

# Memorandum

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**To:** Board of Directors (BoD)  
**CC:**  
**From:** Peter Gillies and Janny Bosscher  
**Date:** 06-Nov-13  
**Re:** Structure: M&F and EFU combinations

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## **Purpose**

To explore a new organizational design for our income streams

## **Process**

- Hold interviews with key persons in Oxfam Novib
- Benchmark with other, similar, organizations
- Make a recommendation to the BoD

## **Product**

We were able to speak with Theo, Tom, and Marit internally. We had two main conclusions:

- 1) Value and focus would be subtracted if M&F and EFU were to be managed by the same person as they are so very different
- 2) There is currently little or no interaction between M&F and EFU and no real aspiration to increase this

The conclusion that M&F and EFU are fundamentally different in process and approach is inescapable and that one manager running both would result in an undesirable fragmentation of management focus.

We have also done considerable informal benchmarking with the following organizations:

- ICRC – both areas separated
- Care – have not combined the two, but have never considered it, either
- Save the Children – both areas separated
- Action Aid – combined, in a way, but their EFU has a separate Director, so our premises in this memorandum seem to hold

The conclusion is that M&F is always linked to campaigning and that EFU is always linked to programmes. Combining them is never a good fit given the complexity and fragmentation of focus already pointed out.

Overall conclusion: M&F and EFU should not be directly combined under the direction of one Director forming an integrated Income Stream. It is advantageous to keep the current organizational set up

Recommendation: while we do not see the value in moving M&F and EFU from their current places in the structure, we do recognize that their lack of connection means their efforts are less effective than they could be. There is considerable disconnect and lack of knowledge – and curiosity – about what the other does. Consequently, we see scope for much improved strategic alignment, for example, quarterly strategic planning sessions between EFU, M&F, and Finance including the relevant Directors