



Stichting Oxfam International GRI Level C Report 2009 - 2010

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1 Strategy and Analysis

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

The International Confederation Oxfam is a group of 14 non-governmental affiliated organizations dedicated to fighting the injustice of poverty around the world.¹ In all of our actions, the ultimate goal is to enable people to exercise their rights and manage their own lives. Our programs address the structural causes of poverty and injustice and we work primarily through local accountable organizations, seeking to enhance their effectiveness. We aim to help people directly where local capacity is insufficient or inappropriate for Oxfam's purposes, and to assist in the development of structures which directly benefit people facing the realities of poverty and injustice. We follow a rights-based approach as the framework for all the work of Oxfam and its partners. We recognize the universality and indivisibility of human rights and have adopted these rights in practical terms:

- the right to a sustainable livelihood
- the right to basic social services
- the right to life and security
- the right to be heard
- the right to an identity

We believe that poverty and powerlessness are avoidable and can be eliminated by human action and political will. The right to a sustainable livelihood, and the right and capacity to participate in societies and make positive changes to people's lives are basic human needs and rights which can be met. We believe that peace and substantial arms reduction are essential conditions for development and that inequalities can be significantly reduced both between rich and poor nations and within nations.

Oxfam is supported by the Secretariat, whose purpose is to provide leadership, coordination and facilitation to the Confederation.

Jeremy Hobbs
Executive Director

¹ Oxfam America, Oxfam Australia, Oxfam Belgium, Oxfam Canada, Oxfam France, Oxfam Germany, Oxfam Great Britain, Oxfam Hong Kong, Intermón Oxfam, Oxfam Ireland, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib, Oxfam Quebec.

2. Organizational Profile

2.1 Name of the organization. [GRI NGOSS: p. 26]

Stichting Oxfam International

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]

Primary Activities

Our strategic plan 'Demanding Justice 2007 - 2012' sets out our central commitment to put into practice a rights-based approach by supporting people living in poverty to hold governments, corporations and international organizations (including Oxfam) to account for their responsibilities. In adopting the rights-based approach, Oxfam uses a range of interventions;

- long-term development assistance with and through partners;
- related campaigns and advocacy at the global, regional, national and local levels involving research, lobbying, media and popular mobilization;
- emergency assistance for natural disasters and conflict situations and in response to slow-onset emergencies, fair trade activities which support producers in the developing world.

During 2007 – 2012 Oxfam is focusing its resources on four Change Goals:

1. Economic Justice

- Make agriculture work for farmers and agricultural laborers living in poverty and vulnerable circumstances. Reaching the majority of people living in poverty will mean transforming agriculture so that they get a decent reward for their labor.
- Achieve fairer trade rules for poor countries. People living in poverty must get a fair share of the wealth and opportunities generated by world trade.
- Reduce the impact of climate change and energy shocks by supporting vulnerable people and communities, particularly in agriculture, to adapt to climate change. We will tackle the injustice of climate change by promoting energy equity for developing countries.

2. Essential Services

- Demand that national governments fulfill their responsibilities for equitable delivery of good quality health, education, water and sanitation, especially for women and excluded groups.
- Support civil society organizations and alliances to hold governments accountable for the delivery of these services.
- Ensure better policies and more funding from rich countries and international institutions, as well as make sure they honour already existing commitments on aid and debt reduction.

3. Rights in Crisis

- Improve our ability to deliver better protection and greater assistance, through improving our competencies and capacities, and becoming more accountable to the people we are assisting. We will also increase work with and through local organizations, and particularly strengthen the role of women.
- Change policies and practices of the international humanitarian system to deliver better protection and greater assistance. This will mean lifting the standards of disaster response by international agencies, implementing commitments by governments on the 'Responsibility to Protect' and pursuing an Arms Trade Treaty.
- Work within the framework of human security, with a greater focus on preventing conflict, peace-building, reconciliation and longer-term development.

4. Gender Justice

- Support women's leadership at all levels to achieve greater power in decision-making and greater control over their lives.
- Work to end gender-based violence by changing ideas, attitudes and beliefs of men and women that permit violence against women.
- Strengthen Oxfam's own learning and capacities on gender to ensure that gender justice is achieved in all our work.

Primary Brands

"Oxfam" is the primary brand for the Confederation. It includes the Oxfam logo, the name "Oxfam" and our visual identity which prescribes the use of a particular font, layout and colour. We communicate under that brand for all external materials, including our annual report, press releases, websites and policy papers.

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]

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

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

Each Affiliate has its own headquarters and field offices operating in 98 countries.² Further details of our operations can be found in our Annual Report 2009-10 available at www.oxfam.org/en/about/annual-reports. There are also 3 Observer members; Oxfam Italy, Oxfam India and Oxfam Japan who are set to become full Affiliates in the near future.

The Secretariat, which supports the work of Oxfam, is based in Oxford, United Kingdom.

Oxfam International Secretariat

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Website: www.oxfam.org

The Secretariat also has 4 advocacy offices operating in 3 countries:

- Brussels, Belgium
- Geneva, Switzerland
- Washington DC and New York, USA

A further 2 Oxfam advocacy offices are operated jointly with Affiliates:

- Addis Ababa, Ethiopia
- Brasilia, Brazil

² See Appendix 1

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

Stichting Oxfam International is a Foundation with its registered office in The Hague, Netherlands. It is also registered as a foreign company limited by guarantee in the United Kingdom. Each Affiliate is a member of the Foundation and subscribes to the Foundation's constitution through an affiliation agreement. The constitution consist of three documents:

- The Constitution which covers the objects of Oxfam and the governance of the Board;
- The Code of Conduct which regulates the use of the Oxfam brand and criteria for membership of Oxfam;
- The Rules of Procedure which covers procedural aspects of the Board, the affiliation of new members and dispute resolution practice.

Affiliates must also sign a trade mark licence, which enables them to use the Oxfam brand as directed by Stichting Oxfam International.

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

Our stakeholders include those who are materially affected by the actions of Oxfam, including the people in the communities where we work, partners, staff and volunteers, governments, donors, the private sector, peer organizations, networks, coalitions and alliances, suppliers, supporters and academic institutions. We expect that among our key stakeholders, our partners and allies, donors, governments and the institutions that we work with will find this report of particular interest.

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

Secretariat Activities

The following are summary figures taken from Stichting Oxfam International's Financial Accounts for 2009-10, and relate to Secretariat operations. The Secretariat's main base of operations is in the UK, and therefore we use GBP as our reporting currency. Copies of our Accounts are available in full on our website at www.oxfam.org/en/about/accountability.

Total Income: £7.5m

Total Expenditure: £9.3m

Excess of Expenditure over Income £1.8m.

Note: at the start of the reporting period Stichting Oxfam International held £1.8m of funds pending distribution to Affiliates.

Total Assets £2.6m

Total Liabilities £0.9m

Net Assets £1.7m

Intergovernmental Advocacy Program spend included in Total Expenditure:

a) US - UN in Washington DC and New York, £0.9m

b) Belgium - EU, £0.6m

c) Switzerland - UN in Geneva, £0.6m

Staff: approx 77 (including secondment placements and temporary staff e.g. for maternity cover)

Interns and Volunteers: 3

Confederation Activities (including Secretariat Activities)

(This information is indicative and does not show the actual performance of any single Affiliate. Affiliates should be consulted directly for specific information. Income and expenditure figures are consolidated rather than aggregated i.e. they exclude inter-Affiliate transfers.) Oxfam's reporting currency is the Euro (€) and all figures are in millions of Euros.

Total Income: € 877 m

Total Expenditure: € 817 m

Excess of Income over Expenditure: € 60 m

Total Assets: € 659 m
 Total Liabilities: € 331 m
 Net Assets: € 327 m

Staff: 8,572
 Volunteers: 42,365

The following table shows Oxfam's consolidated expenditure by nature of expenditure (what we refer to as the Functional Cost Classification):

Total Expenditure	€ 817	100%
Non-program	€ 220	27%
Management & Administration	€ 32	4%
Fundraising-Marketing	€ 64	8%
Institutional fundraising	€ 4	1%
Community fundraising	€ 60	7%
Trading	€ 124	15%
Program*	€ 596	73%
Program Implementation	€ 527	64%
Development & Humanitarian	€ 475	58%
Campaigns	€ 52	6%
Program Management	€ 70	9%

*Program expenditure:

Regional split	Euro €	%
Central America, Mexico & the Caribbean	€ 41	7%
East & Central Africa	€ 68	11%
East Asia	€ 60	10%
Eastern Europe & Former Soviet Union	€ 14	2%
Horn of Africa	€ 47	8%
Maghreb & Middle East	€ 26	4%
Pacific	€ 5	1%
Southern Africa	€ 52	9%
South America	€ 22	4%
South Asia	€ 64	11%
West Africa	€ 48	8%
Global Level Allocation ¹	€ 105	18%
Other ²	€ 44	7%
Total	€ 596	100%

Program expenditure by Oxfam strategic aims	Euro €	%
Livelihoods	€ 178	30%
Basic social services	€ 74	12%
Life and security	€ 191	32%
Right to be heard	€ 83	14%
Identity	€ 70	12%
Total	€ 596	100%

¹ The category "Global Level Allocation" includes Program Implementation and Program Management costs that relate to several regions or are global in their nature.

² The category "Other" includes Regional Level Allocations for: Africa; Horn, East & Central Africa; Latin America & the Caribbean; as well as program spend in Western Europe and North America.

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

During the reporting year there were no significant changes to the physical structure of the organization. However, the following events have had a significant impact:

- In March 2010, the Stichting Oxfam International Board approved the creation of a Single Management Structure. This means that just one Oxfam will now be in charge of a single strategy for each country where we work. Country-specific strategies will define our combined long-term development programming with partners, our campaigning agenda, and our crisis emergency response. The new structure will allow us to have a greater impact on the lives of people living in poverty, and will be implemented over the next three years. It builds upon the lessons and experience of Affiliates working together over many years in campaigns and humanitarian work, as well as the levels of trust and joint program work that have developed at regional and country level. Direct expenditure on this activity amounted to £0.4m during the reporting period.
- UCODEP, an Italian based advocacy NGO was admitted as an Observer Affiliate and subsequently changed its name to Oxfam Italy in early 2010.
- During the reporting period, Oxfam introduced a Grant and Loan Fund scheme as part of its growth strategy. The scheme enables new and Observer Affiliates to increase their organizational and fundraising capacity. Grants are funded through the Secretariat, and the first contributions towards this funding (totalling £0.7m) were received in the previous reporting period. The total funds distributed during 2009-10 were £2m. The loan element is arranged directly between lending and borrowing parties and facilitated by the Secretariat.
- At the end of the previous reporting period the Oxfam International Tsunami Fund, which coordinated our response to the 2004 South Asia Tsunami, transferred its undertakings to Stichting Oxfam International. During the reporting period funds amounting to £1.8 were distributed to implementing Affiliates.

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

None

3. Report Parameters: Report Profile

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

Financial reporting year 1 April 2009 - 31 March 2010.

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

27 November 2009 INGO Accountability Charter Report 2009 <http://www.oxfam.org/en/about/accountability>

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]

Grace Williams, Legal Officer, grace.williams@oxfaminternational.org

Report Scope and Boundary

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

We used the materiality approach to determine which information should be disclosed in the report. In identifying material issues we have considered our statutory obligations, our overall mission and any concerns expressed by stakeholders.

Statutory Obligations

As a Dutch Foundation and a UK registered foreign company, Stichting Oxfam International is required to submit annual financial accounts, which report on the activities of the Secretariat. In addition, we produce an annual report to inform our stakeholders about the entire Confederation's activities and achievements. Both reports are available on our website www.oxfam.org/en/about.

Monitoring Evaluation and Learning

Our evolution towards a Single Management Structure is driven by our mission to reduce poverty by increasing the impact of our work. This change has compelled us to assess the effectiveness of our programs and to identify opportunities for improvement, which in turn has led to increased investment in our monitoring, evaluation and learning systems.

Stakeholder Engagement

NGOs are under increasing pressure from stakeholders to demonstrate greater accountability and transparency. We believe that stakeholder engagement and feedback can inform our work and bolster our efforts towards greater impact and efficiency.

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 covers a mixture of Secretariat and Confederation activities. Although the Secretariat does not directly fundraise, or oversee development or humanitarian programs, we have chosen to report on those areas where we do exercise significant influence over Affiliates through the implementation of common standards and global policies. In areas where we do not govern the financial and operating policies of Affiliates, reporting is focused on Secretariat activities. For example, we have restricted our reporting on labor issues to Secretariat staff as Affiliates apply independent policies and practices, although efforts are being made to streamline these activities.

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

Oxfam does not produce a single set of management accounts because Affiliates are independent legal operating entities. As stated in 2.8, Confederation financial information included in this report is indicative and does not show the actual performance of any single Affiliate. Specific Affiliate financial information is available on Affiliate websites. Reporting in some operational areas has also been restricted to Secretariat activities as described in 3.6. However, with implementation of a Single Management Structure and common reporting standards across the Confederation, we envisage that future accountability reports will include more in-depth reporting against Confederation activities.

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]

The Secretariat is a relatively small organization and has outsourced some specialist services, for example information technology support and payroll. The reason for outsourcing is primarily to facilitate access to a greater range of expertise, rather than cost-cutting.

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]

There are no statements which require adjustment.

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

We have previously used the interim reporting framework developed for members of the International NGO Accountability Charter to report for 2008 and 2009. We also changed our financial reporting cycle from the calendar year to 1 April to 31 March.

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

This report follows the format of the GRI Level C Reporting Template.

3.13 Assurance

The report will be internally assured by the Oxfam International Management Team, which consists of the senior manager of each department and the Executive Director. This will involve verifying that evidence is available to support assertions made in the report. The report will be externally assured by an Independent Review Panel commissioned by the INGO Accountability Charter Company.

4. Governance, Commitments, and Engagement Governance

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]

Stichting Oxfam International is governed by the Oxfam International Board, which meets annually and is comprised of the Chair of each Affiliate, the Executive Director of each Affiliate and elected Board Officers. The Chair may be elected in addition to the existing Board members but must be on an Affiliate Board while the Deputy Chair and Treasurer are elected from within Affiliate Chairs only. The Oxfam International Executive Director, who manages the Secretariat, is selected by the Board and attends Board meetings in an advisory capacity. Each Affiliate holds one vote which is usually exercised by the Affiliate Chair, but may be delegated to the Affiliate Executive Director.

There are currently two sub-committees of the Board; the Executive Committee and the Finance and Audit Committee. The Executive Committee ensures that the Secretariat is equipped to deliver its part of the Strategic and Operational Plans and other such duties delegated by the Board and outlined in the Executive Committee's Terms of Reference. The Finance and Audit Committee ensures thorough financial oversight of the Secretariat, and makes recommendations to the Board in respect of the accounts, the budget and the audit. The process for the establishment of sub-committees is agreed by Board resolution.

The Executive Directors of each Affiliate also meet as a group bi-annually. The Group is chaired by the Oxfam International Executive Director, who works with the Affiliates to reach consensus and make recommendations to the Board. They agree the operating architecture of Oxfam and have overall responsibility for initiating and for the management of the Strategic Plan. The Executive Directors Group is responsible for organizational alignment, budgetary decisions and alignment of their own Affiliates to achieve Oxfam's objectives.

The Global Team supports the agenda of the Executive Directors Group, by providing strategic input and overseeing the organizational development of Oxfam within parameters agreed by the Executive Directors Group and the Board. The Global Team consists of up to 16 senior staff, nominated by Affiliates and selected on merit by the Executive Directors Group. The Global Team is accountable to the Executive Directors Group and membership is subject to a fixed renewable term to ensure rotation. The Global Team is responsible for the implementation of the Strategic Plan by directly supporting delivery groups and streamlining Affiliate operational plans in areas such as campaigning, advocacy, marketing and programs. Within this remit the Global Team are required to promote monitoring, evaluation and learning initiatives within Oxfam and to assist with resolving problems as they arise.

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]

The Chair is selected from an Affiliate board and is not an executive officer of Stichting Oxfam International. The Board delegates the power to manage the Secretariat to the Oxfam International Executive Director, and in turn the Oxfam International Management Team who are all employed by Stichting Oxfam International.

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]

The Oxfam International Chair and Affiliates Chairs are unpaid non executive volunteers.

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

The Secretariat does not currently have a mechanism in place which gives staff direct access to the Board, for example a staff representative. However we have used various processes to enable staff to express their opinions to both the Oxfam International Management Team and the Board. In 2007 and 2010 staff were given the opportunity to feed into a full review of the Secretariat, where reviewers met with staff to invite opinions and make suggestions. Staff also have the option to create a works council and make recommendations to the Oxfam International Management Team; however this has yet to be taken up.

Engagement with Affiliate staff and members is a matter for each Affiliate in its own governance process.

Stakeholder Engagement

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

Our stakeholders are the people in the communities where we work; staff and volunteers; governments; donors; private sector; peer organizations; networks; coalitions and alliances; suppliers; supporters and academic institutions. Affiliates directly manage many of their relationships, including those with governments, donors and the private sector. Networks, coalitions and alliances are generally managed at a global level by the Secretariat on behalf of Oxfam.

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

Stakeholder groups are defined by the Oxfam Strategic Plan: Demanding Justice 2007 – 12, which is available on our website at www.oxfam.org/en/about/accountability/strategic-plan. This document references our key analysis of how we can achieve our mission of alleviating poverty. It also gives a guide to the stakeholders with whom we need to engage as part of achieving our goals. Other key policies such as our Working Principles and Southern Advocacy Guidelines define our approach to engaging with stakeholders. Demanding Justice was built on input from our key stakeholders. For specific joint activities we identify the key stakeholders at the design stage and build them into the project plan, to ensure that their views and contribution is taken into account. For campaigning and advocacy work, we often work in coalitions and alliances where the process for joint engagement is clearly defined, and joint planning and reviews/evaluations are undertaken.

4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.

Global Partners and Allies

For the development of the last two Strategic Plans, the Board held gatherings of partners and allies to scope the plan and check assumptions and proposals. In our Campaigns, we regularly engage with partners and allies on evaluation, learning and formulating new plans. These can be global, national or local partners and a mix of funded and non-funded organizations. We are very active in the major movement coordination mechanisms, such as the Control Arms Campaign, the Global Call to Action Against Poverty (GCAP) and the Global Campaign for Climate Action (GCCA.) The intention is to hold such meetings in line with our planning cycle, i.e. around every 3-4 years.

Donors, Campaigners and Supporters

This differs in each Affiliate. Some have formal membership and electoral processes to appoint the Board. Others have looser forms of donor/supporter engagement, with self-appointing Boards (but with appropriate provisions for rotation.) This is because of the Affiliates' differing histories and cultural contexts. The frequency of meetings also varies accordingly.

Bilateral and Multilateral Donors/Actors

Oxfam engages with official donors at the Affiliate level in accordance with the requirements in each country. In some countries there are formal processes of accreditation, in others it is simply a case of making applications for funding. In addition there are varying processes at the national level for policy engagement with institutions either as part of the wider NGO community or as Oxfam alone.

The Secretariat manages engagement with relevant multilateral institutions, (UN, World Bank, IMF, WTO, UNFCCC, UN Women, UNDP, UNAIDs, WHO, UNCTAD, Global Compact, including defining priorities for Affiliate engagement and frequency. This depends on the activities and access.

Sectoral Stakeholders

Within the development sector, Oxfam is a shareholder in the Berlin Civil Society Centre working on sector issues, and an active member of the INGO Accountability Charter. On humanitarian issues, Oxfam is a member of SCHR and HAP. In addition, most Affiliates are active in their sector peak bodies at the national level and often participate in other relevant bodies such as Fundraising Institutes.

Local Partners and Allies

Under the Single Management Structure, Affiliates work collectively to plan country specific strategies, organizing local partner workshops to help define the work set out in each country strategy. In our humanitarian work we work with communities, local authorities, other NGOs to determine immediate emergency needs and to address priorities for our response. As part of our global identity project we checked with supporters via online surveys in certain markets on their perceptions of Oxfam, to inform our work. For the website we have an annual online survey of our site users, whilst this is largely about usability and improving the site, it does give insights into audiences and their needs for our content on issues of relevance.

Beneficiaries

Oxfam does not have strong or consistent policies on downward accountability although work is being done in this area to improve. Considerable effort has gone into assessing beneficiary views about Oxfam's performance in emergencies but overall we have a lot more to do to have a comprehensive approach to this area. ***This is an area for improvement***

Staff

Within the Secretariat, there is a combination of regular departmental meetings, weekly e-newsletters and quarterly learning events to keep staff informed and to gauge and collect their views. Staff are consulted on any significant changes that affect them or any proposed changes to terms and conditions. Any changes are managed in line with collective agreements or local legislation requirements and best practice. A staff satisfaction survey was introduced in 2010 to provide a foundation from which to drive continuous improvement. Key improvement areas will be highlighted to work on and improvement measured through follow up surveys.

However, at this stage the Secretariat does not have a Staff Association or Union, and thus no formal stakeholder link for staff outside normal line-management. ***This is an area for improvement***

Data on Performance

Data on Performance. Please check the Indicator Protocols before completing this box.

Indicator 1:

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

Affiliates must comply with Oxfam's Program Standards, which outline those elements that are essential to ensuring good program quality in all our work, and include several standards that signal how we aspire to engage with stakeholders. Program Standard #1 states that we will engage with partners and allies in our analyses, and Program Standard #2, that we will develop our subsequent program approaches in collaboration with partners and allies. Program Standard #6 outlines the type of relationship that we aspire to have with partners and allies, focusing on impact, mutual growth, organizational development and institutional strengthening. Program Standard #10 shows that our monitoring, evaluation and learning has to be done with our partners and the people in the communities where we work, and Program Standard #11 says that we will be accountable to our stakeholders. We use self assessment tools to assess our compliance with these Standards.

The Oxfam Program Evaluation policy provides an example of our commitment to stakeholder engagement. The policy was developed with opportunities for partner input after an early first draft. As a result, it includes precautionary statements regarding revealing evaluations in situations of risk to partners. We also plan to engage with our partners as we embark on designing a set of Partnership Principles.

We are keen to share information about our activities with our stakeholders. A number of policies and reports are available on our website, including the Stichting Oxfam International Board Accountability policy, which facilitates stakeholders to hold us to our commitments. Our Annual Reports and Accounts and our Strategic plan 2007-2012 "Demanding Justice" are also available, as well as the evaluation of the previous strategic plan titled "Promises to Keep www.oxfam.org/en/about.

During the design phase of the Single Management Structure, partners were informed through direct contact, and information was released to the public through the press and our website, ensuring that all our stakeholders were informed of this major internal change process.

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 Secretariat has a complaints mechanism which can be accessed via the website at www.oxfam.org/en/about/accountability/board. Complaints are investigated at the highest level by the Executive Director of the Secretariat or the Affiliates where the complaint concerns an Affiliate. At first instance the Executive Director will determine whether the complaint is vexatious, and if so take no further action. We aim to resolve complaints within 2 weeks, and will inform the complainant if we foresee a delay. Unresolved complaints are escalated to the Stichting Oxfam International Board. We plan to review our online complaints mechanism in order to make the process more accessible and to encourage more feedback from our stakeholders.

The Secretariat introduced an annual staff survey in 2010 to assess staff satisfaction and gather any concerns for action. The results are reported to the Oxfam International Management Team. To safeguard complainants there is whistle blowing policy available on the website www.oxfam.org/en/about/accountability/board. The policy outlines in detail the process for raising a concern.

Indicator 3:

NGO3: Systems for program monitoring, evaluation and learning (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

We have in place a number of systems for monitoring and evaluating our development programs, including a Program Evaluation Policy; Monitoring, Evaluation and Learning Principles and the Program Standards, mentioned above, which signals participatory, evidence-based learning as essential to improve our work and to demonstrate results (Program Standard #10).

For the first time in our history, we have agreed to use three common measures of success in measuring the quality of our program work: 1. Adherence to program standards (in a reference to program quality); 2. Sustainable changes in people's lives and enjoyment of basic human rights; and 3. Effective relationships based on accountability, transparency and openness. The methodologies to be able to report on these measures will be phased in over time starting in 2011. The first measure will be used in all of Oxfam's program countries and will be determined through a self-assessment tool, with a built-in improvement mechanism for follow up. We are encouraging program staff to invite partners and other stakeholders to be involved in the process. The second measure will be assessed through case study methodology, in 12 sites across the globe, with agreed common steps to facilitate learning between Affiliates and information for decision-makers. The third measure will be included in the self-assessment tool, with the purpose of promoting an attitude and practice among staff toward greater accountability, transparency and openness, while also including key questions in the case studies, to ensure an external perspective on this

key measure. Further, we are currently developing plans for an accountability community of practice to gather the information about current field practices around accountability and prepare a resource to enable country field staff to take additional steps. The Executive Directors Group will now have brief updates on the above measures as a permanent item in the agenda for their bi-annual meetings.

The Single Management Structure also outlines monitoring, evaluation and learning responsibilities. Currently, we are working to establish support systems and put resources in place to begin this work in 2011. The findings generated from these systems will be submitted to the PDG (Program Development Group), a senior leadership group within Oxfam.

Within our advocacy and campaigns work, we have developed a draft “Oxfam Approach to Monitoring, Evaluation and Learning for Campaigns/Advocacy”, built on practice and review from the last 20 months. This draft will be trialed this year. It has already been shared with external colleagues (including through presentations at the European Evaluation Society and the American Evaluation Association annual respective conferences) for feedback. Plans to share the approach with other International NGOs who struggle with this complex evaluation challenge are currently in formation.

Within our humanitarian work, we use a Real Time Evaluation tool (developed from internationally accepted benchmarks for good practice) in the context of rapid on-set evaluations to assess our effectiveness. In 2010, a major meta-evaluation of Real Time Evaluations from 2007-2009 was carried out, identifying key challenges and action points moving forward. We are also planning an impact evaluation of our response to the Tsunami 6 years on.

Indicator 4:**NG04: Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.**

In 2008, we initiated a broadly consultative process to develop a Gender Justice Conceptual Framework, which has served as the basis for dialogue, consensus and strategizing as we move forward. The Framework will be updated on the basis of new agreements around foundations of our work to support Women's Leadership and Gender Based Violence.

Our program standards have been elaborated for both stand alone work towards Gender Justice and cross-cutting (mainstreaming) work to ensure gender equality is promoted in all of our efforts. We have embedded gender experts within our Economic Justice campaign development processes and teams, leading to measurable improvements in campaign design (i.e. through a sector specific learning event, explicit gender policy change objectives, identification of women's rights organizations as key allies, co-strategizing with allies, and a gender specific monitoring, evaluation and learning plan). We have conducted in depth learning reviews of our program work on Women's Leadership and Gender Based Violence, which identified underlying theories of change, core strategies and outcomes, leading to agreement of core values, strategies and outcomes for Women's Leadership. Work will continue on the Gender Based Violence program stream in the next year towards the same end.

We have identified a list of indicators proposed for the Oxfam Gender Justice Operational Plan (2011-2013), based on findings from the above learning reviews, and related to our theories of change in support of a transformative approach to Women's Leadership and Gender Based Violence. These elements will be used as a basis for further monitoring, evaluation and learning work. We have conducted a review of select, well engendered joint country analysis and strategies, leading to consolidated process-oriented lessons learned and recommendations; and also identifying key questions for consideration of gender content in the approval of strategies. These will be incorporated in guidance to program governance groups at regional levels. We have also established a "gender in emergencies" working group to improve our understanding of the particular challenges facing women in rapid on-set emergencies and to improve our gender perspectives in our humanitarian response.

Indicator 5:

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

Process for arriving at public policy awareness and advocacy positions

- Each priority campaign has a policy lead that coordinates a multi-Affiliate policy team. The policy lead or a team member leads the policy team in consulting, discussing and proposing positions that come up in the course of campaign development, planning or implementation. Depending on the issue, policy development or assessments may draw on research, input from field staff, analysis by internal policy leads or issues experts, policy positions of colleague organizations and consultations with other external stakeholders. Extensive discussion takes place by email and/or teleconference and a proposed policy is drawn up that reflects the discussions and inputs.
- The policy proposition goes to the Oxfam International Advocacy and Campaigns Director for approval, who considers elements of quality, coherence with existing policies and tone, sensitivities with stakeholders and targets, consistency with values, and brand risk. If the policy is completely new, or pertaining to a particularly sensitive topic, a policy sign off group consisting of all Affiliate advocacy directors will be required to give approval. If the policy raises sensitivities for a particular location, the relevant Affiliate or field office will give approval.
- Strategic top-line policy issues, and areas of conflict, such as engagement on the Middle East, are elevated to the Executive Directors and/or Board.

Ensuring consistency during implementation

We have developed extensive “sign off” protocols that are applied across public policy materials and campaign activities to ensure coherence throughout planning and implementation. All key strategies and plans are signed off at senior staff levels and staff are held accountable to abiding by agreed policy, signed off plans and Oxfam’s principles. Criteria and processes for the various kinds of materials are contained in the Policy Sign Off Handbook.

Fair and accurate public criticisms

Oxfam is committed to fair and accurate criticism. The quality control and brand risk management exercised in the public policy, campaigns and media sign off protocols provide checks on accuracy and fairness. Campaigns that criticize companies or governments may be required to be vetted by our lawyers and campaign targets given advance notice and right of reply.

In 2010, Oxfam apologized to the Government of Saudi Arabia for an incident at the UNFCCC Intercessional in Bonn. Subsequently the Board adopted a Code of Conduct for staff at Campaign Events which addresses public criticisms at the individual staff level.

Process for corrective adjustment of advocacy positions and public awareness campaigns

This process for policy is largely the same as the process for arriving at public policy awareness and advocacy positions. Policy teams raise concerns, consult as needed, and re-formulate policy that is then approved by the policy lead and advocacy director, going to the policy sign off group if necessary because the shift implied is fundamental.

Adjustments to campaigns are made more organically through periodic campaigns management team meetings where progress is assessed and corrections may be proposed or agreed. This often includes discussion of stakeholder relationships and may draw on partner or ally input. Where a significant or sensitive course of direction is implied, the campaign lead raises this with the Oxfam International Advocacy and Campaigns Director for approval, who in turn may take it to the Oxfam Campaigns Group (a senior management multi-Affiliate team that oversees campaigns) if necessary because the shift implied is fundamental.

Corrective actions taken - examples

Climate change policy:

- We shifted our policy from calling for a 2 degrees emissions target to calling for a 1.5 degrees target. This was to reflect new findings and to support allies and the LDC position on this issue.
- We shifted our policy from opposing World Bank climate investment funds to, once they existed, stipulating how they could be managed more accountably.

Essential Services policy:

- We shifted our position from supporting the World Bank's role in managing the education Fast Track Initiative to calling for it to be removed from Bank auspices.

Essential Services campaign:

- We shifted emphasis from quantity of aid to quality of aid in light of aid environment.
- We increased focus on financial crisis issues, given its impact on poor countries and on aid.
- We shifted energy to more national level campaigning, and away from big global events in recognition of growing importance of national lobby.

Cross-campaigns:

- We increased investment in the BRIC countries and G20 due to changing external environment
- We increased investment in digital campaigning due to same

Publication of public awareness and advocacy positions

Positions are sometimes published on the Secretariat and Affiliate websites. However, generally they remain internal, appearing in abbreviated form in public policy materials (briefing notes, briefing papers, campaign reports, lobby letters, technical notes, and media notes)

that contain broader content.

Process for exiting a campaign

We have asserted principles that exiting a campaign should be preceded by: clarity of timeline for achievement of objectives, an exit strategy built into original plan, clear communication of this, advance notice to partners and allies and a clear plan for campaign sustainability (i.e., ensuring Oxfam’s absence does not permanently damage the campaign because Oxfam is supporting others to carry forward the next stage). However, the principles have not been mapped into a systematic process and practice.

Process to formulate, communicate and implement

Formulation: see above (Process for arriving at public policy awareness and advocacy positions).

Communicate: internally via list serves; externally within public policy materials that are distributed to targets and allies and that are published on the Secretariat and Affiliate websites; use of media, events and popular mobilization; sharing through NGO networks via list serves and meetings.

Indicator 6:

NGO6 Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organization is not duplicating efforts?

Humanitarian

The Secretariat plays a key role in facilitating information sharing between the Affiliates. With the current transition to the Single Management Structure, the focus on coordination has never been more relevant. Indeed, more effective and efficient coordination is one of the main drivers behind the Single Management process underway.

All Oxfam humanitarian responses are coordinated under the management of the Humanitarian Consortium Management Group (HCMG). The HCMG consists of selected Affiliates working together to provide strategic steer and complementary support to Oxfam’s humanitarian work. The Humanitarian Consortium is responsible for ensuring the quality of Oxfam’s humanitarian responses. In every big emergency, four to six weeks into the response, an Oxfam Real Time Evaluation takes place, during which an evaluation team (with members from different Affiliates and the Secretariat) visits the affected area and makes recommendations on how to improve the response. Coordination between the different Affiliates is always part of such an evaluation exercise.

Information is shared through the Emergency Managers Network, a supportive virtual community of practitioners working under the Humanitarian Consortium Management Team to prepare Affiliates for an efficient humanitarian response. Each Affiliate is a member of this network. The role of this group includes coordinating and sharing information amongst Affiliates on thematic and cross-cutting issues

(including on Oxfam's core- competency areas of Water, Sanitation and Hygiene and Emergency Food Security and Vulnerable Livelihoods), and promoting minimum standards of programming in these areas.

During an emergency, we take a coordinated approach to external representation, such as coordination with other international agencies involved in the country, including through the UN cluster system and other coordination forums as appropriate. Affiliates have separate funding functions and usually make proposals unilaterally. In emergency situations, this has led to different Affiliates unknowingly approaching the same donor, which can have a negative impact on the donor's perception of Oxfam. As a result, we are now looking at ways to better coordinate contacts with donors. In addition, we are adapting our ways of working to comply with an increased number of requests from institutional donors to deliver joint proposals.

The Oxfam Contract for Humanitarian Action recognizes the importance of other actors, not only in terms of coordination, but also in terms of advocating for these actors to uphold their obligations. Oxfam is a member of the Steering Committee for Humanitarian Response (SCHR) and a party to other strategic alliances with humanitarian actors. We strive to use this forum to improve and enrich international humanitarian response, and have committed ourselves to active contact with other key players working in emergencies, including the United Nations in order to facilitate coordination in humanitarian responses and to influence the policies and practices of others.

Oxfam recognizes that other organizations are better placed to deliver certain services, and aims to become world class in the competency areas in which it has built up specific areas of expertise and institutional capacity: particularly Water, Sanitation and Hygiene (WASH) and Emergency Food Security and Vulnerable Livelihoods (EFSVL). Wherever possible, Oxfam works through local partner organizations and with affected communities. We seek to build the capacity of partners and communities to respond to future disasters, and to involve affected communities in designing, monitoring and implementing emergency response work. We work with more than 3,000 partners in over 100 countries. We recognize that the different approaches of Affiliates towards partnership working can be challenging for partners, especially when they are dealing with more than one Affiliate at the same time. To address these challenges, we have developed a Partnership Policy which encourages Affiliates to harmonize their ways of working. Oxfam is also a signatory to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief, as well as aspiring to deliver humanitarian aid in compliance with the Sphere Minimum Standards.

In spite of all the mechanisms, procedures and agreements between Affiliates that are in place, coordination during recent emergencies has been challenging. In Haiti, four different Affiliates are implementing emergency activities and two others have contributed substantial funds. A governing framework has been put in place to ensure accurate management of the response, including the funding, but this agreement has not fulfilled its role, especially in the first six months of the response, when there was a lack in mutual accountability and Affiliates were unable to produce a joint strategy. In Pakistan, procedures and agreements were respected, but the two responding Affiliates chose to go

their own way (to different geographical areas) which resulted in very different response strategies and some confusion among donors, local government and beneficiaries. As a result of the some of these challenges, we are looking at ways of strengthening the role of the HCMG as the main body responsible for management of emergency responses within Oxfam.

Advocacy

Oxfam does not have a system in place to minimise duplication. However, it participates in a number of alliances (informal and formal) and listservs around which there is constant communication and coordination around advocacy, campaigns and research. As participants in these groups, we learn of others' efforts in certain advocacy and campaigning areas and that informs where we decide to focus our efforts to ensure complementarities.

Long-term Development Assistance

We do not currently have any formal requirements to coordinate with other agencies in our programming but do actively encourage sharing of proposals and plans with other like minded organisations. Consultants participating in programme evaluations often draw our attention to the work of other organisations who may be involved in similar activities or partners. In gender work coordination with organisation and alliances promoting rights of women is a high priority for this year, for example in work with the AWID (Association of Women in Development). Aid and development effectiveness is a high priority and we are actively engaged with other International NGOs (Care, World Vision, YMCA and the other agencies who have signed the Accountability Charter) to coordinate our efforts in connecting advocacy on these issues to our internal learning and accountability standards and practice. We are actively involved in Berlin Civil Society Centre activities that support such coordination efforts across our organisations.

Indicator 7:

NGO7: Resource allocation.

The Secretariat

The Secretariat does not fundraise directly from the general public or governments. Instead we receive income from our Affiliates, which falls into two categories: a) contributions to core functions (promoting co-ordination and co-operation and representational advocacy to inter-governmental organizations such as the United Nations and European Union; b) adhoc funding for specific activities. The Secretariat is not directly involved with the donors, and therefore relies upon contributing Affiliates to ensure that the source of their contributions does not infringe any restrictions imposed by donors. To facilitate this, we operate a system of budgetary control that involves Affiliates in the authorization of expenditure plans. The Secretariat manages expenditure on core functions through internal policies, which lay down a system of budgetary control. Budgets are prepared annually, reviewed by the Finance and Audit Committee and then approved by the Board. Workplans are also reviewed and agreed with representational groups. During the year, progress against the budget is monitored on a monthly basis by budget holders, and reviewed quarterly by the Finance and Audit Committee.

Adhoc funding for specific activities is controlled through specific agreements which outline the purpose of the funding. Each activity is monitored through a specific fund and has a specified budget holder. In addition to the above measures, the Secretariat maintains a set of policies governing the authorization of expenditure, including authorization limits for contracting for goods and services, as well as policies on allowable expenses. These policies apply to all jurisdictions where the Secretariat operates, and are made available to all staff through the intranet. All UK staff receive an induction which covers the main points of these policies as far as they are relevant to their duties. Budgets are also related to departmental and individual workplans which are monitored through objective setting and performance appraisal. The organization prepares financial accounts which follow Generally Accepted Accounting Provisions (GAAP) as applicable to Charities registered in the UK. The Secretariat's accounts are externally audited according to International Auditing Standards (UK and Ireland).

Confederation

The Oxfam Financial Standards provides minimum standards that Affiliates must apply to areas such as internal control. Compliance with minimum standards is monitored through a system of peer reviews, the next round of which is planned to take place in 2012. However, each Affiliate is responsible for establishing and maintaining their own resource allocation systems and deciding how funds are spent.

Indicator 8:

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

Secretariat Income

The Secretariat is funded by contributions from Affiliates, based on the Affiliates total income and adjusted to exclude inter-Affiliate funding and non-cash items (such as Goods in Kind).

The 5 largest contributors are:

- a) Oxfam Great Britain (£2.9m)
- b) Oxfam Novib (Netherlands) (£2.0m)
- c) Oxfam Intermón (Spain) (£0.7m)
- d) Oxfam America (£0.6m)
- e) Oxfam Australia (£0.3m)

Confederation Income

(This information is indicative and does not show the actual performance of any single Affiliate. Affiliates should be consulted directly for specific information.) Affiliates raised €363 million from institutional donors (e.g. governments, UN, EU); €344 million from the public (e.g. donations, appeals, bequests); €141 million from trading; and €29 million from other sources (e.g. interest). But this split varies greatly between different Affiliates. Some for example do not raise money from governments or operate Oxfam shops. The figures below represent consolidated income across the Confederation (14 Affiliates plus the Secretariat). Inter-Affiliate transfers have been eliminated.

Revenue by Source	Euro €	Percentage
Institutional Fundraising Revenue	€ 363	41%
UN and UN Institutions	€ 37	
EU and EU Institutions	€ 65	
Other Supranational Institutions	€ 1	
Home Government Institutions	€ 217	
Other Governments	€ 19	
NGO & Other	€ 22	
Associated organizations	€ 2	
Community Fundraising Revenue	€ 344	39%
Fundraising Events	€ 15	
Public Appeals	€ 82	
Regular Support	€ 161	
Bequests	€ 24	
Lotteries	€ 18	
Other Corporate & Trust Donations	€ 23	
Other Private and Public Fundraising Revenue	€ 21	
Interest and Investment revenue	€ 9	1%
Trading Revenue*	€ 141	16%
Other income	€ 20	2%
Total Revenue	€ 877	100%

* Trading Revenue figures are gross - no trading costs have been deducted.

NOTE: calculation of NET Trading Revenue:

Trading Revenue	€ 141
Trading Costs	€ 124
NET Trading Revenue	€ 17

The 6 largest contributors are:

a) Home Government Institutions (Institutional Fundraising Revenue)	€ 217
b) Regular Support (Community Fundraising)	€ 161
c) Trading Revenue*	€ 141
d) Public Appeals (Community Fundraising)	€ 82
e) EU and EU Institutions (Institutional Fundraising Revenue)	€ 65
f) Bequests (Community Fundraising)	€ 24

The sixth contributor has been listed due to the nature of the Trading Revenue figure (gross). See table above for the NET Trading income figure.

Indicator 9:

EC7: Procedures for local hiring and proportion of senior management hired from the local community at 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 Secretariat does not have a policy or practice for local hiring. International experience is generally required which may or may not be available from the local market.

Indicator 10:

EN16: 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.

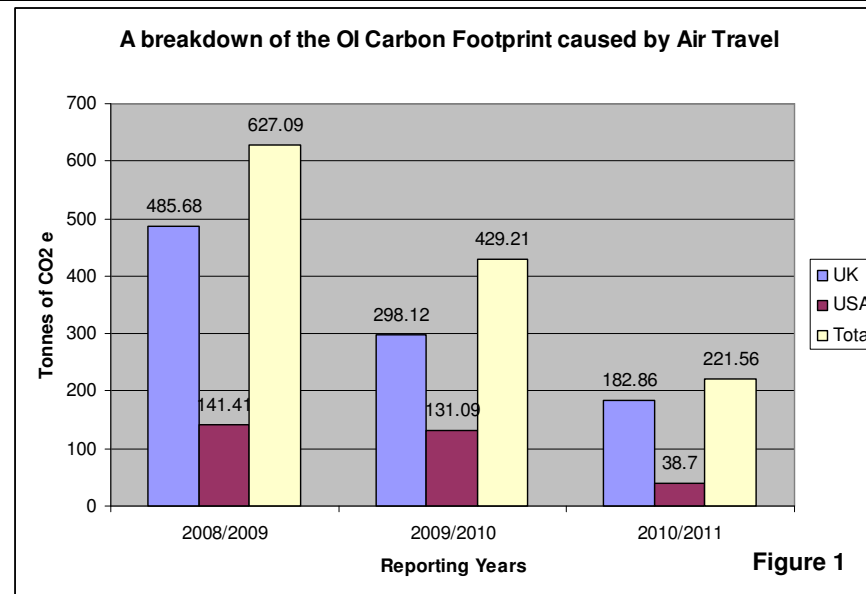
Table 1 shows the sum of the Secretariat's greenhouse gas emissions over three reporting years. The main contributors we have are Purchased Electricity and Air Travel, and to a lesser extent Commuter Travel. The electricity measure given covers the running of our main office based in Oxford; we have yet to develop our carbon accounting to include our advocacy offices. The figures for air travel are a compilation from staff in our Oxford office and our New York advocacy office; a division of this can be seen in Table 2.

Table 1: Oxfam International Carbon Footprint, measured in tonnes of CO2 equivalent.			
	2008/2009	2009/2010	2010/2011
Paper Purchased (Tonnes CO2e)	0.73	0.74	0.48
Waste to Landfill (Tonnes CO2e)	0.54	0.29	0.27
Purchased Electricity (Tonnes CO2e)	30.43	117.55	47.15
Air Travel (Tonnes CO2e)	627.09	429.21	221.56
Commuter Travel (Tonnes CO2e)	31.15	31.31	19.15
Total	689.94	579.10	288.61

Please note that 2010/2011 is calculated over 6months (April-September) and then doubled to represent a full year. These measurements come from several different sources. The estimate for Paper Purchased is based on a direct count of the number of reams ordered for our office. Similarly Waste to Landfill is based on the number of collections and Purchased Electricity is based on meter readings. Air Travel was based on expenditure for the years 08/09 and 09/10. However as of 2010/11 we have changed our method, and now use an estimation of the distance (km) between airports, which is thought to be more accurate. Commuter Travel is calculated as a rough approximation of the distance and means traveled to work, taking into account the number of days that each staff member works. Conversion factors are gathered from the DEFRA website where available.

The figures given above are for our UK office only, based in Oxford, with the exception of air travel. This also includes figures for one of our advocacy offices in New York, but is therefore incomplete. Table 2 shows a breakdown of the CO₂ equivalent attributable to these two offices over the three reporting years, and a graphical display can be seen below this.

Table 2: Breakdown of Air Travel Carbon Footprint (tonnes of CO ₂ e), between the Oxford and New York offices.			
	Oxford office	New York Office	Total
2008/2009	485.68	141.41	627.09
2009/2010	298.12	131.09	429.21
2010/2011	182.86	38.70	221.56



Here you can see that the majority of travel is undertaken by staff members from our Oxford office; the reason being that New York is an advocacy office and has a considerably smaller number of staff.

The Secretariat does not keep a record of other causes of greenhouse gas emissions, such as transport of goods or process related emissions, because this is not something that is use. We do however hope to be able to improve our carbon accounting to include the emissions from all of our advocacy offices in the near future, and for more than just air travel.

Indicator 11:

EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?

Table 3 below shows the percentage decrease in the Secretariat's carbon emissions over the last three years. Please note however that as the year 2010/2011 is calculated by extrapolation, there is bound to be a larger error margin in this set of results than the other two.

Table 3: Percentage reduction in Oxfam International Carbon Footprint, measured in tonnes of CO₂ equivalent			
	2008/2009	2009/2010	2010/2011
Paper Purchased (Tonnes CO ₂ e)	0.73	0.74	0.48
Waste to Landfill (Tonnes CO ₂ e)	0.54	0.29	0.27
Purchased Electricity (Tonnes CO ₂ e)	30.43	117.55	47.15
Air Travel (Tonnes CO ₂ e)	627.09	429.21	221.56
Commuter Travel (Tonnes CO ₂ e)	31.15	31.31	19.15
Total	689.94	579.10	288.61
Percentage reduction on 2008/2009		16%	58%

Please note that 2010/2011 is calculated over 6 months (April-September) and then doubled to represent a full year.

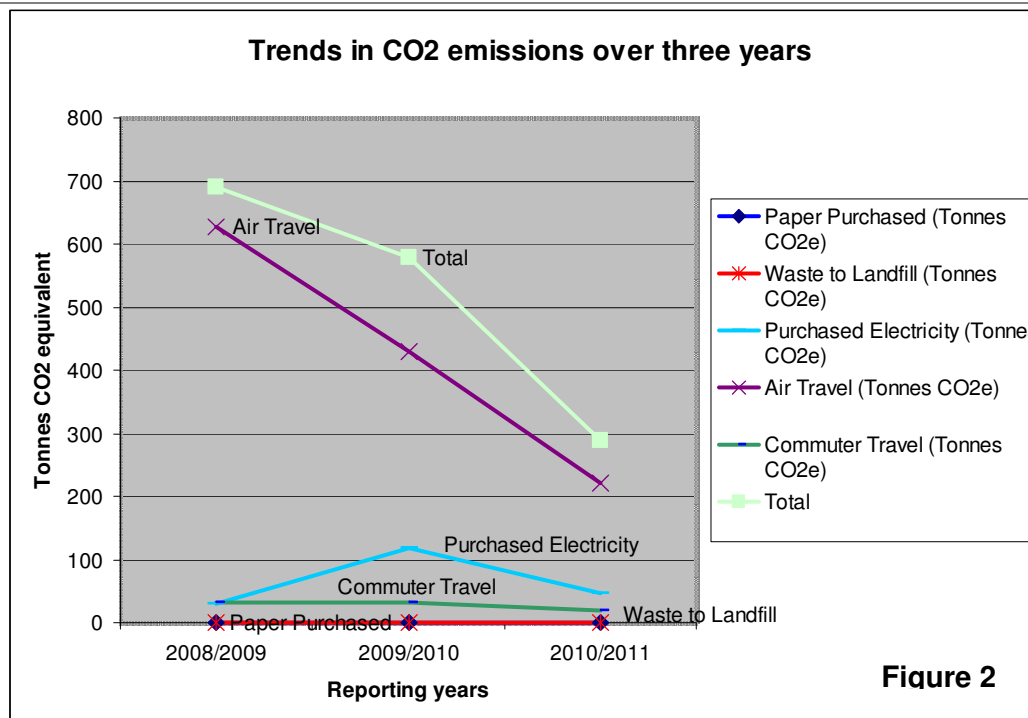


Figure 2 shows a general trend of reductions across all the emission factors. This is the result of several procedures the Secretariat have in place:

- ~ We now use a printer which requires the manual entry of a code in order to work. This reduces the occasions when items are sent to print and forgotten, increasing the amount of waste.
- ~ We currently use 100% recycled paper.
- ~ We have a housekeeping policy which advocates recycling and composting of waste within the office. To this end we have recycling points set up all over the office and by each waste bin, and a composting point in the kitchen.
- ~ We have signs around the office reminding staff to turn off unnecessary lights.
- ~ We have a travel policy which states that a journey which can be made by train in less than eight hours, door to door, should be.

~ We are also advocating the use of videoconference technology or other communication tools, where a face to face meeting is not strictly needed.

The peak in Purchased Electricity in 2009/2010 is due to our gaining a meter reading half way through the year that we did not previously have access to. While this in itself did not cause such a peak in electricity usage, the lack of a meter measurement prior to this point did; our emissions are based on the difference between each reading which could not be accurately calculated on this occasion, as we had nothing to compare the first of this reading with.

Finally the biggest decline in CO2 emissions can be seen for Air Travel, decreasing at a constant rate over the three years. This is largely due to the implementation of videoconferencing equipment in our main and advocacy offices, which allows meetings to occur between them without the need for travel. We are also advocating to the other Affiliates the advantages of videoconferencing, and hope to continue to increase its usage across the Confederation.

Indicator 12:

LA1: Total workforce, including volunteers, by type, contract and region.

Secretariat Offices	Number of Permanent Staff	Number of Fixed-Term Staff	Number of Voluntary Staff
Oxford	34	8	1
Brussels	4	3	1
Geneva	5	3	0
Washington DC	5	2	0
New York	4	2	0
Other (working remotely)	0	6	0

Indicator 13:

LA10: Average hours of training per year per employee category. If you can't report on average hours of training, report on training programs in place.

Grade Level of Secretariat Staff Member

LEVEL A (Top leadership role): 35 hours per annum;

LEVEL B (Senior manager or senior specialist): 60.5 hours per annum;

LEVEL C (Line manager or professional specialist): 49.5 hours per annum;

LEVEL D (1st line manager/supervisor researcher or non-professional specialist): 49.5 hours per annum;

LEVEL E (Administrators, clerical and support staff): 15 hours per annum.

Indicator 14:

LA12: Percentage of staff receiving regular performance and career development reviews.

All Secretariat staff are subject to a formal performance appraisal review which includes objective setting and development planning on an annual basis. Interim reviews are conducted mid-year to review progress against objectives and development plans. Regular one to one meetings are encouraged on an ongoing basis to monitor progress and address any performance issues.

Indicator 15:

LA13: Composition of governance bodies and breakdown of staff per category according to gender, age group, minority group membership, and other indicators of diversity.

Please see Appendix 2 relating to LA13.

Indicator 16:

SO1: Nature, scope, and effectiveness of any program 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 Program Standards set out our approach to managing the impact on the communities with which we work. We are committed to a collaborative and iterative analysis of the root causes of poverty and injustice, working closely with communities and households to develop strategies. Our programs address long-term goals, objectives, inputs and indicators of success and how we will measure progress. Programs rely upon partnership and alliances with autonomous, independent, accountable organizations to achieve positive changes in people's lives as well as policy changes. These relationships should be mutually empowering, cognizant of power imbalances between partners, and focused on impact, mutual growth, organizational development and institutional strengthening. Our programs consist of evidence-based learning and are results based. We are accountable to stakeholders, and strive to have explicit mechanisms and processes in place which empower stakeholders, including vulnerable and marginalized people, to hold us to account.

Indicator 17:

SO3: Percentage of staff trained in organization's anti-corruption policies and procedures.

The Secretariat introduced a simple anti-corruption and anti- fraud policy in 2009. The policy has been deliberately designed to be 'process light' and self-explanatory. We plan to include the policy in the next update of our induction program for new staff, to raise the visibility of the policy on intranet, and to actively monitor compliance with the policy. Once we have implemented these measures we will record the percentage of staff trained as '100 %'.

Indicator 18:**PR6: Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.**

We have signed up to the principles of the INGO Accountability Charter, and a number of Affiliates have signed up to local voluntary codes of practice for fundraising and marketing. For example, Oxfam GB is a member of the Institute of Fundraising and subscribes to the UK Fundraising Promise, and Oxfam America has signed up to the Donor Bill of Rights. We have also established an income taskforce as part of the Single Management Structure, which is developing fundraising standards that will focus mainly on the management of highly restricted grants, but also on incorporating community fundraising.

Some Affiliates sell fair-trade products that may be banned in certain markets (for example, alcohol). In addition, the selling of Oxfam Unwrapped products (virtual gifts) has received negative press and consumer complaints, for example from animal rights organizations. The Secretariat has a standard response to email complaints, with Affiliates using variations of this. The Secretariat does not collect data on the number of complaints or breaches of standards for fundraising and marketing practices, although some Affiliates may track this locally. We consider that in the future it would be good to collate this data at the Confederation level.

GRI Self-Assessment Application Level

Report Application Level	C	C+	B	B+	A	A+
Standard Disclosures G3 Profile Disclosures G3 Management Approach Disclosures G3 Performance Indicators & Sector Supplement Performance Indicators	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15 Not Required Report on a minimum of 10 Performance Indicators, including at least one from each of Economic, Social and Environmental.	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17 Management Approach Disclosures for each Indicator Category Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Same as requirement for Level B Management Approach Disclosures for each Indicator Category 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.	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17 Management Approach Disclosures for each Indicator Category Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Same as requirement for Level B Management Approach Disclosures for each Indicator Category 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.	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17 Management Approach Disclosures for each Indicator Category Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.
	*Sector supplement in final version GRI Application Level C					

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

Signature: 

Name: Keith Johnston

Position: Chairman

Date: 11th February 2011

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Appendix 1
International Confederation Oxfam -
 country presence 2009-10

Africa

East & Central Africa	BURUNDI CONGO, THE DEMOCRATIC REPUBLIC OF THE KENYA RWANDA TANZANIA, UNITED REPUBLIC OF UGANDA
Horn of Africa	ERITREA ETHIOPIA SOMALIA SUDAN
West Africa	BENIN BURKINA FASO CAMEROON CHAD GAMBIA GHANA GUINEA-BISSAU LIBERIA MALI MAURITANIA NIGER NIGERIA SENEGAL SIERRA LEONE
Southern Africa	ANGOLA MALAWI MOZAMBIQUE NAMIBIA SOUTH AFRICA ZAMBIA ZIMBABWE

Maghreb & Middle East

Maghreb & Middle East	EGYPT IRAQ ISRAEL JORDAN LEBANON MOROCCO PALESTINIAN TERRITORY, OCCUPIED TUNISIA WESTERN SAHARA YEMEN
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Asia

East Asia	CAMBODIA CHINA HONG KONG
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	<p>INDONESIA KOREA, DEMOCRATIC PEOPLE'S REPUBLIC OF LAO PEOPLE'S DEMOCRATIC REPUBLIC MYANMAR PHILIPPINES THAILAND TIMOR-LESTE VIET NAM</p>
South Asia	<p>AFGHANISTAN BANGLADESH INDIA NEPAL PAKISTAN SRI LANKA</p>

Europe & FSU

Eastern Europe & Former Soviet Union	<p>ALBANIA ARMENIA AZERBAIJAN GEORGIA MOLDOVA, REPUBLIC OF RUSSIAN FEDERATION TAJIKISTAN TURKEY UKRAINE</p>
Western Europe	<p>BELGIUM NETHERLANDS SPAIN UNITED KINGDOM</p>

Americas

Central America, Mexico and the Caribbean	<p>BELIZE CUBA DOMINICAN REPUBLIC EL SALVADOR GUATEMALA GUYANA HAITI HONDURAS JAMAICA MEXICO NICARAGUA</p>
South America	<p>BOLIVIA BRAZIL CHILE COLOMBIA ECUADOR PARAGUAY PERU URUGUAY</p>
North America	<p>CANADA UNITED STATES</p>

Pacific

Pacific	AUSTRALIA FIJI PAPUA NEW GUINEA SAMOA SOLOMON ISLANDS VANUATU
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Appendix 2 relating to LA13

Grade of Secretariat Staff Member	Gender %	Age breakdown %	Ethnic Origin % ³	Disability %
LEVEL A (Top leadership role): <i>6 staff</i>	Female: 50% Male: 50%	Under 30 - 0% 30 - 50 - 17% 50+ - 83%	White British - 33% White Other - 66%	Disabled: 0% Non disabled: 100%
LEVEL B (Senior manager or senior specialist) <i>25 staff</i>	64% Female 36% Male	Under 30 = 12% 30 - 50 = 80% 50+ = 2 = 8%	White British - 36% White Other - 44% Any other mixed background - 12% Asian -Bangladeshi - 4% Undeclared - 4%	Disabled: 4% Non disabled: 96%
LEVEL C (Line manager or professional specialist): <i>20 staff</i>	Female - 80% Male - 20%	Under 30 - 15% 30 - 50 - 85% 50+ - 0%	Black African - 5% Other ethnic origin - 20% White British - 35% White Other - 35% Undeclared - 5%	Disabled - 5% Non disabled: 95%
LEVEL D (1st line manager/supervisor researcher or non-professional specialist) <i>13 staff</i>	Female - 85% Male - 15%	Under 30 - 30% 30 - 50 - 61% 50+ -7%	Any other mixed background - 8% White British - 30% White Other - 54% Black African - 8%	Disabled - 8.00% Non disabled: 92%
LEVEL E (Administrators, clerical and support staff) <i>6 staff</i>	Female - 83% Male - 17%	Under 30 - 66% 30 - 50 - 33% 50+ - 0%	White British - 50% White Other - 50%	Disabled 17% Non disabled - 83%
Oxfam International Board <i>30 Members</i>	Female – 30% Male – 70%	Under 30 – 0% 30 – 50 – 13.5% 50+ - 86.5%	(Nationality is the only relevant data that is kept on this group of people) Irish – 2 Chinese – 1 British - 2 Belgian – 2 French – 2 New Zealander – 3 Australian – 3 Canadian – 5 Dutch – 2 German – 2 American – 2 Spanish – 1 French/Spanish – 1 Mexican - 2	This data is unknown at present

³ We currently have specific data on people's ethnic background, making it difficult to give a broader view of the ethnic diversity at OI. For next year we aim to create general groups to categorise new starters.