

Meeting hard times with fresh resolve

Annual Review 2011



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Foto cover Petterik Wiggers

Letter from the Executive Director

Arguably the defining event of 2011 took place just four days into the new year. In late 2010, driven to despair by his treatment at the hands of unaccountable Tunisian officials, a 26 year old street vendor named Mohammed Bouazizi had taken the drastic step of setting himself on fire. He survived, severely burned and in a coma, for two and a half weeks . On January 4th, Mohamed Bouazizi died. By January 14th, protests sparked by the young man's death had brought down Tunisia's government. A sense that change was possible swept across the Arab world, and within months the Arab Spring had also led to regime change in Egypt, Libya and Yemen.

Far beyond these countries, the Arab Spring ushered in a year marked by uneasy tension between hope and fear. On the one hand, civil society organisations have been emboldened to speak out for the rights of the poor and marginalised; on the other hand, repressive regimes try to stem the tide of change by closing down these organisations' space for working. Change itself brings new risks: where democratization rolls back secularism, it may reverse progress towards gender equality. It has never been more important for countries to possess a strong civil society that can articulate the interests of the most vulnerable amid uncertain political transitions.

Letter from the Executive Director

As Oxfam Novib, we are proud to have been engaged for many years in building the capacity of local civil society organisations – including in the Arab world – to perform exactly this role. And as part of the international Oxfam confederation, we are proud to belong to a respected brand which can speak with one voice on the world stage. With the continued stuttering of Western economies through 2011, the inevitable shift of power to the emerging nations has gathered pace. With the institutions of global government failing to reflect the increased importance of powers such as China, Brazil, Russia and South Africa, it has never been more important to have strong civil society organisations which can voice their opinions effectively across borders. In doing so, we face the constant challenge of finding the right balance between engaging privately with governments and criticising them publicly when their actions warrant it.

Through 2011, Oxfam Novib has devoted enormous energies to two change processes which are creating the ability to the necessary links between global and local civil society. Thanks to the huge efforts of staff, our process of decentralization is complete in the first wave of six countries: Somalia, Vietnam, Pakistan, Mali, DR Congo, and Israel and the Occupied Palestinian territories.

And we have worked in tandem with our fellow Oxfams to create “Joint Country Analysis and Strategy” plans in the countries where, under Oxfam’s new Single Management Structure, we are to continue to work.

Together, decentralization to Southern countries and the streamlining of the international Oxfam confederation are putting us in a position to work more efficiently and effectively. Progress on these efforts has been made at a time when we have also been wrestling with budget cuts imposed by the Dutch government, which has caused us to make painful decisions to withdraw from some countries and say goodbye to valued colleagues. At the same time, however, we are very proud of the fact that we have managed to exceed our target of 25 million euros from institutional funders in 2011, bringing in over 34 million, approximately 40% of which was for humanitarian aid.

It is very important to us that donors including SIDA, ECHO, DIFID, Comic Relief and The Hewlett Foundation recognise and facilitate our work. We are also pleased that the total of 34 million in 2011 reflected a considerably more diverse array of institutional funders than was typical of previous years. As the government budget is shrinking, diversifying our income sources is crucial – and, given the economic climate, a challenge.

At home in The Netherlands, fundraising was tough in 2011. We received a total of 27.7 million euros from 411,001 fundraising relationships, down from 28.8 million and 420,672 in 2010 – a decrease partly explained by the economic downturn and increased competition from other charities. In response, we put a lot of effort into improving the quality of recruitment of new donors and loyalty of existing donors, and expect to reap the benefits in 2012. On a more positive note, the Dutch public continued to get involved as volunteers and support our petitions, and we have many new friends on Hyves, followers on Twitter and likes on Facebook.

This is the second edition of Oxfam Novib's English-language Annual Review, intended to complement our comprehensive Dutch annual report by communicating highlights of our work and a summary of our financial position succinctly to an international audience of peers, public and potential partners. Your feedback is warmly welcomed.

Farah Karimi
Executive Director
April 2012





Our mission

A just world, without poverty

Haether McIntock

Our mission is to create a just world, without the extreme 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 who have the power to affect poverty and injustice, often in collaboration with other Oxfams. And we enthuse citizens in The Netherlands to make a difference in their roles as donors, volunteers, activists and consumers.

Oxfam Novib wins Transparency Award

In an era of increasing pressure on budgets and scepticism about the value of aid, Oxfam Novib takes seriously the responsibility to be open and honest about how its money is being spent. In 2011, Oxfam Novib's 2010 annual report was awarded first prize in the Most Innovative Annual Report category of the Transparency Awards, an initiative of the accountancy firm PriceWaterhouseCoopers in collaboration with the Civil Society Foundation and with the backing of the Netherlands Ministry of Economic Affairs, Agriculture and Innovation.

The jury especially appreciated Oxfam Novib's willingness to report on its failures alongside its successes, and the link between the annual report and the online Praat Mee (Have a Say) platform, through which Oxfam Novib calls on the Dutch public to give their opinions about its work. In line with the Paris

Declaration on aid effectiveness, Oxfam Novib keenly appreciates the need for accountability and evidence on where money is going and whether it is achieving its stated aims.

The first year of the IMPACT alliance

2011 marked the first year of operation of the IMPACT alliance, through which Oxfam Novib is being funded by the Dutch government to work in close collaboration with organisations who have complementary expertise: corporate watchdog SOMO, Dutch volunteering organisation the 1% CLUB, social media experts Butterfly Works, and Somali immigrant network Hirda. The IMPACT alliance also cooperates closely with Fairfood International, which campaigns on food value chains.

Together with the other members of the IMPACT alliance, Oxfam Novib devoted considerable effort in 2011 to the question of how the alliance can capture and share knowledge in a way that informs both its own future work and that of its partners.

An organisational learning “road map” was completed in October 2011 which will guide the development of tools and methodologies along with an ICT system which can support collective learning in a decentralised setting.

Oxfam confederation welcomes Oxfam India

Last year Oxfam India became a full affiliate of the international Oxfam confederation, bringing the total number of affiliates to 15. In both Brazil and South Africa, partner organisations are being supported with a view to evolving into national Oxfam affiliates in their respective countries. Oxfam Novib is one of the founders of the Oxfam confederation, and the second largest of its members.

Oxfam proceeds towards a Single Management Structure

The process of Oxfam affiliates moving towards a streamlined Single Management Structure (SMS) gathered pace in 2011. Under the SMS, each country in which Oxfam works will have one “managing affiliate” and up to three “implementing affiliates” (four including the Managing Affiliate, which will also have an implementing role besides the managing role). The managing affiliate has overall responsibility for delivering all of Oxfam’s strategy in the country, while implementing affiliates work under their leadership to deliver the country objectives. The SMS implementation process for all countries consists of a preparation phase, a planning phase, a countdown phase, resulting in a “Go-Live” date, from which date onwards, the SMS is operational.

Oxfam Novib will be managing affiliate in Vietnam (Go-Live was in July 2011), Niger, where the affiliates’ Joint Country Analysis and Strategy (JCAS) was completed in 2011 ahead of “go live” in January 2012; Cambodia, with a go-live date of January 2013; Uganda, on schedule for July 2012; Mozambique, where the JCAS has been carried out but go live has been postponed to December 2012 due to human resource constraints; the Occupied Palestinian Territories (Go-Live planned for April 2013); Somalia (Go-Live planned for April 2012), Angola (Go-Live planned for December 2012), Nigeria (Go-Live planned for November 2012), Egypt (Go-Live planned for April 2012), Maghreb (a cluster of four countries – Algeria, Libya, Morocco and Tunisia; Go-Live planned for April 2012) and Afghanistan, where partner capacity assessments are currently being carried out and the “go live” date for the SMS is set for June 2013.

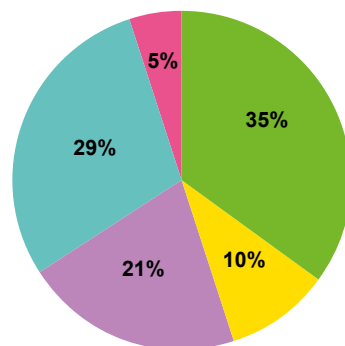
By the end of 2013, Oxfam Novib will be Managing Affiliate in 11 countries and 1 regional cluster (Maghreb) and will be an implementing affiliate in 13 countries: Bangladesh, DR Congo, Mali, Pakistan, Myanmar, Laos, Rwanda, Burundi, Zimbabwe, Senegal, Yemen, Sudan and South Sudan, making it the only Oxfam present on both sides of the newly-created Sudanese border.

Donor diversification in 2011

In response to a reduction in regular funding received from the Dutch government, Oxfam Novib successfully diversified its income in 2011 with only 35% of the total income of 129 million Euro originating from this regular source. The definition of income used in the Oxfam Novib annual reporting is in accordance with the Dutch official guidelines for financial reporting and focuses on the commitment of funds to partners and projects.

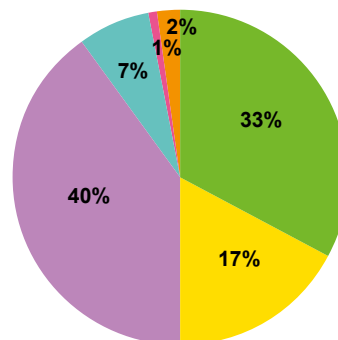
The National Postcode Lottery (actions by third parties) regular funding was 10% of the total income while donations from the public and corporate sector (Oxfam Novib fundraising) amounted to 21%. Income from institutional sources (institutional fundraising and different joint fundraisings including SAN! and SHO and extra drawings NPL) grew to 29% with major donors being bilateral donors such as SIDA and DFID, as well as the UN and the EU. Details can be found in the “Oxfam Novib Jaarrekening 2011” which is available on the Oxfam Novib website in Dutch only. Meanwhile, institutional fundraising exceeded its target of EUR 25 million by achieving contracts with institutional donors to the amount of EUR 34 million, 42% of which was in relation to the major humanitarian emergencies in 2011 in Somalia and Pakistan. This figure represents contracts achieved rather than commitments to partners and projects, and does not include joint fundraising SAN! and SHO.

In 2011 contracts with bilateral donors was the largest component of institutional funding, constituting 40% of all back donor contracts. On the other hand, UN contracts, especially related to humanitarian assistance, were a considerable component of the total amount as well (33%). Only 17% of the contracts signed were with the European Union, much less than in previous years. Additional funding was retrieved via Dutch institutional donors, excluding the Dutch Government regular funding (MFS) but including approximately 1.6 million euro achieved in extra drawings of the National Postcode Lottery. Further funding was achieved from US foundations (Euro 283,708) and other institutional sources (Euro 846,807).



Oxfam Novib Overall income 2011

- Dutch Government regular funding (MFS)
- National Postcode Lottery (NPL) regular funding
- Individual and corporate donors
- Institutional sources
- Other



Oxfam Novib Institutional fundraising 2011

- United Nations
- European Union
- Bilateral donors
- Dutch Institutional donors
- US foundations
- Other

In memoriam: Simon Jelsma (1918 – 2011)

Oxfam Novib this year marked the passing of one of the founders of Novib. Simon Jelsma died at the age of 93 on November 15, 2011. In his honour, Oxfam Novib will present from 2012 an award for innovation in international cooperation to a person who has worked in an exceptional manner for the ideals of a just world where all people, regardless of race, colour, religion or place of birth, can enjoy a decent life free from injustice and poverty. The award will take place on May 24, 2012, commemorating the date on which Jelsma gave his first public speech on the Plein in The Hague in 1954.

Farah Karimi, director general of Oxfam Novib, said: “Simon Jelsma spent his entire life inspiring people to have solidarity and commitment with people whose living conditions were bad. He emphasised that approaching the structural causes of poverty and hunger requires more than money. In his vision, to enable people to help themselves, a change of power and market conditions were crucial. I hope people continue to follow in his footsteps and that we, with the establishment of the Simon Jelsma Award, can continue to honour Simon and his ideas.”

Leveraging expertise for large scale projects and development of new ideas

In its core work of supporting partners in the field, Oxfam Novib often sees opportunities – with the support of institutional donors – to scale up a successful and innovative concept, to leverage the expertise of partners in multiple countries, or to invest in the development of new ideas. Several of these multi-partner projects, developed with Oxfam Novib seed funding and scaled up with external funding, are represented in the following programme pages such as the Sustainable Palm Oil, Quality Educators For All

and WEMAN projects. Three further examples are outlined below.

Conference shares lessons on popularising female condoms

In November 2011 an international conference “prevention, pleasure and protection” was held in The Hague organized by the Universal Access to Female Condoms programme¹. At this conference, which was attended by 124 representatives of governments, donors, advocates, manufacturers and scientists from 24 countries, the first female condom implementation guide was launched. This guide, *Making female condoms available and accessible: A guide on implementing female condom programs* is available in English, French and Portuguese and complements a toolkit of practical advice for advocates also published in 2011, called *Make a move: Advocating for the female condom*². The implementation guide holds detailed lessons learned on female condom programming in Zimbabwe, Mozambique, Cameroon and Nigeria.

One example of a lesson learned: The female condom offers women greater control over their bodies, but partners realised that a focus only on women’s empowerment in awareness-raising would be counterproductive in a conservative culture. The buy-in of men has proved central to the project’s outreach: for example in the UAFC’s three focal states in Nigeria, research shows that it has almost doubled awareness of the female condom since 2009 (from a baseline of 33% to 65%), reaching an impressive total of 2.7 million people.

¹ A consortium of Oxfam Novib, I+solutions, Rutgers WPF and the Dutch Ministry of Foreign Affairs.

² http://condoms4all.org/uploads/2011/11/02_UAFC_toolkit_DEF.pdf

Next to international and national advocacy and linking and learning, the UAFC programme supports new manufacturers, offers expertise on regulatory issues and has country programmes where through social marketing female condoms are sold in the private sector. The UAFC project is funded by the Netherlands' Ministry of Foreign Affairs, the William and Flora Hewlett Foundation, SIDA and Danida.

SIDA-funded project builds capacity in Mozambique

Together with Ibis, Diakonia and Oxfam Australia, and with five-year funding from SIDA totalling around 20 million euro, Oxfam Novib is engaged in a major process to build the capacity of key civil society organisations in Mozambique. The AGIR programme (Programa de Acções para uma Governação Inclusiva e Responsável) is pioneering a new way for donors to support local partners, by engaging with their own ways of working rather than imposing donors' own principles and procedures.

There is considerable potential for civil society to become more effective in Mozambique. While basic human rights are lacking, corruption thrives and citizens are distant from public administration, there are progressive laws in place for civil participation and consultation at national and local levels. Most analysts agree that the challenge is not so much to pressure the government for new policies, but to make sure that the existing policies are properly implemented and made effective.

Inspired by the Paris Declaration on aid effectiveness, the AGIR project works by carefully selecting established civil society organisations as partners and embarking on a long-term engagement to improve their internal governance and results orientation; their transparency,

and hence legitimacy; and their capacity to monitor and lobby government, and inform and mobilise citizens. Six partnerships had been established by the end of 2011 with a further four under consideration.

Advocating for tax justice in Africa

Tax revenues in developing countries continually fall short of what realistically could be obtained, with African countries' tax revenues averaging just 18% of GDP compared to an average of 38% in Western European countries. Oxfam research found that improving tax collection could potentially raise USD 269 billion annually, through such measures as enhancing tax regulations on trade, tackling tax evasion through tax havens, responsibly formalising part of the informal economy, reducing tax exemptions and raising direct taxes, especially taxes on non-wage incomes.

Oxfam Novib and Tax Justice Network-Africa have developed the Capacity for Research and Advocacy for Fair Taxation (CRAFT) project to strengthen civil society organisations in African countries to advocate for tax reforms, using research-based advocacy media strategies. Set to operate in countries including Uganda, Mali, Senegal, Nigeria and Egypt, the project is sourcing funds to cover an estimated cost around two million euro per year from 2012 to 2016.



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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 2011:

Partners supported

305

People reached

3.2 m

(of which 387,482 microfinance)

Euros spent

52.5 m

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.

Oxfam's GROW campaign reaps initial results

Oxfam Novib joined with the other Oxfams in 2011 to launch a major global campaign called GROW, aimed at fixing the world's broken food system. Active in 45 countries, the GROW campaign focuses attention on harmful land-grab practices, unjust subsidies for biofuels, food price volatility, the impact of climate change, and the need to support small-scale and particularly female farmers.

Together with ActionAid and ACORD, Oxfam Novib launched the GROW campaign on the African continent with the African Women's Land Rights Conference in May 2011. In the Netherlands, Oxfam Novib targeted four major pop festivals with a campaign called "WE EAT AFRICA", reaching around 300,000 Dutch people, gaining the support of well-known bands including Graffiti6 and White Lies, and creating significant buzz on social media.

Some first results have already been achieved. In Bangladesh, thanks to lobbying of the Campaign for Sustainable Rural Livelihoods in collaboration with the GROW campaign, the government has launched a new scheme to help small farmers collectively negotiate better prices at village and district markets. The state budget for farming has increased to around



Kemal Jufri

Taka 40 billion (€372 million) and a new Farmers Card System has been introduced which makes it easier for farmers to access agricultural inputs such as seeds, irrigation and fertilizers as well as financial services: 10 million farmers have opened bank accounts for the affordable sum of 10 Taka (€0.09).

In 2011 Oxfam Novib also invested a great deal of effort in research and developing the methodology for a Food Justice Index that will assess food and beverage companies against defined standards of responsibility. The Food Justice Index will become a major campaign instrument for Oxfam International from the fourth quarter of 2012 onwards.

Leading the fight against land grabbing in Uganda and Indonesia

As a growing global population drives up the value of productive land, the question of land rights is increasingly central to poor communities. Villagers whose families have farmed land for generations can find themselves forcibly evicted as part of agreements struck between their governments and corporations. In December 2011, Oxfam Novib's partner GRAIN received the prestigious Right

Livelihoods Award for its long-running work on land grabbing.

Land grabbing is a key issue on which the Oxfam confederation's global GROW campaign is determined to shine the spotlight of publicity. Oxfam Novib made a major contribution in 2011 to the Land Matrix Partnership which manages the world's most complete database of large scale land acquisitions (which also includes the International Land Coalition, the Centre for Development and Environment (CDE) at the university of Bern, the German Institute of Global and Area Studies, the French research institute CIRAD, and the German agency for technical cooperation, GIZ). Oxfam Novib also started dialogues in 2011 with two major Dutch pension funds to see how their power as investors could be put to use to end land grabbing. And Oxfam Novib contributed substantially to the Oxfam report *Land and Power: The growing scandal surrounding the new wave of investments in land*, published in September 2011, providing two of the case studies publicised in this report.³ The report has helped to raise the issue on the Dutch political agenda and the government's formal response was very supportive.

In Indonesia, Oxfam Novib partner Sawit Watch is supporting indigenous Dayak communities in Sanggau district, West Kalimantan, in a long-running dispute

which shows how creeping and insidious the process of landgrabbing can be. Villagers agreed in the 1990s to lease their land to a company that has since 2007 been part of the operations of Sime Darby, a Malaysian multinational responsible for eight percent of the entire world's palm oil production. The communities handed over their land for the company to lease for a period of 25 years. In return the company promised to build houses, schools and clinics, and return two planted hectares per family for small-scale palm oil production. Not only has this not happened, villagers have learned that the land they handed to the company has since been reverted to the state without their knowledge. This means the government can extend the company's lease without consulting them.

Oxfam Novib represents Oxfam in the board of the Round Table on Sustainable Palm Oil (RSPO), a multi-stakeholder initiative which sets principles and criteria for sustainable palm oil production. As the major challenge for the RSPO now is to ensure proper implementation of those principles and criteria, Oxfam chooses on the one hand to support the RSPO from the inside – as described further below, in “Advocacy across the value chain on sustainable palm oil” – while on the other hand taking a critical public stand towards companies such as Sime Darby.

In Uganda, an estimated 20,000 villagers in Kiboga and Mubende district claim to have been evicted to make way for

plantations of the UK-based New Forests Company (NFC). Towards the end of 2011, these communities filed a complaint about the impacts of the land grab, which was co-signed by Oxfam and Uganda Land Alliance, at the Compliance Advisor/Ombudsman (CAO). The CAO handles complaints from communities affected by investments made by the International Finance Corporation (IFC), the World Bank's private sector arm. And the IFC invests in a fund which has a stake in NFC. NFC agreed to participate in this independent process at the CAO. This is the first step in a process which Oxfam believes could secure redress for the communities, who have lost their homes and the land they relied on for their livelihoods.

Fair Bank Guide keeps up the pressure for responsible investing

Banks have enormous potential to influence the practices of corporations to which they lend money – and anyone with a bank account has the power to reward banks for responsible investment by moving their custom. In 2011, the *Eerlijke bankwijzer* (Fair Bank Guide) – a partnership of Oxfam Novib with Amnesty International Netherlands, Dutch labour union FNV, Friends of the Earth

³ www.oxfam.org/en/grow/policy/land-and-power

Netherlands, the Dutch Society for the Protection of Animals and IKV Pax Christi – made further strides in encouraging a “race to the top” among Dutch banks. In January, the Dutch finance minister spoke at an event marking the guide’s second anniversary, and during the year two more Dutch banks (Delta Lloyd and NIBC) agreed to be included in the guide.

Three reports published in 2011 garnered widespread media attention in the Netherlands and led to questions in parliament. In February, “Human Rights In Practice” explored how banks could and should constructively engage with multinationals in the extractive industries which have been accused of human rights violations. In July, a report exposed how

three major investors lend money to intensive farms in which pigs are kept in cruel conditions, and called on banks to incorporate animal welfare criteria as part of their lending agreements.

The third report, in September 2011, led to the most coverage. It showed that only two banks were completely transparent about their investments, in line with the recommendations of the Global Reporting Initiative. The publicity generated by this report led to a meeting of banks in October 2011 at which almost all promised to improve their transparency.

The success of the Fair Bank Guide in the Netherlands, in just three years of operation, has led to similar initiatives

being planned in other countries. The first of these, in Brazil, went live in 2011 as the Guia dos Bancos Responsáveis and was launched in São Paulo on April 28.

The GBR is an initiative of Oxfam Novib’s partner IDEC, a consumers’ organization, in collaboration with a banking trade union (CONTRAF), a research institute, (the Instituto Observatório Social), and an environmental organization (Terra Amazonia Brasileira).

Microfinance fund reorients to new focus countries

Through the Oxfam Novib Fund, 80 microfinance organisations are supported with loans, reaching out to 3,089,563 beneficiaries of whom 84% are women and 58% live in rural areas. Together with the ASN-Novib Microfinance Fund, managed by ASN Bank, the total outreach through loans and guarantees to microfinance organisations is 8,370,348 poor people. Oxfam Novib is gradually transferring the portfolio toward its new focus countries in Africa, and decreased the overall volume of new loans for Latin America.

Oxfam Novib also supports microfinance institutions more directly, making grants to set up 29 MFI’s and organizations working through Village Savings and Loans Associations in 2011. These interventions



reached 387,482 people, of whom about 80% were women. Oxfam Novib's financial support and technical expertise helps microfinance to penetrate to the most poor and marginalised groups in hard-to-reach areas such South Sudan, Somaliland and East Congo.

Internet Now! connects rural Ugandans

Oxfam Novib's Internet *Now!* project has secured 7 million euros from the Netherlands Postcode Lottery to scale up the project in 2012. Preparations were put in place in 2011 as three demonstration centres showcased the benefits of superfast internet access for communities in rural Africa. Ultimately, the project will run 100 centres –each consisting of furnished and insulated shipping containers, running ten computers on solar power and with a wireless connection to Uganda's glass fibre network– which will serve 200,000 people around Gulu, northern Uganda.

The project's aim is to demonstrate to governments and the private sector that building internet infrastructure in remote areas is worthwhile. While cities in Africa are increasingly connected to the internet, service providers have so far been sceptical of the case for investing in rural areas. Internet *Now!*'s demonstration

centres have shown how farmers can benefit from access to information about market prices, and youths can be trained to work for organisations in the developed world in areas such as research and digitising archives.

Working with IFAD to improve climate change adaptation

Together with partners including Biodiversity International, Oxfam Novib began preparatory work in 2011 for an important three-year project to improve farmers' and indigenous communities' capacity to cope with climate change. Co-funded by the International Fund for Agricultural Development, the project works with local partners, research organizations, universities and governments in Vietnam, Peru and Zimbabwe.

In 2011 the project's first phase spent capturing how indigenous people and farming communities currently understand climate change and which strategies of crop diversity, conservation and management they are using in response. The resulting baseline information will inform work on adapting crops, increasing awareness amongst policy makers, and nurturing collaboration between communities and the public research sector.

Advocacy across the value chain on sustainable palm oil

In the past 20 years, palm oil has become one of the world's fastest-growing agricultural commodities; roughly half of all packaged consumer food products commonly sold in supermarkets contain at least one palm oil ingredient. The current oil palm sector negatively affects the livelihoods of millions of families through land right conflicts, lack of opportunities for smallholders and poor working conditions on large-scale plantations.

Together with Indonesian partner Sawit Watch, Oxfam Novib's Sustainable Palm Oil project works at both ends of the value chain – influencing the major global players through participation in the Roundtable on Sustainable Palm Oil (RSPO), while also strengthening the voice and capacities of smallholders and affected communities. In 2011, the project trained 255 extension workers in 5 Indonesian provinces, who will work to help smallholders increase their productivity sustainably.

Progress was also made at the level of the RSPO. More and more companies are implementing their commitments to produce certified sustainable palm oil: by the end of 2011, 29 growers with a total of 135 palm oil mills and 1.13 million hectares

of production have achieved certification under rules developed through a multistakeholder process, accounting for 12% of the world's total production. Meanwhile, at the urging of Oxfam Novib and Sawit Watch the RSPO executive board agreed to allocate more funding to a mechanism settling disputes.

Agribusiness comes under scrutiny

Sustained advocacy over several years by Oxfam Novib's partner Forest Peoples Programme (FPP), working closely with its Indonesian partners, obliged the whole World Bank Group to adopt a new policy framework on palm oil following a worldwide two-year freeze on funding to this sector.

The new framework emphasises that private sector investments in palm oil can bring benefits to local communities and indigenous peoples only if the tenurial and governance conditions are right. New risk-screening tools are designed to ensure that projects do not cause more land grabs, dispossession and environmental destruction, if used properly. The framework also encourages future investments to prioritise smallholders and seek improvements in existing plantations before opening up new ones. Any new plantations should now target degraded lands in preference to peat lands and primary forests.

The controversy provoked by FPP's advocacy also triggered wider reflection about agribusiness investment in general and the World Bank Group's broader agricultural development programme. Working closely with the National Human Rights Commissions of Southeast Asia and the UN Special Rapporteur on the Right to Food, FPP and its Indonesian partner, SawitWatch, convened a major conference towards the end of 2011 to review the way agribusinesses in Southeast Asia have respected community rights.

The resulting 'Bali Declaration on Human Rights and Agribusiness' not only reminds private investors of their human rights obligations but calls on ASEAN governments to reform their own land tenure and human rights frameworks to ensure local communities and indigenous peoples are not disadvantaged by the agribusiness boom sweeping the region.

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 2011:

Partners supported

116

People reached

1.4 m

(of which 464,428 education)

Euros spent

20.8 m

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.

Learning About Living, from Nigeria to Senegal

Oxfam Novib has been working with IMPACT alliance partner Butterfly Works, specialists in social media, as well as One World UK in Nigeria on the “Learning About Living” programme. This online version of the FamilyLife and Health Education curriculum aims to educate Nigerian youth about sexual health and related issues. After the curriculum was approved by the Nigeria government in 2010, the Global Fund in 2011 provided the Nigerian government with a grant to train teachers on further implementation of the curriculum in government schools.

Spurred on by this progress, Oxfam Novib and Butterfly Works are now developing the curriculum in Senegal. New technologies offer potential to circumvent factors which have previously stood in the way of bringing young people information about sexual matters, such as taboos, repressive social norms and ignorance of parents and teachers. For example, BiplnfofAdo is a question-and-answer text messaging service staffed by trained counsellors; meanwhile, the Learning About Living project is helping young people to develop radio messaging through a participatory method known locally as “sunukaddu” (which translates as “our words”).

In a country where fully half of the population is under 18, it is especially urgent to spread knowledge about sexual and reproductive health rights – with a particular emphasis on offering positive alternatives to norms that assume male superiority and perpetuate the social acceptance of violence against women. The curriculum’s development has the full support of Senegal’s Ministry of Education, as well as key players in Senegalese civil society.

An important lesson learned from the Learning About Living project – as well as the Quality Educators For All project, described below – is that for a government to be persuaded to take over delivery of a project at scale, it is not always necessary for the NGO responsible for the project to first incur the considerable cost of doing a large part of the scaling up itself.

When governments are involved in the development of pilots from the beginning, they are more likely to take responsibility for scaling them up through the public system.

Riding a global wave of interest in teacher competence profiles

The Quality Educators For All (Quality-ED) project, managed by Oxfam Novib in partnership with Education International and local trade unions and civil society

organisations in Uganda and Mali, in 2011 found itself at the cutting edge of a new global wave of interest in the concept of competence profiles as a tool to improve the quality of education.

For example, CARICOM have embarked on developing of common standards for teachers to facilitate mobility in the Caribbean region; the American University of Cairo is developing teaching standards for the Arab region; and the European Commission has commissioned studies on the competences of early childhood education professionals and school leaders. The International Task Force on Teachers for EFA included teacher competences on the agenda of the Global Dialogue Forum held in Bali, Indonesia, from 12-14 September 2011.

It is therefore timely that in 2011 the Quality-ED project summarised its experiences on the ground in Uganda and Mali and the results of research into other initiatives in a publication, *Guidelines Towards A National Competence Profile for Primary Teachers*. With new funding from Comic Relief and the continued backing of the Malian and Ugandan governments, the Quality-ED project is pressing ahead with work on aligning the “competence profile” of a quality educator with improved curricula for teacher training, in the process gaining new experience which can be used to inform the efforts of others elsewhere in the world.



Petterik Wiggers

Reaching the most challenging areas with basic services

Oxfam Novib's long-standing approach of building the capacity of local partners

helps to maximise the chance of basic social services continuing to reach people in extremely challenging situations. In the occupied Palestinian territories, for example, restrictions on movement mean that women face increasing difficulty in being able to access health care services – a situation which Oxfam Novib partner

PMRS successfully addressed in 2011 by running seven mobile clinics in remote areas.

In Somalia, meanwhile, Oxfam Novib and HIRDA (an IMPACT alliance partner organisation representing Somali immigrants) managed to keep over 5,000

boys and girls in school in areas affected by the 2011 drought. With a view to the longer term, HIRDA also started in 2011 a project to bring together the disparate range of education providers in South-central Somalia around common quality standards and a unified curriculum.

Fighting to keep funds for education

Oxfam Novib was deeply disappointed by the Dutch government's decision in 2011 to phase out of supporting education in the developing world. This is a particularly short-sighted measure when it is not only a duty of governments to meet children's right to a quality education, but also a smart investment in creating fairer and more productive societies for tomorrow. For governments to be able to do this, they need more capacity and sustainable resources.

This disappointment was nonetheless somewhat leavened by some political wins in 2011. At the Global Partnership for Education conference in Copenhagen, governments and donors pledged an additional 1.5 billion US dollars in aid for education and many Southern governments committed to raise spending on education in their national budgets. This followed intense lobbying by Oxfam Novib, its sister Oxfams and the Global Campaign for Education, who will monitor

these pledges and commitments to ensure they are followed through in the coming years.

Across the European Union, the Oxfam confederation advocated strongly in 2011 for the introduction of a Financial Transition Tax (FTT, also known as the Tobin Tax or Robin Hood Tax) to further mobilise resources for education and other basic social services. In the Netherlands, Oxfam Novib joined a lobbying, media and online campaign push to get the Dutch government to give up its opposition to the FTT, which resulted in Prime Minister Rutte saying he would not oppose the proposal. However, the prime minister also commissioned a report on the FTT which is expected in 2012 and could be used as a rationale for reversing this decision. Oxfam Novib will continue to make the case for the FTT and mobilise the support of Dutch voters.

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 2011:

Partners supported

117

People reached

494.000

(excluding emergency response)

Euros spent

36.8 m

(including emergency response)

Our future goals

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

- 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.

Oxfam Novib's humanitarian response in 2011

In 2011, Oxfam Novib gave funds to 24 partner organisations, as well as Oxfam Great Britain and Oxfam Intermón (Spain), to respond to humanitarian crises. In descending order, most money was spent on the Somali drought and Pakistan floods, responding to the aftermath of the 2010 Haiti earthquake, the Afghanistan food crisis and drought, the conflict in Myanmar, and assisting internally displaced persons in South Sudan and Benin.

The rationale for Oxfam Novib's strategy of humanitarian capacity building was particularly evident during the floods in Pakistan, when prior contingency planning helped Pakistani partner organizations to respond rapidly, in collaboration with local governments where possible. In 2011, Oxfam Novib additionally invested in humanitarian capacity building – in areas such as risk analysis, stockpiling, early warning and reducing risks to livelihoods – in 15 countries, with 43 partner organisations.

The value of speaking with a unified Oxfam voice on the world stage also became apparent during the Somali drought, as intensive lobbying of the UN led to decisions to devote more effort to



diplomatic engagement on access for humanitarian purposes and tackling the conflict which exacerbated the natural disaster, as well as a greater focus on the minimization of civilian casualties within AMISOM's mandate renewal at the end of September.

More community therapeutic care centres opened in Mogadishu

Many children under five and women of childbearing age in Mogadishu are suffering from severe malnutrition and disease. Since September 2009, Oxfam Novib has been working with partner

SAACID and other agencies on a two-pronged strategy: integrated management of acute malnutrition, and promoting adequate feeding practices through on-site counselling and community mobilisation.

SAACID has built up widespread networks and trust within local communities, a prerequisite for successful development and relief work in the current context of Somalia. Employment of many Somalis also helps to ensure that the programme is accepted within the communities, as is evidenced by the willingness of caregivers to bring children to the sites.

With the exception of interruptions in some of the sites due to insecurity, the programme has run without major incident. It expanded from eight to fifteen sites in November 2011, and is the largest nutrition programme in Somalia; by January 2012,

the community therapeutic care centres had treated more than 170,000 children with malnutrition.

The new priority theme of conflict transformation

Oxfam Novib began work in 2011 on the new priority theme of conflict transformation – that is, achieving sustainable change by addressing the root causes of conflict. Each of the six countries pursuing this theme in 2011 chose different routes fitting their local contexts.

In Somalia, for example, the prevalence of armed militia movements draws youth into resolving conflicts through violence; partner organisation SAACID trained 150 youths in conflict management skills, offering them a productive alternative.

In Pakistan, work is underway and AUSAID funding has been secured on a programme to promote minority rights, one of the hidden causes of conflicts in the country. In the Occupied Palestinian territories, Popular Aid for Relief and Development (PARD) trained 147 women from Palestinian refugee communities who work in water, sanitation and preventative health on skills in conflict resolution, advocacy, assertiveness skills and community work, with the aim of breaking down societal resistance to women's participation in the public sphere.

Oxfam Novib's priority for 2012 is to strengthen these and other initiatives by developing a coherent strategy for each of the conflict transformation countries. Therefore we will be making further investments in our own and our partners ability to undertake conflict analysis and strategising.

Attacking the arms trade in The Netherlands

During the uprisings in the Middle East and North Africa in the spring of 2011, authoritarian regimes used weapons bought from The Netherlands against their own populations, such as armoured vehicles used in Bahrain and Egypt. In response to public outcry, the Dutch government seemed initially responsive, promising reforms to prevent such deals from happening again. However, the measures they subsequently proposed appear unlikely to make much difference.

Oxfam Novib joined with the Dutch Control Arms coalition to lobby for stronger measures. As a result, a majority in the Dutch parliament passed a motion calling on the government not to grant permits for the export of arms to countries where human rights are abused and elections are not free. Regrettably, the government has not been willing to go this far – although some steps forward have been taken.

Parliament will now be informed within two weeks of major export licenses being granted, a change for which the Dutch Control Arms coalition has pushed persistently.

Passing on skills across borders

Through the Dutch organisation WO=MEN, Oxfam Novib contributed to an innovative seminar linking women's activists in Afghanistan to those who had recently lived through transformative events in the Arab world. *From Arab Spring to Afghan Summer* used online video streaming and social media to bring the activists together, generating an especially large interest in Tunisia and Egypt, with over 2000 likes on Facebook and a lively discussion on Twitter. Together with Egyptian partners Oxfam Novib launched the digital platform www.meanwhileinegypt.org, bringing together the latest news on the democratisation process in Egypt and the activities and campaigns of our partners.

In turn, several of Oxfam Novib's partners in the occupied Palestinian territories had responded to the Arab Spring by helping civil society in Libya, Yemen and Syria to develop skills and capacity. The ability to facilitate such sharing of lessons across borders has great potential to increase impact.

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 2011:

Partners supported

279

People reached

1.6 m

Euros spent

29.2 m

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.**

Defending space for civil society in Egypt

When the Egyptian uprising forced Hosni Mubarak from power in February 2011, hopes were high that new space would open up for civil society organisations to demand political reforms bringing social justice and freedom. As the year progressed, those hopes faded; one example of the restrictions placed on civil society was the Ministry of Social Solidarity and Justice's refusal of permission to Oxfam Novib partner the New Woman Foundation (NWF) to collect the Nelson Mandela-Graça Machel prize which they had been awarded by CIVICUS.

By the end of the year, the transitional military government was still in place and raids were being carried out on the offices of international NGOs and human rights organisations. Amid this grim situation, Oxfam Novib has worked with partners throughout 2011 to keep hope alive for civil society in Egypt. The website www.meanwhileinegypt.org was launched to bring Egyptian civil society voices to a wider audience, using an innovative and experimental model of aggregating content from partners and facilitating public interaction through social media. The website allowed the public to sign petitions in support of citizens put on trial in military courts and to ask questions of citizen journalists with Hoqook, an



independent Egyptian media organisation. Campaigns on Twitter and Facebook each resulted in over 15,000 clicks.

Oxfam Novib led the Oxfam confederation's advocacy efforts on Egypt. At the urging of Oxfam Novib and IKV Pax Christi, for example, the Dutch parliament adopted a motion in June 2011 calling on the Netherlands Ministry of Foreign Affairs to speak out for the right to assembly and association in Egypt and countries facing similar tensions. An Oxfam policy paper,

⁴ <http://policy-practice.oxfam.org.uk/publications/power-to-the-people-reactions-to-the-eus-response-to-the-arab-spring-189549>

Power to the People? Reactions to the EU's response to the Arab Spring, was published in November 2011.⁴

While concrete impact cannot yet be shown, Oxfam Novib believes that the paper and associated advocacy towards the EU has been instrumental in informing the EU's position, especially on Egypt.

Oxfam Novib supported partner NWF to organise a campaign along with 83 other NGOs on freedom of association. Oxfam remains deeply concerned about the attacks on foreign and national human rights organisations in Egypt and continues to call for the introduction of an NGO law that meets international standards.

Soft advocacy in Laos

First students graduate from Kampabits

In stark contrast to the confrontational approach required in Egypt by the state's clampdown on civil society, Oxfam Novib's partners in Laos are choosing to engage the government. This is because the Laos government is already broadly receptive to the idea of allowing greater role for civil society, having approved in 2009 a Decree for Non Profit Associations which allowed for the existence of civil society organisations – a direct result of the work of Oxfam Novib's partner Concern Worldwide.

There is recognition on both sides, however, that it will take time to develop understanding of the role of civil society and the boundaries between civil society, the state and the market. In this context, Oxfam Novib believes the best approach is to work patiently to build the capacity of civil society organisations. It is doing this in partnership with CORD International, taking a cooperative approach with the Laos government to increase mutual understanding.

The internet has unprecedented potential to offer youths from disadvantaged communities access to a world of opportunities beyond their immediate surroundings – and to access knowledge and networks which can improve the communities where they live.

First, however, those youths need the skills to navigate the online world. Kampabits is a digital school in Kampala, Uganda, which trains youths in basic computer skills, graphic design through Photoshop and web design through Dreamweaver, Flash and Joomla. Boasting 23 state-of-the-art computers and a superfast internet connection, the centre was set up in 2010 and its first students – all drawn from the city's slums – graduated in 2011.

Butterfly Works, a partner of Oxfam Novib in the IMPACT alliance, supports Kampabits along with Terre Des Hommes and MamaBits. There are already Bits franchises in Nairobi (NairoBits), Zanzibar (Zanzibits) and Addis Ababa (AdisBits), and several more Oxfam partners are interested in setting up a Bits franchise.

A toolkit to replicate the success of Building Bridges

Oxfam Novib's IMPACT alliance partner Butterfly Works in 2011 produced an online toolkit to help civil society organisations run campaigns for peace and social change. The toolkit captures lessons learned from the "Building Bridges" campaign in Kenya, which sought to defuse tensions following post-election violence by mapping and connecting local community peace initiatives throughout the country. As an evaluation found that the campaign had been a considerable success, with local initiatives inspiring and learning from one another, Butterfly Works received requests for information about how the innovation could be replicated.

The toolkit includes a practical "how to" guide describing the phases of a social change campaign, and instructions on how to use the freely downloadable software. With the help of Butterfly Works, Oxfam Novib partners in Cambodia applied the toolkit in 2011 to develop a cross-media campaign on free and fair elections.

Pressing for African Union decisions to be implemented

SIDA and DFID joined the Netherlands Ministry of Foreign Affairs in 2011 in funding the State of the Union coalition, which supports civil society organisations to press for national implementation of African Union protocols. The coalition was established in November 2009, and consists of civil society organisations from nine countries (Egypt, Nigeria, Senegal, Ghana, South Africa, Mozambique, Kenya, Rwanda and Cameroon with a combined population of 450 million. The new funding from SIDA and DFID will allow the Coalition to grow to 15 countries.

Members of the State of the Union coalition engage citizens in holding their governments to account for commitments made in the international arena. In particular, the coalition urges compliance with fourteen policies and laws adopted by the African Union which, if implemented, hold great promise for eradicating poverty, promoting justice and realising political, economic and social rights in Africa. In 2011 the coalition established the website www.stateoftheunionafrica.net and carried out lobbying at both national and regional level.

High Level Forum responds to Oxfam advocacy

The 4th High Level Forum on Aid Effectiveness was held in Busan, South Korea, in November-December 2011. Attended by over 3000 delegates, the High Level Forum reviewed progress on implementing the 2005 Paris Declaration on aid effectiveness and resulted in the signing of the Busan Partnership for Effective Development Co-operation by representatives of donor and developing country governments and key civil society organisations alike.

Oxfam advocated strongly at the High Level Forum for explicit recognition that nurturing an enabling environment for domestic civil society is a prerequisite for effective aid and development. Partners from various countries were supported to share their experiences and needs. This contributed to the inclusion in the final agreement of wording around civil society, notably an explicit reference to the eight “Istanbul Principles” agreed at the 1st Global Assembly of the Open Forum for CSO Effectiveness in June 2010.

Setting information free

As access to information is the foundation of social and political participation, Oxfam Novib works with partners on a wide range of local initiatives to promote transparency and spread popular awareness of the workings of government. Among the national-level activities on this front supported by Oxfam Novib in 2011 were:

- In Myanmar, where international news is not easily available in the local language, four online initiatives reached an estimated 30,000 people;
- In Niger, weekly radio broadcasts inform the populations of four regions on partners’ discoveries while tracking government budgets;
- In Angola, the Justice, Peace and Democracy Association (Associação Justiça, Paz e Democracia – AJPD) held a widely-publicised conference and launched a new publication detailing case studies of corruption.

Oxfam Novib also supports partners which work across borders to promote transparency in interactions between government and the private sector (including Tax Justice Network Africa and Publish What You Pay) and international financial institutions (including the Bank Information Centre, which in 2011 updated its toolkit for civil society organisations on how to take advantage of the World Bank’s policy on access to information).



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.



In 2011:

Partners supported

174

People reached

1.2 m

Euros spent

15.3 m

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.

Gender Traffic Light moves to green

It is difficult to expect organisations to promote women's rights effectively unless they embody positive practices within their own organisations. In 2011, Oxfam Novib completed the evaluation of the Gender Mainstreaming and Leadership Trajectory (GMLT), through which it has worked with its own partner organisations to promote the transformative leadership of women within those organisations – whether they work on livelihoods, governance or conflict transformation.

Using an assessment tool called the “Gender Traffic Light”, Oxfam Novib found that 74% of its partners score “green” while another 25% score “orange”. The GMLT directly contributed to partners upgrading their score: In Ethiopia, for example, all five partners that participated in the trajectory moved from orange to green, as also happened with another five partners in Nigeria.

Through evaluation techniques including anonymous surveys and a workshop documenting “most significant change” stories, the evaluation found that the GMLT had been effective in improving women's work environment in ways such as better parental leave policies, complaint procedures, and systems to collect gender-disaggregated data.

Keeping women's rights on the agenda in Egypt

Even among supporters of women's rights, there are some in Egypt who believe the issue should be de-emphasised as Egyptians fight to secure their rights to social and political participation in the wake of the repression, described under programme 4 above, that followed the February 2011 uprising. Oxfam Novib profoundly disagrees, and supported partners including ACT, CEWLA and NWF to establish the Egyptian Coalition of Women Organizations immediately after the revolution. The coalition calls on the transitional government to reverse discriminatory legislation and commit to implementing international human rights conventions.

The case of Samira Ibrahim, a 25-year-old marketing manager who was subjected to a “virginity test” by the military after being detained for protesting in Tahrir Square, starkly illustrates the need to address women's rights and access to justice. Her case was handled by an attorney with the Hisham Mubarak Law Centre, a partner of Oxfam Novib, and led to an initial victory in December 2011 when an Egyptian administrative court ordered the banning of such tests.

Working to maximise the impact of UN Women

At the start of 2011, UN Women began to operate under the leadership of former Chilean president Michelle Bachelet. Oxfam Novib has been at the forefront of lobbying for the setting up of this new agency of the United Nations since 2007, and is now working to ensure that it has maximum impact in its endeavours to link the global and the local.

In February 2011, Oxfam Novib launched a report, *A Blueprint for UN Women: What does civil society at country level expect from the new UN women's agency?* The report marked the first time that women's rights and grassroots organizations had been surveyed about UN Women. It recommended that UN Women should prioritise violence against women (nominated by 72% of survey respondents as the number one issue), as well as empowerment of rural women and working with governments to create space for civil society organisations.

The report was well received and it is likely that the recommendations will be integrated within UN Women's strategic plan.

Lessons from South Asia for improving “We Can”

As Oxfam Novib continues to support the We Can End All Violence Against Women (“We Can”), an external evaluation carried out in 2011 of the seven-year South Asia We Can campaign – managed by Oxfam GB and implemented in Afghanistan, Bangladesh, India, Nepal, Pakistan, and Sri Lanka – has contributed valuable lessons. Unlike campaigns which focus on achieving defined changes in policy, We Can targets personal development, encouraging individuals to self-identify as

“change makers” by agreeing to support the campaign in their daily lives.

The evaluation is broadly positive, noting: “We Can in South Asia mobilized some 3,300 organisations and millions of individuals. It can be assumed that We Can has supported attitude change among more than 7 million women and men. Change makers and people inspired by them have engaged others in some 20 million conversations on gender equality and VAW, often “breaking the silence” in settings where the subject of VAW used to be taboo... appealing, context-sensitive campaign materials have spread beyond the “We Can” alliances, making their way into other projects run

by campaign allies and OGB, and such institutions as schools and police academies”.

However, the evaluation also found that it was difficult to assess how much difference the campaign had actually made, for reasons including patchy documentation, lack of comparative data and the number and complexity of causes of violence against women. The evaluation also identifies specific weaknesses in the South Asia model, notably that “leadership was diffuse... This generated tensions and may have hampered the development of fully autonomous national alliances, which may have an effect on the continuation of the campaign after Oxfam’s exit.”



Ed Kashi

As the We Can campaign evolves into a global network of national alliances, lessons from the South Asia experience will help Oxfam Novib to support partners in the campaign more effectively.

Gender Action Learning System scaled up in Uganda, Rwanda and Nigeria

In the last three years Women’s Empowerment Mainstreaming And Networking (WEMAN) has been piloting the Gender Justice in Pro-Poor Value Chain Development project with Bukonzo



Joint Cooperative Microfinance Ltd and other local partners in Uganda. The pilot was one of the innovations in the programme, which was co-funded by the International Fund for Agricultural Development (IFAD), who decided in 2011 to support the scaling up of the methodology in Rwanda and Nigeria and in other locations in North Uganda up to 2014. WEMAN is an example of how Oxfam Novib's work under Programme 5 cuts across its work in all other areas, in this case Programme 1. The project uses an innovative participatory methodology called the

Gender Action Learning System (GALS), which uses a set of visual diagramming tools, principles and peer learning structures to enable even non-literate women and men to strengthen their planning skills, reflect on and track their life plans. In 2011 the third GALS manual was developed, *Growing the Diamond Forest: Sustainable livelihoods and value chains*. The three manuals support the scaling up in other organisations, which has reached an estimated 75,000 people in Latin America, Asia and Africa. GALS is also being integrated into TWIN UK's Great Lakes project with coffee farmers in East

Africa and IFAD-financed programmes in various countries.

The GALS methodology has proved to be effective for empowering the most vulnerable women and men in agricultural value chains to improve their productivity and incomes, while increasing gender equality within their households and in the value chains. While the pilot has gained the commitment of private sector actors at local and national level in Uganda, a remaining challenge for sustainability is to work with international companies in the value chain.



Financial overview

Below is the Oxfam Novib summary financial overview. For the detailed annual accounts please consult the “Jaarrekening 2011” (Dutch version only) at www.jaarverslagoxfamnovib.nl.

Balance sheet

As at December 31,
after results
appropriation in
1,000 euro

	2011	2010
ASSETS		
Tangible fixed assets	10,827	9,257
Financial fixed assets	44,256	42,576
Stock	56	172
Receivables governments		
• long term	2,597	24,810
• short term	25,946	49,950
	28,543	74,760
Receivables	16,547	9,754
Cash and cash equivalents	59,293	61,885
Total	159,522	198,404

continued on next page →

Balance sheet

As at December 31,
after results
appropriation in
1,000 euro

→	2011	2010
LIABILITIES		
Reserves and funds		
• Reserves		
of which continuity reserve	13,565	12,250
of which designated reserves	37,687	31,571
	51,252	43,821
• Funds	40,597	40,924
	91,849	84,745
Provisions	1,947	1,941
Liabilities		
• non-current liabilities	2,389	1,827
• current liabilities	12,549	13,651
	14,938	15,478
Project obligations		
• long term	6,097	27,722
• short term	44,691	68,518
	50,788	96,240
Total	159,522	198,404

Statement of income and expenditure

in 1,000 euro

	Account 2011	Budget 2011	Account 2010
INCOME			
Income from own fund raising	27,724	28,791	28,807
Income from joint appeals (other external donors and other Oxfams)	9,096	5,696	12,719
Income from third party appeals	19,483	14,275	29,589
Government subsidies co-financing	44,709	41,603	96,901
Government subsidies other	21,839	18,529	3,502
Other income	6,466	5,798	6,375
Total income	129,318	114,692	177,893

continued on next page →

Statement of income and expenditure

in 1,000 euro

→	Account 2011	Budget 2011	Account 2010
EXPENDITURE			
Spent on the objective structural poverty reduction			
Projects and programmes	81,659	62,959	95,460
Advocacy partner organisations	10,286	15,865	26,380
Advocacy Oxfam Novib	5,599	6,512	6,595
Support of partner organisations	3,203	4,229	5,942
Popular campaigning	4,946	6,405	9,029
Education and marketing	3,655	3,794	4,106
	109,349	99,764	147,512
Fund raising			
Costs own fund raising	6,590	6,613	6,391
Costs joint appeals	292	444	437
Costs third party appeals	597	396	371
Costs acquisition government subsidies	2,138	2,517	2,477
	9,618	9,971	9,676
Management and administration			
Costs management and administration	3,245	3,009	2,735
Total expenditure	122,212	112,744	159,922
RESULT	7,105	1,948	17,971
Spent on the objective outside the statement of income and expenditure			
Extended loans and guarantees	12,114	9,750	13,980
Received repayments	9,800	9,125	6,884
Result appropriation			
Addition / deduction			
Designated reserves	7,378	354	7,174
Designated funds	1,588-	1,594	10,620
Continuity reserve	1,315	0	177
	7,105	1,948	17,971

Model explanation division of expense

in 1,000 euro

	Objective structural poverty reduction						Fund raising				Management and admin.	Account 2011	Budget 2011	Account 2010
	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				
Subsidies and contributions	58,911	7,468	-	-	1,944	-	-	-	-	-	-	68,323	59,920	107,310
Payments	-	-	2,062	-	-	-	-	-	-	-	-	2,606	2,777	2,606
Outsourced work	2,384	450	-	-	-	-	-	-	-	-	-	2,833	1,386	4,106
Publicity, communication, other action costs	1,343	170	1,653	122	1,722	3,080	5,213	-	374	-	-	13,678	15,391	13,162
Personnel costs	11,334	1,430	1,473	2,153	1,055	468	1,131	202	159	1,479	2,213	23,096	23,767	22,223
Accommodation costs	344	41	50	80	34	15	32	8	6	56	67	732	718	856
Office and general costs	6,723	653	271	704	129	66	158	69	49	502	844	10,166	7,228	8,521
Write-offs	620	75	90	145	62	27	57	14	10	101	121	1,322	1,558	1,137
Total	81,659	10,286	5,599	3,203	4,946	3,655	6,590	292	597	2,138	3,245	122,212	112,744	159,922



Independent Auditor's report

To: the management board of Stichting Oxfam Novib

The accompanying summary financial statements, which comprise the summary balance sheet as at 31 December 2011, the summary statement of income and expenditure for the year then ended, and related notes, are derived from the audited financial statements of Stichting Oxfam Novib for the year 2011. We expressed an unqualified audit opinion on those financial statements in our report dated 18 April 2012. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

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

Management board's responsibility

The management board is responsible for the preparation of a summary of the audited financial statements in accordance with Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

Auditor's responsibility

Our responsibility is to express an opinion on the condensed financial statements and the related explanatory notes based on our procedures, which we conducted in accordance with Dutch Law, including the Dutch Standard 810 "Engagements to report on summary financial statements".

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Stichting Oxfam Novib for the year 2011 are consistent, in all material respects, with those financial statements, in accordance with Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

Amsterdam, 18 April 2012
PricewaterhouseCoopers Accountants N.V.

Original signed by H.A. Wink RA

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