	<b>43.070</b>	<b>11.610</b>	<b>14.645</b>	<b>24.723</b>	<b>15.002</b>	<b>109.049</b>



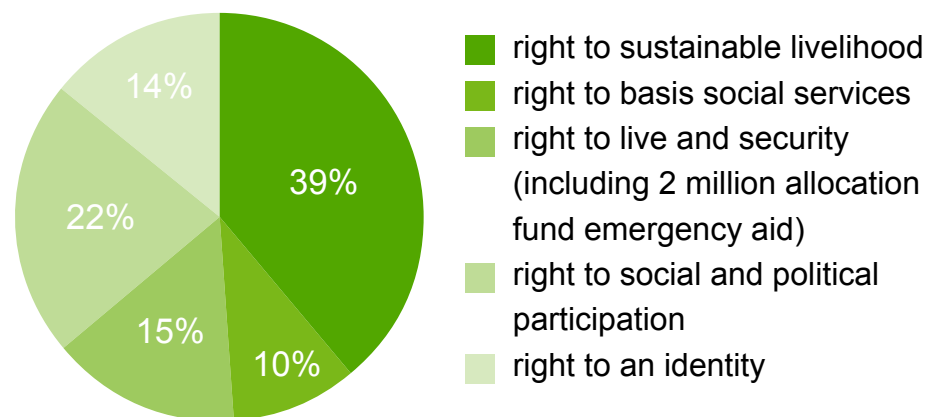
### Table 3: Reconciliation table 2 with Statement of Income and Expenditure (table 1)

Recapitulation in € x 1000

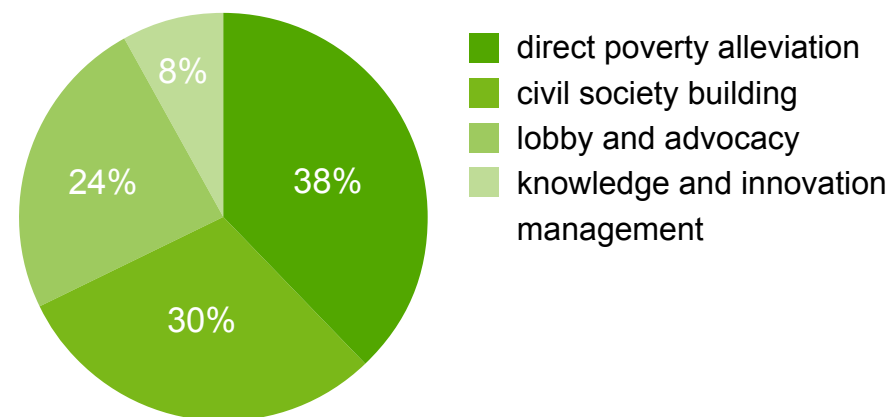
Total programme 1 excl. insitutional funding	43.070
Total programme 2 excl. insitutional funding	11.610
Total programme 3 (excl emergency aid) excl. insitutional funding	14.645
Total programme 3 emergency aid (allocation fund)	2.000
Total programme 4 excl. insitutional funding	24.723
Total programme 5 excl. insitutional funding	15.002
Total programmes excl insitutional funding	111.049
Institutional funding	66.000
Difference cashbasis / accrual (difference approvals / transfers)	4.916

**Total SPENT ON THE OBJECTIVE conform Statement of Income and Expenditure 181.966**

**Planned expenditure per programme excl institutional**



**Planned expenditure intervention strategies excl institutional funding**





# Details per programme in 2013

Petterik Wiggers



**Programme Right to Sustainable Livelihood**



**Programme Right to Basic Social Services**



**Programme Right to Life and Security**



**Programme Right to Social and Political Participation**



**Programme Right to an Identity: Gender Justice**



# Programme Right to Sustainable Livelihood



The programme is implemented in the following countries: Pakistan, Afghanistan, Bangladesh, Democratic Republic of Congo, South Sudan, Somalia, Uganda, Burundi, Rwanda, Senegal, Mali, Niger, Nigeria, Egypt, Myanmar, Cambodia, Vietnam, Laos, Mozambique, Angola, Zimbabwe, and at global level.

## Overall multi year objectives

### **Increased control of natural resources and better production systems**

- Increase of the control that people living in poverty have over the natural resources and means of existence on which they depend, and recognition of their role as change agents in the use and protection of such resources.
- To prevent people who live in poverty from being driven further into poverty as a consequence of large-scale farming practices.
- A substantial rise in investments by governments in production systems and strategies from which vulnerable

groups derive a large part of their income and food, and the protection of these groups when their income drops below a specific minimum.

### **Better access to financial services, markets and trade**

- To increase the opportunities for people living in poverty to take active part in, and benefit from, trade systems and markets.
- To increase the resilience of people living in poverty to the disadvantageous effects of the current financial and trade systems.

## Expected Outcomes and Outputs in 2013

In 2013, Oxfam Novib aims to:

Outcome indicators programme 1	results 2011	planning 2013	planning 2015
Have reached at least # women and men (small-scale crop farmers, cattle farmers, fisher folk) who now are able to use sustainable production methods, and # women and men (small-scale farmers) now using effective adaptation techniques.	2.825.678	1.000.000	3.000.000
	61.706	165.000	875.000
Have increased by # the number of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training.	387.482	125.000	600.000
Have supported # partner organisations to be better able to communicate at the national and international levels the voice of people in rural areas living in poverty, and # partner organisations providing financial services that are now better able to reach the poorest groups (especially women) with their financial services.	47	85	130
	29	20	30
Have supported # globally-working partner organisations to enhance their lobby, network and research capacity for influencing international institutions and internationally-operating companies with a pro-poor agenda, and # globally-working partner organisations to be better able to influence agenda setting with issues emerging from national organisations and movements around land, water and food.	38	30	25
	21	25	30
Have contributed to at least # policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity.	30	25	40
Have contributed to at least # policy changes regarding pro-poor markets and financial systems, and # policy changes regarding governments, international financial and trade institutions and multinational companies.	21	14	125
	30	20	45
Have supported # cases by nationally and globally operating partner organisations documenting # examples of alternative economic models, together with knowledge institutes, and research and learning cases on the struggle for land, water and food.	4	75	10
	7	10	50

To achieve these outcomes, the outputs we will deliver include:

## Outputs 2013 programme 1

- 113 partners supported to carry out projects focusing on land, water and food.
- 25 micro financing organisations receive support to increase access to financial services for people living in poverty.
- 86 partner organisations active in land, water and food are given support to strengthen their capacities in lobbying, networking, research and accountability.
- 39 local producer organisations receive support to strengthen their lobbying and networking capacity.
- 26 partner organisations in the financial service sector receive support to be able to operate financially independently, to design pro-poor financial services and products, and to better adapt their financial services to women.
- 54 global partner organisations active in fair markets and trade receive support to strengthen their capacities in lobbying, research and networking.
- 17 research reports about specific themes and business activities in developing countries.
- 9 networks of partner organisations are set up to put public pressure on the internationally-operating food and drinks industry.
- 51 southern partner organisations supported by the IMPACT Alliance to lobby their local and national governments for the improvement of legislation on land, water and biodiversity, in particular with regard to women.
- 26 local partner organisations working on land, water and food are involved, in association with knowledge institutes, in knowledge trajectories which focus on themes that are of importance to their activities.
- 91 information products (user guides, briefing papers, toolkits, websites, etc.)

### **Specific investments in programme delivery and quality in 2013**

Several areas of attention have been identified for 2013 in programme delivery and development quality. These include:

- Around agriculture, special attention will be given to presentations and communication on the “Future of Agriculture” research, answering the question “what kind of agriculture will offer a future for small-scale farmers and what do we need to achieve this?”
- In our work on the private sector, there will be a review of approaches emphasising the local-to-global aspects of our advocacy work. Also the Food Company Campaign will be on the agenda, with an expansion of research and increase in the number of companies covered.
- The topics of food, agriculture, hunger and smallholders are pertinent to many other actors, such as MNCs, financial institutions and private investors. We will explore different models to develop new forms of investments in the agricultural sectors in the South.

### **Knowledge and Innovation – Learning 2013**

- A thematic community on value chains will be developed, responding to strong demand from country offices for more knowledge on the subject. This is not only relevant for the programmes of Oxfam Novib’s partner organisations, but also important for developing new models of investment to mobilise public and private financial resources in support of activities in line with the mission of Oxfam Novib. A follow-up on the “Future of Agriculture” research should not only nurture the programmes of partners but also the GROW Campaign, and formulate alternative views on how to invest in smallholder agriculture.
- Together with Hivos and partners of Hivos and Oxfam Novib, a community of practice on agro-biodiversity has started and will be expanded in 2013. This community will play an important role in our goal of increasing the resilience of smallholders in agriculture and livestock and their role in contributing to the solution of the world food problem.

# Programme Right to Basic Social Services



The programme is implemented in the following countries: DRC, Somalia, Sudan, Uganda, South Sudan, Afghanistan, Pakistan, Bangladesh, Nigeria, Mali, Senegal, OPT-I, Yemen, The Maghreb and Middle-East region and Global Link.

## Overall multi year objectives

### **Access to good education for more girls and boys**

- In 2015, more boys and especially girls and women will have access to good education, so that they will be able to fully participate in economic and social life, and to stand up for their rights.

### **Access to sexual and reproductive healthcare for more people**

- In 2015 more women, girls and boys will have control of their sexual and reproductive health, they will have improved access to information and services, and they will therefore be better able to protect themselves against HIV, STDs, AIDS, sexual violence, unwanted pregnancies and maternal mortality.

## Expected Outcomes and Outputs in 2013

In 2013, Oxfam Novib aims to:

Outcome indicators programme 2	results 2011	planning 2013	planning 2015
Have reached # women and men (girls and boys) who now benefit from access to quality education and, # women and men (youths) who are able to make use of good preventive sexual reproductive health information and services.	464.428	360.000	705.000
	1.009.292	48.000	695.000
Have supported # partner organisations to develop their capacity to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	20	20	50
Have strengthened # partner organisations working in the area of SRHR to more effectively involve people living with HIV, youths and women in their programmes.	23	15	20
Have contributed to at least # policy changes by national governments and global actors which improve the quality of education policy and its implementation at country level, and # policy changes on providing more and better sexual and reproductive healthcare and HIV services for women and youths at country level.	12	6	25
	9	2	10
# Cases regarding education interventions and cases on programme development and implementation, showing that the effectiveness of interventions has grown due to capacity building and # learning trajectories on quality education and HIV mainstreaming.	5	13	30
	7	10	10

To achieve these outcomes, the outputs we will deliver include:

## Outputs 2013 programme 2

- 23 partner organisations in fragile states that have implemented projects providing educational services to girls, boys and young women.
- 28 partner organisations that have implemented projects to provide quality SRHR services to women, men, girls and boys.
- 24 southern partner organisations active in education that have participated in capacity-building programmes in countries in order to promote the transparency of, and public participation in, the planning, implementation, monitoring and evaluation of their educational activities (link to the Right to social and political participation programme).
- 15 southern partner organisations active in education that have implemented projects to promote the transparency of and public participation in the planning, implementation, (budget) monitoring and evaluation of educational policy. Link to Right to social and political participation programme.
- 4 organisations of people living with HIV that are (also) support by the IMPACT Alliance.
- 15 southern partners that have lobbied their government for prioritising good education and adopting innovative practices.
- 10 southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media
- 14 partners that actively participate in knowledge exchanges and training courses aimed at improving the quality of their educational interventions
- 16 partners, research institutes and staff of IMPACT Alliance that are participating in five knowledge exchange programmes about measuring and demonstrating the effects of educational programmes on behavioral change.
- 15 partners, research institutes, and staff of IMPACT Alliance that participate in knowledge trajectories

### **Specific investments in programme delivery and quality in 2013**

In 2013 the internal Community of Practice on Education group – which comprises programme officers, lobbyists, project leaders of education projects, popular campaigners, education advisors and managers – will continue to be strengthened. Activities to help build up this group include:

- Joint webinars on topics that the group finds important.
- A linking and learning event among country offices working or about to work on Technical Vocational Education and Training (TVET).
- Face to face meetings to discuss the Oxfam Novib joint policy on education and sexual and reproductive health (SRH).

### **HIV mainstreaming**

- Country-specific learning events will be held with Oxfam staff and partners as a follow up to the HIV mainstreaming review in livelihoods programmes.
- Further policy shaping of the HIV in livelihoods programme development will happen in 2013.

### **Capacity Building on Essential Services (ES)**

- Lobbyists from the global Oxfam International team will work closely to build the skills of the national lobbyists in the Oxfam Novib field offices (specifically Mali, Niger, Pakistan and Bangladesh) and ensure linking between local and global in the ES campaign. The tax campaign will be an important vehicle for this, as tax justice, governance and ES work have a strongly-led southern agenda.

- Face to face meetings with all in the community of practice on education, which will include capacity building on involving youth and ensuring gender justice in education programming.

### **Knowledge and Innovation – Learning 2013**

- In 2012 Oxfam Novib commissioned the University of Sussex to produce a desk study and three case studies (which included youth involvement) in Pakistan, Palestine and Senegal on youth as active citizens in education and SRH. In 2013 this study will be widely circulated and lessons used to improve Oxfam projects on youth and SRH.
- In March 2013, Oxfam Novib will host a learning event on innovation around education and SRHR. This event will involve various education and SRH experts and practitioners in the Netherlands, as well as practitioners and experts joining in by Skype from around the world. Workshops will include innovative MEL practices, involving youth, practice vs. policy, and using new technologies to improve quality education and SRH education. The learning day will also involve an expert panel to discuss the main findings from the workshops.
- Since 2010 Oxfam Novib has been experimenting with different tools to measure behavioural change around education, SRH and gender. In 2013 Oxfam Novib will collect and share publicly the learnings from these studies.



# Programme Right to Life and Security



The programme is implemented in the following countries: Nigeria, Niger, Zimbabwe, DRC, Burundi, Somalia, Sudan, South Sudan, Myanmar, Afghanistan, OPT-I, Cambodia, Mali, Mozambique, Bangladesh, Vietnam and Global Link.

## Overall multi year objectives

### **Greater role for women in conflict transformation**

- To increase the capacity of local communities to play an active role in preventing and solving conflicts.
- To increase the role of women in solving local conflicts and in broader peace processes.
- To increase the accountability of local organisations and the IMPACT Alliance to the target group, donors and the general public.

### **Improved resilience and better protection of the local population in crisis situations**

- Considerably more women, men and children in vulnerable

communities are resilient and prepared for crises and disasters.

- Local organisations are better prepared so that they can offer timely, adequate aid in collaboration with local governments where possible.
- Citizens in conflict zones and crisis areas can make their voices heard, so that they can hold their governments accountable for their protection and the quality of the aid offered to them.
- The IMPACT Alliance also contributes to people in disaster areas receiving humanitarian aid according to international standards.

### Expected Outcomes and Outputs in 2013

In 2013, Oxfam Novib aims to:

Outcome indicators programme 3	results 2011	planning 2013	planning 2015
Have made # women and men better able to protect themselves against violent conflict and to limit damaging effects in fragile states, and # women and men better able to protect themselves against disasters.	421.092 73.546	83.000 130.000	485.000 325.000
Have supported # partner organisations working in fragile states to be better able to programme with sensitivity to conflict and promote women leadership in conflict affected areas (conforming to UN resolution 1325).	16	25	50
Have strengthened the capacity of # partner organisations in risk areas to include community-based disaster risk reduction in their work methods, and # partner organisations to show through case studies that they are better able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of international aid.	38 17	17 20	60 25
Have supported the capacity development of # local organisations to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and to improve accountability towards local people.	35	30	65
Have contributed to # policy changes by national governments and/or the international community regarding better civilian protection (above all of women in conflict situations, applying Resolution 1325).	14	14	20

To achieve these outcomes, the outputs we will deliver include:

### Outputs 2013 programme 3

- 24 partners in fragile states implement projects concerning conflict transformation.
- 31 partners implement projects concerning local resilience, with a special focus on the role of women, in fragile states.
- 35 partner organisations in risk areas receive (financial) support to strengthen their capacity in the area of community-based disaster risk reduction.
- 44 partners active in risk areas receive support to develop contingency plans comply with international quality standards for emergency aid, and are strengthening the role of women in humanitarian and contingency planning.
- 17 partners in fragile states receive substantive support from Oxfam Novib to hold their government to account, e.g. through lobbying, campaigns and research, about its obligations to guarantee peace, security, protection and access to humanitarian aid to its citizens.
- 13 partners in fragile states receive substantive support from Oxfam Novib to hold their government to account, e.g. through lobbying, campaigning and research, about its obligations to protect women in conflict situations in accordance with UN Resolution 1325, and to strengthen their leadership role in peace processes.
- 9 national governments are held to account by Oxfam Novib and its partners about the need to translate UN Resolution 1325 into national policy
- 12 partners in fragile states exchange knowledge about conflict transformation and the protection of citizens with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking).
- 4 partners in fragile states exchange knowledge about community-based disaster risk reduction with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking).

### **Specific investments in programme delivery and quality in 2013**

- Our priority will be to continue the development of conflict transformation strategies for each of the 7 conflict transformation focus countries, and to ensure additional funding and/or changes to our partner portfolio to carry out these strategies where needed. We will seek to link staff and partners working in countries facing similar challenges to each other for joint learning and reflection processes.
- The special project focused on implementing UN Resolution 1325 should be fully designed and fundraised by the end of 2013. If possible, one or two pilots may also be started.
- We will continue our work in the area of humanitarian capacity building, to support partners in developing contingency plans that comply with international quality standards, and to develop their capacity in the area of disaster risk reduction. Resilience will likely become an increasingly important area of work for both programmes 1 and 3 within the Oxfam confederation, which may require alterations to programmes.
- Finally, we will develop an organisation-wide approach to conflict-sensitive programming and train key staff and partners in this approach.

### **Knowledge and Innovation – Learning 2013**

- One of the main challenges Oxfam Novib faces in conflict-affected states, and states which are fragile due to insecurity is monitoring the progress and impact of our work. In 2013 we will intensify work which started over the last 2 years to strengthen the mechanisms and methods

we employ for distant monitoring. Best practices from countries such as Somalia will be shared with other countries for learning purposes.

- We will ensure that monitoring, evaluation and learning (MEL) have a prominent role in the Dutch Ministry of Foreign Affairs-funded ‘Reconstruction Tender’ programmes. A conflict transformation advisor and MEL advisor have been specifically recruited to ensure cross learning between the programmes and with the wider organisation, and ensure that best practices and innovative approaches from practitioners and academia are taken up by Oxfam Novib and shared with stakeholders.
- Oxfam Novib will organise a Face 2 Face learning event in spring 2013 as a follow-up to the conflict analysis workshop held in October 2012. This learning event will include discussion of the newly-adopted conflict transformation policy paper and allow field staff to learn from each others’ programming experience in the area of conflict transformation.

# Programme Right to Social and Political Participation



The programme is implemented in the following countries: Regional West Africa, Senegal, Mali, Nigeria, Niger, Burundi, Rwanda, Uganda, Somalia, South Sudan, Angola, Mozambique, Zimbabwe, Maghreb region (Morocco, Tunisia, Algeria, Libya), Egypt, OPT-I, Yemen, Afghanistan, Laos, Myanmar/Burma, Cambodia, Vietnam, and global and regional level.

## Overall multi year objectives

### **Improved access to information for disadvantaged groups, in particular women**

- To improve access to information for, about and produced by disadvantaged groups and the organisations representing their interests, enabling them to better inform themselves and others and to form and express opinions on social and political decisions that affect them. This will promote the transparency which is necessary for the proper functioning of a democratic society, in which governments, other institutions and companies are held accountable.

- To increase the availability of channels, including traditional media and Web 2.0 and mobile communication, for the distribution of honest information for, about and produced by disadvantaged groups.
- Specific emphasis on gender awareness in the media, including new media.

### **Improved access to the legal system for disadvantaged groups.**

- To increase the opportunities of disadvantaged groups to use formal and informal legal institutions and procedures,

and so enhance their resilience, self-awareness and self-respect.

- To increase the capacity of disadvantaged groups and organisations representing their interests to reveal instances of political and civil rights violations, and to take action to prevent, stop and counteract such violations.

**Increased space for and role of civil society organisations in campaigning for rights and in holding governments, companies and international institutions accountable.**

- To increase the role of civil society organisations and disadvantaged groups in developing countries in urging governments and other decision-makers (international companies, IFIs, international institutions) to be accountable to the population and disadvantaged groups.
- To retain and, where possible, enhance the space for civil society in the living/working environment (locally, nationally, regionally and globally) to take initiatives and assert the rights of disadvantaged groups.

Outcome indicators programme 4	results 2011	planning 2013	planning 2015
Have given # women and men in marginalised groups access to information and decision-making through ICT and new media, and enabled # women and men to benefit from improved access to legal systems including legal aid.	799.364	350.000	770.000
	264.222	80.000	720.000
Have supported # partner organisations to develop their capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women.	83	50	90
Have identified # cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers), and # cases revealing that globally-linked citizens and globally-operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisations accountable for power abuse, corruption and gender injustice by using ICT and new media.	34	25	45
	66	22	95
Have identified # cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protect space for civil society, such as by relaxing restrictive NGO regulations and legislation, and # cases revealing that countries and international institutions have improved public access to budget information of governments, businesses and institutions after lobbying by the IMPACT Alliance and partner organisations, increasing their accountability for the adverse effects of their interventions on human rights and especially women's rights.	172	35	150
	68	25	60
Have identified # cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information, and # cases showing how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on women's organisations in countries with repression and conflict.	46	33	65
	7	10	25

To achieve these outcomes, the outputs we will deliver include:

## Outputs 2013 programme 4

- 24 projects use a mixture of new media and traditional media (radio and television) for communication about development themes.
- 18 partners monitor human rights violations and report on this, and (publicly) put pressure on governments and the corporate sector to accept their responsibility in terms of respecting, protecting and observing human rights, and use new media to do so.
- 30 partner organisations take part in development programmes on new media, the ethics of journalism, and citizen journalism.
- 49 organisations complete a course in budget monitoring and accountability because of the efforts of the IMPACT Alliance.
- 9 global citizens' initiatives make active use of new media to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice.
- 15 global partner organisations strengthen their cooperation with regional, national and local organisations, partly due to their use of new media, to monitor and report on human rights violations.
- 52 organisations are involved in citizen dialogues in favour of space for civil society.
- 19 organisations are involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights.
- 35 partners lobby for budget priorities for the benefit of disadvantaged groups that are not being heard.
- 14 local and global partner organisations are involved, in association with knowledge institutions, in knowledge exchanges about access to information.
- 14 methods and instruments are developed aiming at improving the legitimacy (including transparency and representativeness) of individual civil society organisations with regard to disadvantaged groups (e.g. participative planning and accountability towards the target group).



### **Specific investments in programme delivery and quality in 2013**

- The programme continues to centre on the protection, promotion, respect and fulfilment of civil and political rights. Programme interventions focus on access to information, access to justice, public participation and transparency and space for civil society.
- In 2013, countries will be supported in strengthening their work on access to information, according to guidelines in a policy which will be finalised in the last quarter of 2012. In addition, mainstreaming of gender in Aim 4 will receive special attention, as well as the development of work on guiding on civil society space.
- An additional priority for 2013 is to strengthen linkages from local to global. Oxfam Novib will facilitate and support exchanges and networking opportunities at both regional and global levels.

### **Knowledge and Innovation – Learning 2013**

- In 2013, Oxfam Novib will invest in enhancing the knowledge of staff on Aim 4 programming to improve quality and consistency. A community of practice on Aim 4 will have been set up in the last quarter of 2012, and the moderation of the community of practice will require constant attention in 2013. The community of practice will facilitate continued learning on the programme and the development of an e-learning course.
- In 2013, partner and staff capacity will be strengthened with regard to public financial accountability through collaboration with the International Budget Partnership. Organisations working on budget monitoring will be given the opportunity to participate in training sessions.

- ON will continue working on the learning agenda around access to information (the priority theme for Programme 4), collecting, making available and using experiences and lessons learned to build ON's staff capacity to effectively implement ON's strategy and achieve the desired changes. The community of practice will be instrumental in facilitating the learning opportunities.

# Programme Right to an Identity: Gender Justice



The Programme Right to an Identity: Gender Justice is implemented in the following countries: OPT-I, Egypt, Yemen, Maghreb, MENA region, Vietnam, Cambodia, Myanmar, Laos, South East Asia region, PAF region, South Sudan, Nigeria, Angola, Mozambique and Global Link.

## Overall multi year objectives

**Women have more control, sexual and reproductive rights are respected, and violence against women is reduced.**

- Reduction of impunity and social acceptance of violence against women, and the creation of conditions for women and girls to enjoy their human rights, especially their sexual and reproductive rights.

**Greater leadership role for women in change processes**

- More women have opportunities for organising themselves collectively and go into action around their specific needs.

More women question discrimination and the denial of their rights. More women play a leading role in formal and informal decision-making processes in their own organisations and institutions.

**Increased capacity of civil society organisations to mainstream gender justice in their work**

- More organisations have increased capacities to mainstream gender in all their programmes, policies and fieldwork, which are implemented based on a solid gender analysis and gender-sensitive strategies.

### Expected Outcomes and Outputs in 2013

In 2013, Oxfam Novib aims to:

Outcome indicators programme 5	results 2011	planning 2013	planning 2015
Have reached # men and women through partners' interventions to make positive changes in their behaviour regarding women's rights to bodily integrity, and # women to demonstrate greater leadership and participation in decision making processes within their sphere of influence (local and/or national institutions and governments).	1.151.394 90.466	280.000 20.000	1.135.000 125.000
Have strengthened # women's organisations and networks to work more effectively in promoting and protecting women's human rights.	60	40	100
Have supported # partner organisations to develop their capacity for implementing gender-sensitive programmes.	73	95	250
Have contributed to at least # policy changes to adopt and enforce regulations or legislation regarding women's rights, and # policy changes to secure sufficient resources for the UN's Women's Agency to monitor and influence governments' implementation of women's rights frameworks, including on bodily integrity.	26 13	23 5	290 15
Have identified # cases showing increased capacity of partner organisations to implement programmes, lobby and conduct advocacy initiatives at national, regional and global level, and # cases on gender mainstreaming during the design and implementation of programmes and lobby and advocacy initiatives.	10 14	10 15	25 50

To achieve these outcomes, the outputs we will deliver include:

## Outputs 2013 programme 5

- 35 partner organisations complete awareness-raising programmes about women's rights to bodily integrity and gender justice.
- 16 campaigns against violence against women are undertaken.
- 28 partner organisations implement programmes about female leadership in their communities.
- 14 women's organisations are supported (in the partner portfolio of the other programmes) to promote the development of female leadership at community level.
- 21 women's organisations implement organisational capacity-building projects about lobbying and advocacy strategies for women's human rights.
- 14 partner organisations participate in exchange activities on the national implementation of human rights frameworks for women.
- 53 partner organisations complete the Gender Mainstreaming and Leadership Training programme.
- 48 analyses of gender capacity are completed and discussed with partner organisations.
- 25 partner organisations undertake lobbying initiatives targeting national governments, aimed at the improvement of national legislation on women's human rights.
- 16 partner organisations undertake lobbying activities targeting national governments, aimed at the effective promotion and quality assurance of social and political participation by women.
- 11 organisations complete evaluation studies of the implementation of their programmes about women's right to bodily integrity.
- 26 exchange take place between partner organizations and research and/or knowledge institutions relevant to the conceptualization of female transformative leadership.

### **Specific investments in programme delivery and quality in 2013**

- Alongside continuing our support to women's ability to organise and become agents of change, we will make possible linkages and connections between women's organisations and our partners working in other programmes. We will take advantage of decentralisation to ensure that ON's in-country staff directly facilitate long-lasting working relationships among our partners. Partners working in other programmes will benefit from the expertise of programme 5 partners in gender justice and women's bodily integrity, while programme 5 partners will be able to build new alliances and extend the reach and impact of their work.
- We will support partners' capacity development on gender mainstreaming and incorporating the concept of transformative leadership into the design and implementation of their projects and programmes. To achieve this, we will continue to use the Gender Traffic Light when discussing and assessing partners' plans and contracts and directly financing partners' capacity development activities. We will also continue supporting the use of Gender Action Learning System (GALS), a tool specifically developed to help with mainstreaming gender in sustainable livelihoods programmes, value chain development or financial services. In addition, Oxfam Novib will promote the use of organisational development and learning tools developed with our support in 2012 by one of our partners, which can be used to transform individual and organisational leadership to become more inclusive, democratic and gender-just.

- We will strengthen linkages from local to global by facilitating and supporting exchanges and networking opportunities. 2013 is a key year for women's rights, in particular the right to bodily integrity as the Commission on the Status of Women (CSW) discusses the elimination and prevention of all forms of violence against women and girls.

### **Knowledge and Innovation – Learning 2013**

- One of the main challenges for our work around violence against women and sexual and reproductive health rights is that the effect of our activities and interventions are reflected in people's behaviours and beliefs, which are difficult to measure. In 2013, we will carry out a pilot to collect "stories of change" that, together with a quantitative measurement of achievements, can present the real impact of our partners' interventions in beneficiaries' daily lives.
- We will build and strengthen the capacity of our staff around gender issues and gender mainstreaming, both when discussing and working with their local partners and when designing and implementing their own plans and activities. To this end, in 2012 gender mainstreaming action plans were developed by ON's country offices and in 2013 these will start being implemented. Support will be provided to country staff directly by members of the Knowledge and Programme Management department (KPM).
- Finally, Oxfam Novib will continue working on the learning agenda around women's bodily integrity (the priority theme for Programme 5), collecting lessons learned and making them available to build the capacity of ON's staff

to effectively implement ON's strategy. To facilitate these learning opportunities, a community of practice was created in 2012 and will be strengthened with the use of more interactive means of communication and the development of (e-) learning tools and communication materials.

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