



GRI Level C reporting template for NGOs

Update responses here (currently contain prior year answers)

Name of organization: Oxfam New Zealand

Filled in by:

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Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization. [GRI NGOSS: p. 25]

During 2012, we saw yet more damaging impacts of climate change – droughts, floods and cyclones. People living in poverty around the world are one failed harvest, one cyclone, or one flood away from hunger. This is the time to impart new urgency to our work to sound the alarm, build a movement for change and support community resilience.

With your help, we contributed to Oxfam’s response that reached nearly 1 million people affected by the food crisis in West Africa. When Cyclone Evan left a trail of destruction across Samoa, we led a response to ensure people had safe water and toilets. And we’ll be there for the long-term, helping families rebuild their livelihoods.

Across the Pacific and in neighbouring East Timor and Papua, we helped farmers and young people build a decent life in their villages. The rights of women are fundamental to all our work and women farmers participate fully in all these programmes. In Papua New Guinea, 17 villages now have toilets, hygiene education and access to safe water, saving women from walking for hours each day to collect water and preventing their children from getting sick.

Oxfam New Zealand's headquarters is located in Auckland, with a Policy office in Wellington, a country office in Port Moresby and programme offices in Goroka and Arawa (PNG). We work with Oxfam Australia in the Pacific, including through their offices in Honiara (Solomon Islands) and Port Vila (Vanuatu). We are in a process of delegating more responsibilities for programme management to the country level across the Pacific. We also work with and through partners in Samoa, Tonga, Indonesia and Timor Leste.

Source: Oxfam New Zealand 2012 Annual Review extract by Barry Coates Executive Director

2. Organizational Profile

Oxfam New Zealand

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization’s mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p. 26]

Oxfam New Zealand undertakes long term development programmes for the elimination of poverty and injustice, using a rights-based approach; provides humanitarian assistance for the alleviation of suffering; and undertakes advocacy and campaigning to tackle the policies and practices that cause poverty, injustice and suffering.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]

Oxfam New Zealand's headquarters is located in Auckland, with a Policy office in Wellington, a country office in Port Moresby and programme offices in Goroka and Arawa (PNG). We work with Oxfam Australia in the Pacific, including through their offices in Honiara (Solomon Islands) and Port Vila (Vanuatu). We are in a process of delegating more responsibilities for programme management to the country level across the Pacific. We also work with and through partners in Samoa, Tonga, Indonesia and Timor Leste.

2.4 Location of organization's headquarters. [GRI NGOSS: p. 26]

14 West St, Newton, Auckland 1145, New Zealand

2.5 Number of countries where the organization operates. [GRI NGOSS: p. 26]

Eight (8) countries: Indonesia, Timor Leste, PNG, Solomon Islands, Vanuatu, Fiji, Samoa and Tonga

2.6 Nature of ownership and legal form. [GRI NGOSS: p. 26]

Registered Charitable Trust

2.7 Target audience and affected stakeholders. [GRI NGOSS: p. 26]

Oxfam New Zealand works in the following regions, South East Asia and the Pacific and while our key stakeholders are people living in poverty, the target audience for this report and other affected stakeholders who may find it of particular interest are our partner organisations and allies, donors and supporters and the governments, institutions and organisations that we seek to involve. We also consider we have a responsibility to protect the environment.

2.8 Scale of the reporting organization. [GRI NGOSS: p. 26]

Total income : \$ 9,561,206.00
Net revenue : \$ -93,371.00
Assets: \$4,112,841.00 Liabilities : \$3,380,565.00 Net Assets: \$737,276.00
Sales Revenue by countries NZ\$8,669,655.69 EU\$335,715.52 AUS \$485,334.51 UK \$70,499.00
Geographical Spend of Development Programme Expenditure Pacific \$3,823,704.00 (81.44%) South east Asia\$871,186.00 (18.56%)
Thematic spend of Development Programme Expenditure: Livelihood and Economic Justice 70.48%: Water and Sanitation 23.42% :Conflict reduction and peace building 3.68%: Gender Justice 2.43%
Number of employees: 79 New Zealand: 51 (34 full time - 29 perm & 5 FT; 17 part time - 6 perm & 11 FT) PNG: 28
No. of paid full time people in an average week: New Zealand: 34 PNG: 27 No. of paid part time people in an average week: NZ: 11 (6.2 FTE) PNG: 2 (1.1 FTE) No. of paid hours worked in total by all employees in an average week: New Zealand: 1608 PNG: 1010 approximately No. of people working as volunteers in an average week: New Zealand: 17 No. of volunteer hours worked in total by all volunteers in an average week: New Zealand: 295 (averaged across the whole year but disguises event related peaks eg. volunteer hours over the 3 day Oxfam Trailwalker event)

Number of active donors during financial year : 24,658

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

We increased income in 2012 after a hiatus in 2011 that had resulted from changes in the New Zealand government grants for programme work. We have maintained strong support from members of the public during difficult economic times.

2.10 Awards received in the reporting period. [GRI NGOSS: p. 26]

Winner - Kiwibank Special Events Charity Fundraising Award for Excellence, Oxfam Trailwalker

Exert from the judges: "This winner showed very clear evidence that events can be very successful fundraising vehicles; it's all down to detailed planning, smart and timely implementation and overall astute and careful management.

This was a big event and could have fallen short of the mark on many counts but it went almost without a hitch. The event was superbly executed according to a proven international blueprint but with its own New Zealand flavour and emphasis. The end result was that it raised close to \$1 million. And the media seemed impressed too, as it gave wide coverage that enhanced the profile of the charity and its cause."

3. Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]

1st July 2011 to 30th June 2012

3.2 Date of most recent previous report (if any). [GRI NGOSS: p. 26]

Previous report covered 1st July 2010 to 30th June 2011

3.3 Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]

Annual

3.4 Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]

Operations Director DDI: +649 355 6503 Email: selwyn.bradley@oxfam.org.nz

Report Scope and Boundary

3.5 Process for defining report content. [GRI NGOSS: p. 26]

This report has been prepared from a variety of reports to donors and external stakeholders, including Oxfam supporters and the Charities Commission. Each have different standards for determining materiality, and the standard for this report has drawn from the guidelines provided. We will make this report available to stakeholders through our website, acknowledging that for many audiences the Annual Review will be their preferred source of information.

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]

This report relates to the whole of Oxfam NZ and its related entity, Oxfam International PNG.

3.7 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

N/A

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [GRI NGOSS: p. 27]

Accounting for off-shore operations is made on a "sent & spent" expenditure basis that has been consistently applied year-on-year.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [GRI NGOSS: p. 27]

N/A

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]

N/A

GRI Content Index

3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [GRI NGOSS: p. 27]

Strategy, major policies and oversights are provided by the Board of Trustees and the subcommittee (Audit & Administration) and the Programme Advisory subcommittee.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

No Board members are executive officers. The Board is responsible for approving the Strategic Plan and annual operating plans and budgets, as well as recruiting and managing the Executive Director. The Executive Director has responsibility for implementation of Board policies and the management of the organisation. During the past year, the Board has reviewed the roles and responsibilities of the Board and made changes to strengthen its governance function and ensure that its role is clearly differentiated from the executive management role.

4.3 For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [GRI NGOSS: p. 27]

Board of Trustees members are independent and are not remunerated for their voluntary work. They comprise solely non-executive personnel.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]

There are a number of mechanisms, both formal and informal. The Board meets periodically with staff directly, and at least once per year. All Board papers are shared with staff, except for any 'in-camera' discussion that Board members may have without the Executive Director present. Each agreement between Oxfam and its development partners specifies a process for contacting the Executive Director in case there is a problem with the relationship or actions by the Programme Manager, and if there is still concern, a mechanism for making a complaint directly to the ONZ Board Chair. The organisation also records any feedback from its supporters (donors, campaigners and general supporters) and summarises the results for the Board at each meeting, including identifying any complaints of a serious nature and any that have not been resolved to the satisfaction of the complainant.

Stakeholder Engagement

4.14 List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]

Stakeholder groups include the people in poverty for whom and with whom we work; partner organisations and allies, donors and suppliers; staff and volunteers and the governments, institutions and organisations that we seek to influence.

4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]

Stakeholder engagement is identified through regular in-country consultations, annual reflection & learning events and the annual operational planning process. The criteria are those to whom we have primary accountabilities (e.g.. intended beneficiaries and donors), those whose support we rely on (partners, allies and supporters) and those who we aim to influence (key government Ministers and officials, company leaders).

Indicator 1:NGO1: Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs

Involvement of partners is fundamental to the development of Oxfam's programmes and partners are expected to fully involve the communities they work with and aim to benefit, and to enable Oxfam to participate in the processes they use to do so. There are regular meetings with stakeholders to discuss progress, plans and relationships, including annual reflection and learning processes, participation in jointly preparing proposals for funding and reports to donors, and sharing and learning workshops.

The outcomes of these processes is fed into Oxfam's annual impact report (for reflections), Operational plans, programme proposals and reports, and learning and evaluation reporting. In the case of workplan consultations that result in specific initiatives, there are formal agreements and plans between ONZ and partners, supported by longer term Partnership Agreements in the case of deeper, multi-year relationships. In addition, Oxfam ensures that information is provided to partners and allies on research and policy briefings, reports and newsletters, and we expect that our partners will share their information with us. These processes, including the annual reflection and planning processes involving stakeholders, are specified in ONZ's Programme Manual and our Reflection, Accountability and Planning guide.

Indicator 2: NGO2 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

The provisions of long term Partnership Agreements include the importance of openness to feedback and mechanisms for doing so between ONZ and partner. In the case of contractual agreements for specific projects a more formal process is included in the contract, specifying that any complaint about Oxfam New Zealand or its employee should be resolved with the relevant Programme Manager if possible, but if there has not been a satisfactory resolution the complaint should be escalated to the Executive Director (work and after hours contact details are provided).

If as a result of that process there still has not been a satisfactory resolution of the complaint, the contract specifies that the complaint may be escalated to the Chair of ONZ's Board of Trustees. Programme monitoring and evaluations aim to take partners' view into account and provides opportunity for remedial action. ONZ's communications encourage feedback, and these are logged and categorised by severity and process, and reported to the ONZ Board on a quarterly basis. Written complaints are automatically elevated to the Executive Director who must acknowledge this in writing within 3 days, investigate and respond within 10 days. Complaints, remedial or follow up actions are monitored by the Board.

Indicator 3: NGO3: System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact) resulting changes to programmes and how are they are communicated.

Oxfam New Zealand implements a Monitoring, Evaluation and Learning system that is designed to take account of the views of our stakeholders and to include these in reflection and learning processes. As outlined in our Reflection, Accountability and Planning guide, the annual reflections are a means for ONZ to learn, together with in-country staff and partners, from our progress. We use a set of standard questions to provide information on outcomes/impacts, constraints, lessons learned and what we will do differently going forward. These feed directly into programme planning, Oxfam's annual Operational Plan and Budget, and Board reporting on impacts and lessons learned. They also are used to update programme learning and progress on ONZ's website and in reports to official donors and supporters amongst the public. At the programme level, Oxfam New Zealand works with partners to collect quality data and monitor this information against programme baseline indicators during periodic partnership monitoring reviews and reports. There is an emphasis on outcomes and results, but also the equity of partnerships and the quality of relationships.

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Indicator 4: NGO4 Measures to integrate gender and diversity into programme design, implementation and the monitoring, evaluation and learning cycle.

ONZ has a major focus on gender justice, both as an issue to be mainstreamed in our work and in our organisation, but also as a programme priority. Specific gender programmes addressing discrimination and violence against women are identified by Programme management and the Board's Programme Committee and implemented within communities of need in the wider Pacific region. ONZ's programme policies and systems require disaggregation of participation and outcome by gender. ONZ also has a major focus on the rights of women in advocacy work, and it is a high priority in the Oxfam International GROW campaign. ONZ has reviewed and strengthened its policies related to other aspects of diversity, notably disabilities, and updated the Programme Manual over the past year. ONZ seeks to promote diversity in our workplaces and we actively seek to attract representatives of different ethnic communities as part of our recruitment policies, with particular attention to Maori and Pasifika groups in New Zealand (as groups disadvantaged in respect of employment opportunities).

Indicator 5: NGO5: Processes to formulate, communicate, implement and change advocacy positions and public awareness campaigns. Identify how the organisation ensures consistency, fairness and accuracy.

Advocacy work is evidence based, subject to wide consultation and analysis, including with partners and allies. Oxfam undertakes thorough research in order to provide a substantive and credible basis for its advocacy work and consults widely on proposed policy positions. Public positions are developed within the communications team and authorised by the Executive Director to ensure accuracy and consistency. In cases where ONZ is making direct comment or criticism of a particular government policy, we will engage with government Ministers and / or officials prior to public release of the research or policy report, wherever possible (as in the case of two research reports over the past year).

This is also the case with company campaigning, as in the example of research undertaken on labour rights in the banana supply chains of Dole. We sent the company the report four weeks ahead of public release in order to provide an opportunity for the company to inform us of any inaccuracies. Regular evaluations of advocacy work are undertaken, generally after each major project, and reflection as part of the annual reflection and planning process. We are committed to fairness and accuracy in our research, advocacy and campaigns work and would publish corrections if any were required.

Indicator 6: NGO6: Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organisation is not duplicating effort.

Oxfam New Zealand collaborates with affiliates of the Oxfam confederation through a 'single management structure' (SMS) which aims to achieve greater global impact through better coordination and elimination of over-lapping provision. ONZ also engages with NZ NGOs to discuss focus and priorities through regular forums at the CEO level and at the working level, including sharing information about where we focus our work, and the type of work we undertake, with a view to exploring potential collaboration. This has resulted in some collaborative activities over the past year.

These forums also have specific learning events and Oxfam has participated actively in helping to organise several such events over the past year. Oxfam is active in NGO networks in each of the Pacific countries we work in, and we play a role in supporting NGO collaboration (including through formal leadership of joint NGO programmes, as in Vanuatu). In addition, ONZ has regular discussions with a broader range of actors at the national and local levels, including with NGOs from sectors other than development, with governments in the Pacific, and with private sector companies. In areas of Humanitarian response, Oxfam New Zealand collaborates closely with UN clusters, governments and NGO aid response programmes.

Indicator 7: NGO7: Resource allocation

Oxfam New Zealand has a number of mechanisms that strengthen financial security of the organisation as provided by the Organisations Policies and Procedures, Operations Manual, Board of Trustees Audit & Administration subcommittee and Charitable Trust Deed.

Indicator 8: NGO8: Sources of funding by category and five largest donors and monetary value of their contributions.

Community support income \$5.023m, NZ Government \$3.638m, , EC Grants \$0.336m, Other Oxfam affiliates \$0.245m Other institutional grants \$0.186m & Interest \$0.135m

Indicator 9: EC7: Procedures for local hiring and proportion of senior management hired from the local community at the locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.

The decision to recruit locally or internationally is taken by the recruiting manager, in consultation with the HR manager, as necessary and is based on seniority of post, level of qualifications, skill and/ or experience required and the availability of nationals. There is a strong emphasis on hiring and training local staff in-country wherever possible, and to support and internally promote local staff. At the senior level in PNG, the ratio was 67:33 expatriate/national. There was also a mix of staff recruited directly from their local community and from other parts of PNG in middle management roles.

Indicator 10:EN6 Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related greenhouse gas emissions

For 12 months ended 31 March 2012 Oxfam New Zealand generated following greenhouse emissions by weight as measured by tonnes: Electricity 8.40 mt, Staff commute 20.69 mt, Air Travel 69.58 mt (home country staff) and Paper & Publications 31.35mt. Reduction recommendations for 2012/2013 include:

Use of inter-department competitions and rewards to see which staff can be most eco-friendly commuters Sharing our environmental goals and concerns with the suppliers and encourage them to make changes that will affect Oxfam NZ.

Indicator 11:

EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced? Oxfam NZ is committed to a 2011/2012 GHG reduction target of lowering emissions by 15% relative to the number of fulltime employees, from original base year levels (5.19 tonne CO2e per fulltime employee). This goal has been achieved and well surpassed, having reduced emissions / employee by 38% this year in comparison to the base year.

Successful measures taken in 2011/2012 include: Creating a focus on staff commuting emissions, encouraging carpooling and “car-free travel days”. This contributed to a reduction of 19% in total staff commuting emissions, with a 12% increase in the amount of bus travel and an 11% increase in the amount of walking or biking travel taking place. Landfill waste emissions decreased 17% during 2011-2012 with respect to the same period last year, with total landfill diversion increasing to 79% from last year’s 76%, through a large increase in the volume of paper recycling collected

Indicator 12:

LA1: Total workforce, including volunteers, by type, contract and region. The total paid workforce was 79, of which 51 staff (35 permanent and 16 fixed term) were based in New Zealand and 28 (all fixed term) in PNG. There was an average of 15.5 volunteers working in New Zealand (Auckland/ Wellington) as long term, part time office volunteers or fixed term interns (ave 3-6 months). Other volunteers were also brought in for specific campaigning and fundraising events throughout the year e.g. Oxfam Trailwalker, Oxfam's Biggest Coffee Break, to run stalls at festivals etc (ave 2.9 FTE per week).

Indicator 13:

LA10 Average hours of training per year per employee by employee category. If you can't report on average hours of training report on training programs in place. Oxfam New Zealand does not keep records of the number of training hours by staff member. However, for New Zealand based staff, records are maintained of the number/ types of learning & development interventions (internal and external) undertaken by staff at all levels.

Staff are strongly encouraged to develop individual training and development plans and the usefulness/impact of learning and development activities undertaken is monitored through the annual performance review process. During 2011-12, 17 New Zealand based staff attended at least one training or learning event (over and above general induction activities) and of these, 11 attended two or more. In addition, between 15-22 NZ senior and middle managers attended four (out of six) 1 day bespoke, in-house workshops as part of a 16 month Leadership and Management Development programme. Records are held locally for courses/ training/ study undertaken by national staff in PNG. For junior staff, training has typically been on the job/job specific while a number of middle/ senior level staff have attended one or more internally or externally run specialist workshops or events.

Indicator 14:

LA12: Percentage of employees receiving regular performance and career development reviews. In 2011-12 74% of permanent NZ staff had an annual performance review along with 80% of long term fixed term staff. This percentage was lower in PNG, mainly because a number of annual reviews took place later in the year and therefore outside the reporting period. Discussion about development opportunities and longer term career aspirations forms part of the annual review process.

Indicator 15:

LA 13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity. In New Zealand, there was a slightly higher proportion of female employees (57:43), an equal balance of men and women at the senior management level and higher proportion on the Board (62:38). In PNG, we employed a higher proportion of men to women (56:44) and a lower proportion of women than men in senior management positions (67:33).

The majority of staff employed by Oxfam in New Zealand, 59% were NZ born white/European and 12% were non NZ born, 12% were Chinese/other Asian, 4% Maori/part Maori, 4% Pacific Island, 4% Australian, 2% South American and 4% North American. Information was not available for national staff in PNG but for expatriate staff, 67% were Australian and 33% other Asian. Oxfam aims to be an Equal Opportunity employer and actively encourages applications from staff from ethnic minorities in New Zealand and from other parts of PNG within their regional offices and country office. Oxfam has NZ Maori, Pacific and Asian staff, and Maori/Pacific representation on the Board. Oxfam had a fairly even age distribution across the full age range (early 20s - 60s) and we seek to provide an environment that welcomes and supports staff of all ages.

Indicator 16:

SO1 Nature, scope and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering operating and exiting. This indicator was designed to talk about the positive/ negative side effects of what you do, not about your main purpose. Oxfam New Zealand processes for development and design of programme seek to create positive impacts for target communities and beneficiaries and to minimise any adverse impacts. As part of our programme development phase, ONZ will undertake specific assessments of environmental or social impact if screening indicates there are risks of adverse impacts.

Over the past year, we did not develop any major new programmes or partnerships. During the programme implementation phase, ONZ assesses and manages any impacts of its work on communities through the MEL process within the context of partnership agreements and annual reflection and planning processes. We have recently reviewed our ways of assessing the sustainability of programmes and relationships (particularly in the light of new back donor funding rules). As a result, we have updated our policies for entering and exiting programmes and partnerships. We have updated our Programme Manual and we are implementing our policies with several partners currently.

Indicator 17:

SO3 Percentage of employees trained in organisations anti-corruption policies and procedures: Oxfam New Zealand covers this through induction of staff and partners on Oxfam values, ethics and code of conduct (which staff are asked to read and sign). ONZ does not condone corruption and is currently strengthening its financial controls, including through partner capacity building, to ensure that funding is not misused in any way. We have identified the need for staff training in fraud and corruption and we plan to undertake training for all relevant staff in the forthcoming financial year.

Indicator 18:

PR6 Programmes for adherence to laws, standards and voluntary codes relating to ethical fundraising and marketing communications including advertising, promotion and sponsorship. Oxfam New Zealand marketing staff are members of Fundraising Institute of New Zealand, NZ Association of Events Professionals and the NZ Direct Marketing Association. ONZ prepares a formal report to the Board annually on its compliance with the codes and regulations with regard to these issues. ONZ also prepares a report to each quarterly Board meeting summarising the complaints that have been received and categorising them by degree of seriousness, and identifies any that have not been resolved satisfactorily. There were no serious complaints that were not resolved satisfactorily by staff responses during the past year.

GRI Self-Assessment Application Level

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Same as requirement for Level B			
	G3 Management Approach Disclosures OUTPUT	Not Required	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category			
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.			

		Society, Product Reponsi- bility.	Indicator or b) explaining the reason for its omission.
		*Sector supplement in final version	
<h2>GRI Application Level C</h2>			

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.

Name: Barry Coates
Position: Executive Director
Date: 28 June 2013

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