

# OXFAM

# ACCOUNTABILITY REPORT

2015 - 2016



# CONTACT

We value your feedback on the information contained in this annual Accountability Report. Please contact Ali Henderson (ahenderson1@oxfam.org.uk) with any comments or suggestions you may have.

Oxfam is an international confederation of 17 organizations or 'affiliates' networked together in 90 countries. The Oxfam International Secretariat provides co-ordination and support to the confederation. This report has been prepared on behalf of the Oxfam confederation by the Oxfam International Secretariat, the registered office of which is Oxfam House, John Smith Drive.

Contact details for individual affiliates can be found at

[www.oxfam.org](http://www.oxfam.org)

# CONTENTS

	MESSAGE FROM THE CHIEF EXECUTIVE	(INGO CHARTER PROFILE DISCLOSURE REF: 1.1)	6
1	SCOPE OF THIS REPORT	(INGO CHARTER PROFILE DISCLOSURE REF: 2.4, 2.6, 2.9, 3.1-3.12)	8
2	ABOUT OXFAM		10
	WHO WE ARE & WHAT WE DO	(INGO CHARTER PROFILE DISCLOSURE REF: 2.1-2.3)	10
	HOW WE WORK - ONE OXFAM	(INGO CHARTER PROFILE DISCLOSURE REF: 2.5)	11
	WHERE WE WORK	(INGO CHARTER PROFILE DISCLOSURE REF: 2.7)	12
	OXFAM STRATEGIC PLAN AND GOALS	(INGO CHARTER PROFILE DISCLOSURE REF: 2.2)	14
	INCOME & EXPENDITURE	(INGO CHARTER PROFILE DISCLOSURE REF: 2.8, NG08)	15
	STAFF & VOLUNTEERS	(INGO CHARTER PROFILE DISCLOSURE REF: 2.8)	17
3	GOVERNANCE		18
	STRUCTURES	(INGO CHARTER PROFILE DISCLOSURE REF: 4.1, 4.2, 4.3, 4.4, 4.5)	18
	ENSURING EFFECTIVE DECISION-MAKING	(INGO CHARTER PROFILE DISCLOSURE REF: 4.1, 4.2, 4.4, 4.6, 4.10)	19
	MEMBERSHIP OF EXTERNAL CHARTERS & PRINCIPLES	(INGO CHARTER PROFILE DISCLOSURE REF: 4.12)	26

4	ENGAGING WITH OUR STAKEHOLDERS	27
	IN STRATEGY & POLICY DEVELOPMENT (INGO CHARTER PROFILE DISCLOSURE REF: 4.14, 4.15)	27
	- AT BOARD & AFFILIATE HQ LEVELS (INGO CHARTER PROFILE DISCLOSURE REF: 4.10, NG01)	28
	- AT COUNTRY LEVEL (INGO CHARTER PROFILE DISCLOSURE REF: NG01, NG06, S01)	32
	- IN OUR CAMPAIGNS & ADVOCACY WORK (INGO CHARTER PROFILE DISCLOSURE REF: NG05, S01)	36
	A COMMON STANDARD FOR WORKING WITH PARTNERS (INGO CHARTER PROFILE DISCLOSURE REF: NG06, S01)	40
	IN PROGRAM MONITORING, LEARNING & EVALUATION (INGO CHARTER PROFILE DISCLOSURE REF: NG03, S01)	41
	MAINSTREAMING DIVERSITY CONSIDERATIONS INTO ALL OUR WORK (INGO CHARTER PROFILE DISCLOSURE REF: NG04)	47
	MECHANISMS FOR FEEDBACK & COMPLAINTS (INGO CHARTER PROFILE DISCLOSURE REF: NG02)	49
5	MANAGING OUR FINANCES	53
	WHERE DOES OUR MONEY COME FROM & WHAT WE SPEND IT ON (INGO CHARTER PROFILE DISCLOSURE REF: NG08)	53
	FINANCIAL REPORTING & ACCOUNTING POLICIES (INGO CHARTER PROFILE DISCLOSURE REF: NG07)	55
	RESOURCE ALLOCATION FRAMEWORK (INGO CHARTER PROFILE DISCLOSURE REF: NG07)	55
	FINANCIAL RISK MANAGEMENT, ANTI CORRUPTION & BRIBERY (INGO CHARTER PROFILE DISCLOSURE REF: NG07, S03, S04)	57
	ETHICAL SOURCING & FUNDRAISING (INGO CHARTER PROFILE DISCLOSURE REF: PR6)	60
6	MANAGING OUR ENVIRONMENTAL IMPACT	62
	INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS (INGO CHARTER PROFILE DISCLOSURE REF: EN16, EN18)	64
	ENVIRONMENTAL IMPACT OF AFFILIATE HQ OPERATIONS (INGO CHARTER PROFILE DISCLOSURE REF: EN16, EN18)	68
	MITIGATING ENVIRONMENTAL IMPACTS IN OUR PROGRAMME WORK (INGO CHARTER PROFILE DISCLOSURE REF: EN26, EN29)	69

7	MANAGING OUR PEOPLE	70
	OVERVIEW OF OUR WORKFORCE (INGO CHARTER PROFILE DISCLOSURE REF: LA1)	70
	RECRUITMENT & REWARD (INGO CHARTER PROFILE DISCLOSURE REF: EC7, LA12)	71
	ENCOURAGING LEARNING & DEVELOPMENT (INGO CHARTER PROFILE DISCLOSURE REF: LA10)	72
	DIVERSITY (INGO CHARTER PROFILE DISCLOSURE REF: LA13)	75
	GRIEVANCE, HEALTH & SAFETY & SECURITY INCIDENTS (INGO CHARTER PROFILE DISCLOSURE REF: NG09)	76
	ANNEXES	79
	A - COMPLAINTS ANALYSIS (INGO CHARTER PROFILE DISCLOSURE REF: NG02)	79
	B - MEMBERSHIP OF RELEVANT ETHICAL FUNDRAISING CODES (INGO CHARTER PROFILE DISCLOSURE REF: PR6)	82

FOREWORD

# MESSAGE FROM THE CHIEF EXECUTIVE

International NGOs are facing fundamental challenges to our legitimacy and sustainability. The gradual decline of donations from cash strapped governments and publics in rich countries; the closing of civil society space, in both the North and South; a humanitarian system stretched to breaking point.

These are very real and practical threats to an INGO model we've had for the last fifty years or so. But more fundamentally, it is the challenge of the shifting geography of poverty that we need to respond to. While two decades ago, 93 percent of poor people lived in low-income countries, today nearly a billion people, almost three-quarters of the world's poor, live in middle-income countries.

In order to remain relevant and legitimate in the face of these challenges we have begun a fundamental reshaping of the Oxfam confederation (a change programme we call "Vision 2020"). Our vision is to shift our attention to where poor people are and what they most need; to move beyond looking for resources in the north; to helping the poorest and most vulnerable to claim their own resources in their countries, and target their businesses and governments to make them responsive to those goals of social

justice. We will focus our network on increasing activism and influence in the Global South. And draw attention to inequality within countries rather than just between them. And we are being clear in pursuing that vision that we will lose legitimacy if we do not take every opportunity – such as more communications technology – to be accountable to the communities with whom, and on behalf of whom, we work.

As you will read in this Report, much has been achieved, as we have embarked on Vision 2020, to secure that commitment to accountability. We have put in place preparations to expand with dozens of new country affiliates to ensure we become more representative of the poor and powerless on whose behalf we work. We have empowered our country teams to set one strategy that reflects local needs and local change agendas rather than the overlapping

country plans of various affiliates. We have made important preparations to ensure that we work more coherently and efficiently together as a global organisation that shares knowledge, research, and experience to increase our influence. We have prepared a range of guidance tools, for example to improve how we secure stakeholder engagement in how we monitor and evaluate the impact of our programmes; or how to ensure we act fast against allegations of corruption.

But we know that we need to do more. As we move to the new operating arrangements we know, for example, that we need to improve the consistency of Country Offices' approaches to monitoring and managing complaints into their operations. And we need to start again in our efforts to build a common stakeholder engagement policy and underpinning procedures to respond to the changed nature of relationships in the new model.

Such transformational change is challenging and disruptive for a network of the size and complexity of our confederation. We are continuously challenging ourselves to remain true to the spirit and culture of what we are trying to do, rather than simply focus on the mechanism of the change process. Communication, accountability to staff, a true desire to shift power as well as resources, a relentless focus on being accountable to poor people – not just a wider number of donors or the political priorities of developing country governments. These are the principles that are guiding our transformation process; and that we hope will secure our place long into the future.



**WINNIE BYANYIMA**

CHIEF EXECUTIVE OF OXFAM INTERNATIONAL



## SECTION 1

# SCOPE OF THIS REPORT

1.1 This Report provides information on the performance of the whole Oxfam confederation against a range of dimensions of accountability over the 2 years since publication of the 2014 Oxfam Accountability Report. It has been compiled by the Oxfam International Secretariat<sup>1</sup> with information provided by each of the 18 Oxfam organizations<sup>2</sup> ("affiliates") that make up the Oxfam confederation. This integration of accountability reporting builds on the 2014 Oxfam Accountability Report, in which information on five affiliates (Oxfam Canada, Oxfam GB, Oxfam Hong Kong, Oxfam Intermón and Oxfam New Zealand) was combined for the first time. The Report

uses as its basis the Global Reporting Initiative (GRI) framework in accordance with our membership of the International NGO Accountability Charter. The Contents page gives references for where we have complied with each of the Profile Disclosures recommended by that Charter.

1.2 The focus of this Report is on how we are ensuring that we are accountable to, and balance the needs of, our stakeholders in decision-making and activities. In so doing it is distinct from Oxfam affiliates' own Annual Reports and Accounts or Financial Statements, which summarize affiliates' achievements and performance as required by their

relevant statutory obligations and which are published annually on each affiliate's website.

1.3 Preparation and publication of our Accountability Reports are used to raise awareness amongst Oxfam's dispersed workforce of accountability policies, procedures, and future ambitions. Following publication of the 2014 Accountability Report, awareness raising work amongst affiliates that had not contributed to that Report prompted us to prepare an Accountability Framework, which provides an index of all relevant internal policies and procedures used to ensure that we hold ourselves to account, and others can hold us to account, in all that we do.

<sup>1</sup> Stichting Oxfam International, the Netherlands-registered umbrella body for all Oxfams hereafter referred to as the "OI Secretariat"

<sup>2</sup> Oxfam America, Oxfam Australia, Oxfam-in-Belgium, Oxfam Canada, Oxfam IBIS (Denmark), Oxfam France, Oxfam Germany, Oxfam GB, Oxfam Hong Kong, Oxfam India, Oxfam Intermon (Spain), Oxfam Ireland, Oxfam Italy, Oxfam Japan, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib (Netherlands) and Oxfam Quebec. In addition to our 18 affiliates, we are supported by public engagement offices whose main objective is to raise money and engage the public in our work. There are currently two public engagement offices: Oxfam in South Korea, Oxfam in Sweden. Our observer members are organizations that we have welcomed into our network to work together and test our co-operation, to determine the desirability of proceeding to full membership. Observers are not required to pay fees, and have no voting rights. They do, however, have full rights to information and participation in working meetings. Our current observer members are: Oxfam Brazil and Oxfam South Africa.

- 1.4 At a time of significant organizational change within the confederation (set out in more detail in 2.4 below) we have prioritized securing improvements to inter-affiliate, or ‘mutual’ accountability within the confederation as the major theme of work to further strengthen our accountability. In particular, this has involved fostering agreement to a common planning and reporting cycle, with the underpinning business processes to ensure that each Affiliate/Country Office is able to access information about the activities, outcomes and performance of others, and hold each other to account for delivery. These measures are the crucial building blocks to ensure that in the reshaped Oxfam confederation we will be able to guarantee that all Oxfams are transparent, effective and accountable and that all parts of our network are learning from and building towards better practices found in other parts of the Confederation.



## BANAKORO VILLAGE

MALI

*Women from the Banakoro village Saving for Change group - dubbed Sabougnuma, or “good deed” - hold their weekly meeting.*

PHOTO © Rebecca Blackwell / Oxfam America

## SECTION 2

# ABOUT OXFAM

## WHO WE ARE & WHAT WE DO

2.1 Oxfam is an international confederation of 18 autonomous organizations (“affiliates”)<sup>3</sup> networked together in 90 countries. We are a global movement for change working together to build a future free from the injustice of poverty. To achieve this goal we work with partner organizations and alongside vulnerable women and men, using a combination of rights-based sustainable development programs, public education, Fair Trade, campaigns, advocacy, and humanitarian assistance in disasters and conflicts. All of our work is framed by our commitment to five broad rights-based aims:

- 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

2.2 All Oxfam affiliates share a common vision, common philosophies and, to a large extent, common working practices. We all have the same brand values, the same passion and commitment. We have joined forces as an international confederation because we believe we will achieve greater impact by working together in collaboration. We share a single Strategic Plan: ‘The Power of People against Poverty’<sup>4</sup> that provides the shared agenda for all affiliates to

choose the approaches that will enable them to achieve the most impact in their specific contexts (see Page 8). Every Oxfam program, in each of the 90 countries where we work, needs to connect to the Strategic Plan priorities and report on results using the Change Goal framework it provides. Our programming strength, our capacity to achieve the greatest impact, lies in our ability to link long-term development programs, campaigning and advocacy at local, national and/or international levels, and humanitarian assistance and protection in rapid onset and chronic emergencies, as well as effective disaster risk reduction and preparedness work, to support and preserve development and policy gains. We call this our ‘one program’ approach.

<sup>3</sup> Oxfam America, Oxfam Australia, Oxfam-in-Belgium, Oxfam Canada, Oxfam IBIS (Denmark), Oxfam France, Oxfam Germany, Oxfam GB, Oxfam Hong Kong, Oxfam India, Oxfam Intermon (Spain), Oxfam Ireland, Oxfam Italy, Oxfam Japan, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib (Netherlands) and Oxfam Quebec.

<sup>4</sup> <http://www.oxfam.org/en/policies-plans-and-reports>

## HOW WE WORK

- 2.3 To ensure delivery of the Strategic Plan, all Oxfam affiliates have committed to significantly reshape the ways that we work together to bring the management of all affiliate programmes in each country together with one set of business systems managed by a single Oxfam Country Director. Until recently, each affiliate had programmed using its own systems with separate Oxfam affiliate Country Directors, and so this transition to the new arrangements represents a significant organizational-wide shift for the confederation. We are managing the changes required through a transition programme that we call “Oxfam 2020” (O2020).
- 2.4 We are embarking on the changes because we recognize that we need to respond to the changing external context within which we work; the global realignment of power driven by emerging economies in the South; and the emergence of new development actors such as private sector organisations,

social entrepreneurs and philanthropists etc, as well as the changing nature of active citizenships (more digital, more individualized networks). We are committed to:

- **SIMPLICITY:**  
We will strengthen our ability to be effective and efficient through greater integration and collaboration. We will simplify and streamline, reducing complexity in country structures and sharing HR, IT, financial services
- **GLOBAL BALANCE:**  
We will strengthen our accountability, legitimacy and relevance by becoming more rooted in the countries where we work. We will become a more globally balanced organisation that brings people from north and south together in equality
- **KNOWLEDGE:**  
We will strengthen our ability to influence greater global, regional and national change, and run better quality programs, through sharing knowledge within and beyond Oxfam.

The outcomes we expect from the changes we are making are improved impact, relevance and influence, legitimacy and accountability and sustainability of Oxfam.

- 2.6 At the country level, we will move from affiliate coordinated strategies, multiple country programs and multiple country teams to one single program strategy, one team and one budget in all of the countries where we operate. Affiliates will engage with the country teams as “Partner Affiliates” (PAs) providing funding (restricted and unrestricted), thematic expertise and influencing capacity. Out of all of the PAs with a strategic interest in a country, one affiliate will also be appointed as the “Executing Affiliate” (EA) to provide the legal entity and business support services to enable the Country Director to deliver the country strategy.
- 2.7 To ensure collective ownership, strategic alignment, cost effectiveness and simplicity, the programme reporting line of all Country Directors will shift to Oxfam International.

## WHERE WE WORK

2.8 In 2015/16 the Oxfam confederation spent €1,083 million in 97 countries across the world. Our programs reached 22.2million<sup>5</sup> people directly (55% of who were women and girls), with millions more benefiting indirectly from changes in governments' policy and practice influenced by our development, humanitarian and campaigning work. We worked together with 3,515 unique partner organizations in both funding (73%) and non-funding (27%) relationships to achieve shared long-term goals.

<sup>5</sup> In our efforts to improve transparency of our work, we collate statistical information from affiliates about the number of direct beneficiaries of our programs. Given the breadth and depth of our work, we acknowledge the difficulties in measuring this.

### NOTES TO MAP ON FOLLOWING PAGE

<sup>6</sup> We have used our own monitoring systems to compile the data, and figures have been rounded as appropriate. We have worked hard to avoid any double counting however there is likely to be some overlap between specific activities, as some individuals will be supported in more than one area of our work. We define a "direct beneficiary" as a project participant engaged in project activities and with direct access (benefit) to the products / services of the project. We also include those who, without being engaged in project activities, obtain direct benefit from activities/products/services of the project if: 1) they are explicitly identified as intended direct beneficiaries in the project plan; 2) the benefit has occurred during FY 2015/16; 3) there is a direct relationship with the project participants (e.g. through being part of the same household). We counted as partnerships those funding relationships based on a written contractual agreement and where Oxfam has contributed funding during the FY 2015/16 towards shared specific or long-term goals. Non-financial partnerships were reported if the relationship was based on a written agreement OR if the relationship was established at least one year ago AND the partner was actively involved in the different stages of the project management cycle. Institutional donors, suppliers, consultants and contractors have not been considered as partners.



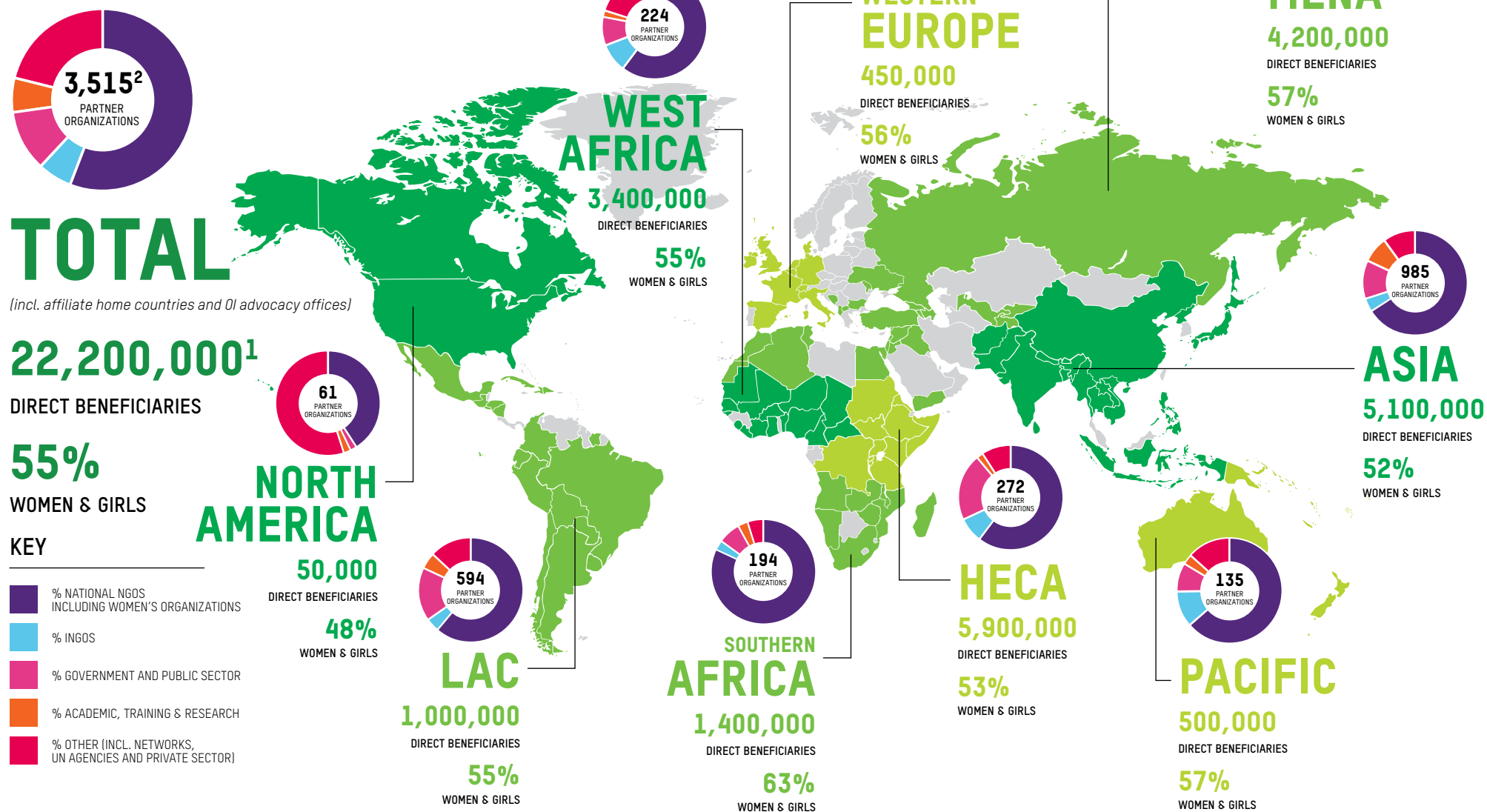
## MUSANZE DISTRICT

**RWANDA**

*Francoise Mukeshimana holds  
a tree tomato seedling in the  
COPAPF cooperative nursery.*

*PHOTO © Aurelie Marrier d'Unienville / Oxfam*

FIGURE 1: MAP OF NUMBERS OF DIRECT BENEFICIARIES<sup>6</sup> IMPACTED BY OXFAM'S WORK WORLDWIDE IN 2015/16:



## OXFAM STRATEGIC PLAN 2013-19

### EXTERNAL CHANGE GOALS: 6 GOALS TO CHANGE THE WORLD

#### GOAL 1: ACTIVE CITIZENS

By 2019: More women, young people and other poor and marginalised people will exercise civil and political rights to influence decision-making by engaging with governments and by holding governments and businesses accountable.

#### GOAL 2: ADVANCING GENDER JUSTICE

By 2019: More poor and marginalised women will claim and advance their rights through the engagement and leadership of women and their organisations; and violence against women will be significantly less socially-acceptable and prevalent.

#### GOAL 3: SAVING LIVES, NOW AND IN THE FUTURE

By 2019: By reducing the impact of natural disasters, fewer men, women and children will die or suffer illness, insecurity and deprivation. Those most at risk will have exercised their right to have clean water, food and sanitation and other fundamental needs met, to be free from violence and coercion, and to take control of their own lives.

#### GOAL 4: SUSTAINABLE FOOD

By 2019: More people who live in rural poverty will enjoy greater food security, income, prosperity and resilience through significantly more equitable sustainable food systems.

#### GOAL 5: FAIR SHARING OF NATURAL RESOURCES

By 2019: The world's most marginalised people will be significantly more prosperous and resilient, despite rising competition for land, water, food and energy sources; and stresses caused by a changing climate.

#### GOAL 6: FINANCING FOR DEVELOPMENT AND UNIVERSAL ESSENTIAL SERVICES

By 2019: There will be higher quality and quantity of financial flows that target poverty and inequality and empower citizens, especially women, to hold governments, donors and the private sector to account for how revenue is raised and spent. More people will exercise their right to universal quality health and education services, making them full participants in communities and strengthening economic, social and democratic fabric of their societies.

### ENABLING CHANGE GOALS: 6 GOALS TO CHANGE THE WAY WE WORK

#### GOAL 1: CREATING A WORLDWIDE INFLUENCING NETWORK

By 2019: There will be profound and lasting changes in the lives of people living with poverty and injustice as a result of a worldwide influencing network united by a common vision for change, that will demonstrably amplify our impact, bolster our international influence and support progressive movements.

#### GOAL 2: PROGRAM QUALITY, MONITORING, EVALUATION AND LEARNING (MEL)

By 2019: Oxfam will be able to demonstrate that it has created a culture of evidence-based learning and innovation that has contributed to progressive improvement of program quality and increased our accountability and our capacity to achieve transformational change in people's lives.

#### GOAL 3: STRENGTHENING ACCOUNTABILITY

Oxfam will be able to demonstrate that our commitment to strengthened accountability contributes to greater impact.

#### GOAL 4: INVESTING IN PEOPLE

By 2019: Oxfam will be an agile, flexible network of organisations with skilled and motivated staff and volunteers delivering the change goals.

#### GOAL 5: COST EFFECTIVENESS

By 2019: Throughout the period of the Strategic Plan, Oxfam will be cost-effective in all aspects of its work. Savings released by cost effectiveness measures will be reinvested in the achievement of the Strategic Plan goals.

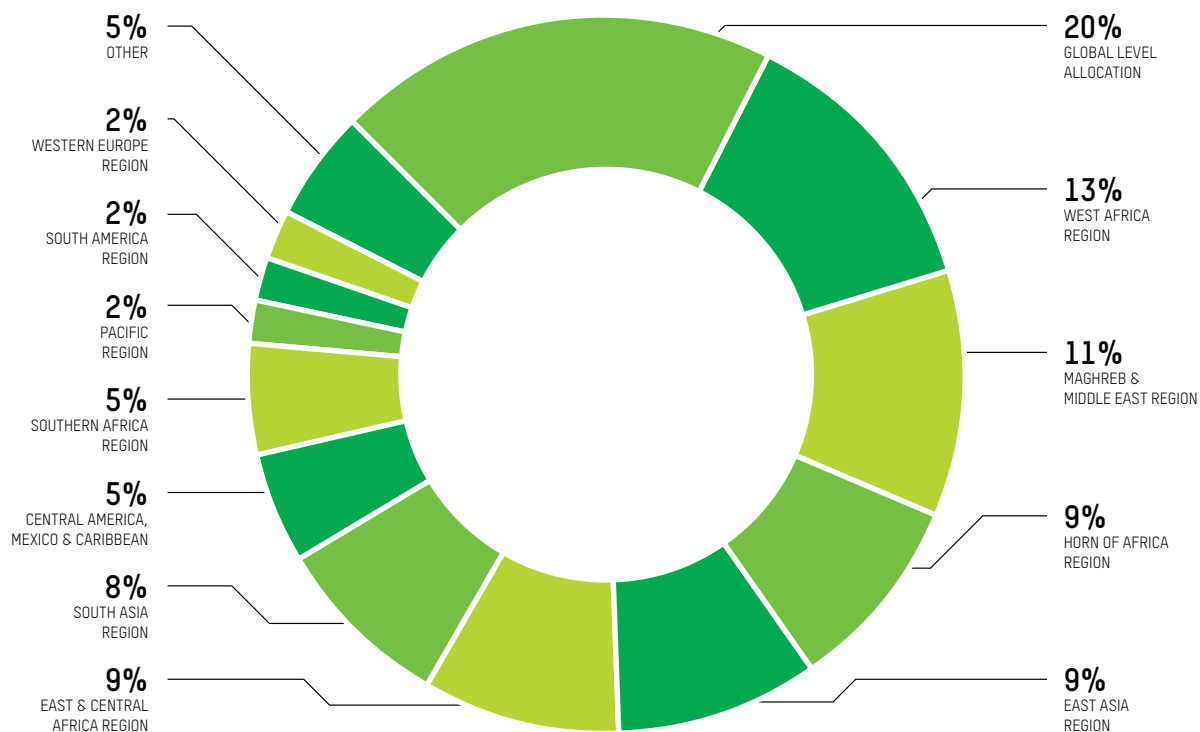
#### GOAL 6: INCOME STRATEGIES

By 2019: A step-change in investment, fundraising and cooperation among affiliates will secure €100m-€300m more than our forecast income, an position us to match our future ambitions to significantly increase the scale and impact of Oxfam's work.

## INCOME & EXPENDITURE

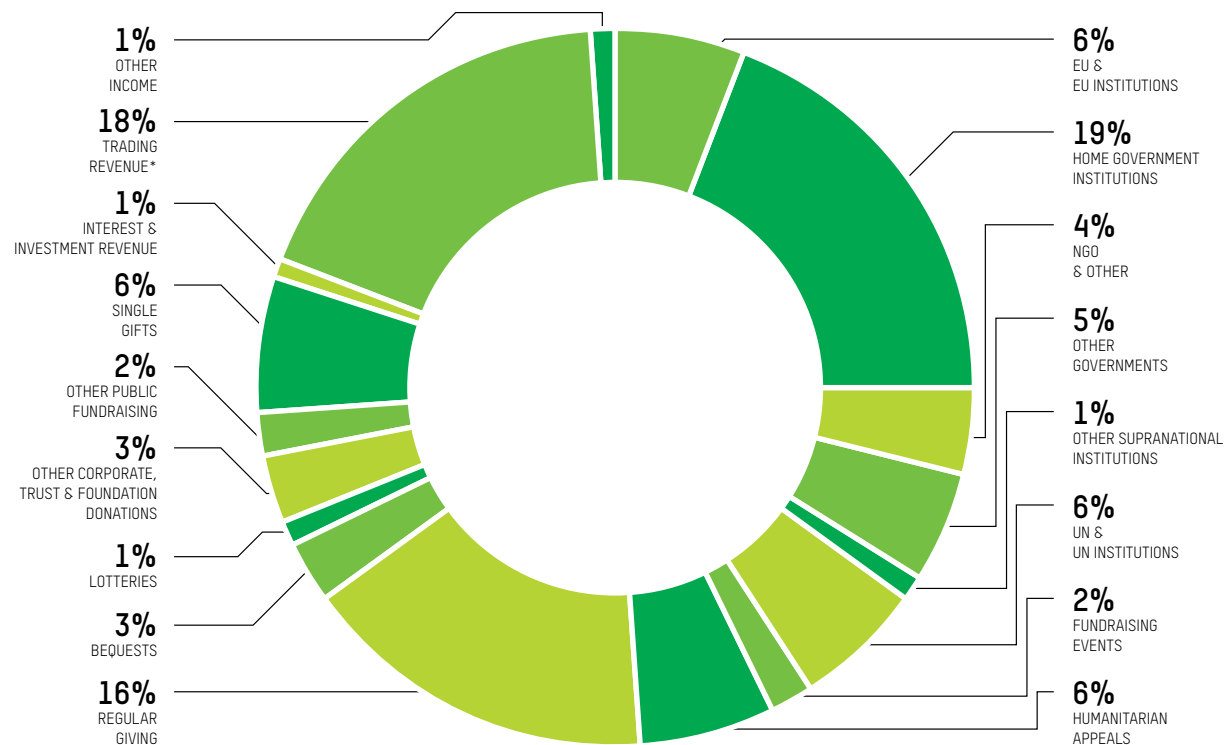
2.7 We spent €752.3million directly on our program activities in 2015/16; a 6% increase on 2014/15, with significant increase in expenditure on Change Goal 3: Saving Lives (which represented 38% of our expenditure, with 14% of spend on Change Goal 1 - Active Citizenship work; 12% on Change Goal 2 – Gender Justice work; 24% on Change Goals 4 & 5 – Food and Natural Resources work; and 12% on Change Goal 6 – Financing for Development.

FIGURE 2: PROGRAMME EXPENDITURE BY REGION (€M)



2.8 Our total income in 2015/16 was €1,071 million, which came from a variety of sources: voluntary donations, trading income, investment income, from governments, institutional donors, and other public authorities. Typically, Oxfam affiliates are expected to raise a minimum of 20-50% of their income from their local community in order to guarantee independence from government and to demonstrate that the affiliate is strongly rooted in its own society with local community support.

**FIGURE 3: WHERE OUR FUNDS CAME FROM IN 2015/16**



## STAFF & VOLUNTEERS

2.8 In 2015/16, 9,500 staff were employed by Oxfam affiliates and more than 56,000 people volunteered for us. We pride ourselves on our strong base of volunteer support, and the contribution of an active local volunteer base is a factor that we take into consideration in assessing the independence and local support of any Oxfam affiliate.

2.9 The value of Oxfam's assets (all Affiliates) at 31 March 2016 totalled €652.8 million (an 8.9% reduction on 2014/15); with liabilities valued at €272 million (16.6% lower than in 2014/15)

FIGURE 4: BREAKDOWN OF EXPENDITURE, INCOME AND PEOPLE INFORMATION BY AFFILIATE<sup>7</sup>

Oxfam affiliate	Total expenditure (€m)	Total income (€m)	Total number of staff	Number of volunteers (where information is available)
OI Secretariat	€22.5m	€24.4m	128	5
Oxfam GB	€571.5m	€566.2m	5,238	30,000
Oxfam Novib (Netherlands)	€155.7m	€161.3m	853	6
Oxfam Intermon (Spain)	€86.3m	€88.0m	891	1,692
Oxfam America	€80.4m	€72.0m	460	2,642
Oxfam Australia	€74.6m	€74.1m	536	255
Oxfam-in-Belgium	€68.7m	€67.7m	351	11,931
Oxfam Hong Kong	€31.3m	€29.8m	186	687
Oxfam Quebec	€29.1m	€30.2m	110	118
Oxfam Germany	€22.3m	€21.9m	118	3,000
Oxfam Ireland	€19.5m	€18.0m	173	2,285
Oxfam Italy	€16.0m	€16.0m	240	2,413
Oxfam Canada	€14.8m	€15.4m	61	300
Oxfam India	€11.4m	€12.3m	156	
Oxfam New Zealand	€6.4m	€6.3m	61	440
Oxfam France	€4.1m	€4.3m	34	712
Oxfam Mexico	€2.6m	€2.7m	47	1

<sup>7</sup> Information for Oxfam Japan and Oxfam IBIS (Denmark) is not currently available.

## SECTION 3

# GOVERNANCE

## STRUCTURE

3.1 Oxfam International is a confederation of autonomous affiliates registered as a Foundation (Stichting) in the Netherlands. The Foundation is governed by the Board of Supervisors and the Executive Board. The Board of Supervisors has an Independent Chair and Treasurer and its other members are the Chairs of each of the Affiliate Boards. The duties of the Board of Supervisors are set out in the OI constitution which is published on the OI website, and include:

- appointing the OI Executive Director;
- supervising the work of the Executive Board and the OI Secretariat;
- supervising the work of their Committees;
- adopting the annual financial accounts of the Foundation;

- approving the Foundation's purposes and beliefs, Rules of Procedure and Code of Conduct, and Strategic Plan, as proposed by the Executive Board;

Each affiliate uses its own method of selection for their Chair. Affiliate Boards have adopted accountability mechanisms for electing or selecting their Boards which are appropriate to their context. All Affiliate Boards are non-executive bodies and their members are volunteers.

3.2 The Executive Board (the Meeting of Executive Directors – the most senior executives of each of the 18 Oxfam affiliates) has constitutional responsibility for the oversight of strategic management, with a focus on the delivery of the Strategic Plan. It regularly updates the Board of Supervisors on its work. Amongst other duties, it:

- organizes jointly agreed common activities of Affiliates;
- prepares, implements and updates the Oxfam Strategic Plan;
- maintains and updates an overarching confederation risk register, and ensures those risks are managed effectively;
- ensures publication of an annual Accountability Report;
- prepares the Foundation's purposes and beliefs, Code of Conduct and Rules of Procedure; policy and strategy documents and programs, and delegates the development of more detailed plans, policies and protocols to Committees and working groups;
- ensures a common and coordinated implementation of such documents and programs is accomplished throughout the Affiliates.

3.3 The Board of Supervisors delegates the power to manage the OI Secretariat to the Oxfam International Executive Director, who is selected by the Board and attends Board meetings in an ex-officio advisory capacity. The OI Executive Director chairs the Executive Board and leads the Oxfam International Management Team who are all employed by Oxfam International. The Board of Supervisors supervises and evaluates the work of the Executive Board and OI Executive Director through annual reporting against a common Oxfam Operational Plan (set out in more detail in 3.10).

3.4 Members of the Oxfam Board of Supervisors are not paid. Remuneration for the OI Executive Director is set by the OI Board of Supervisors; and the salaries of individual affiliate Chief Executives are set by respective affiliate Boards. Work on the harmonisation of remuneration policies for all Oxfam staff is underway as part of the ongoing transition to the O2020 operating arrangements. In setting senior pay, Affiliates take account of the skills and experience required for each of the roles and

the remuneration in the sectors from which suitable candidates for such posts would be found. They aim to strike the right balance between affordability for Oxfam and the need to attract and retain good staff. For OI Regional Directors and national (local) staff in countries where Reward Harmonisation has taken place, a set of common Oxfam Reward Principles are followed. For all other staff, affiliates follow different approaches that they publish in their Annual Report & Accounts.

### ENSURING EFFECTIVE DECISION-MAKING

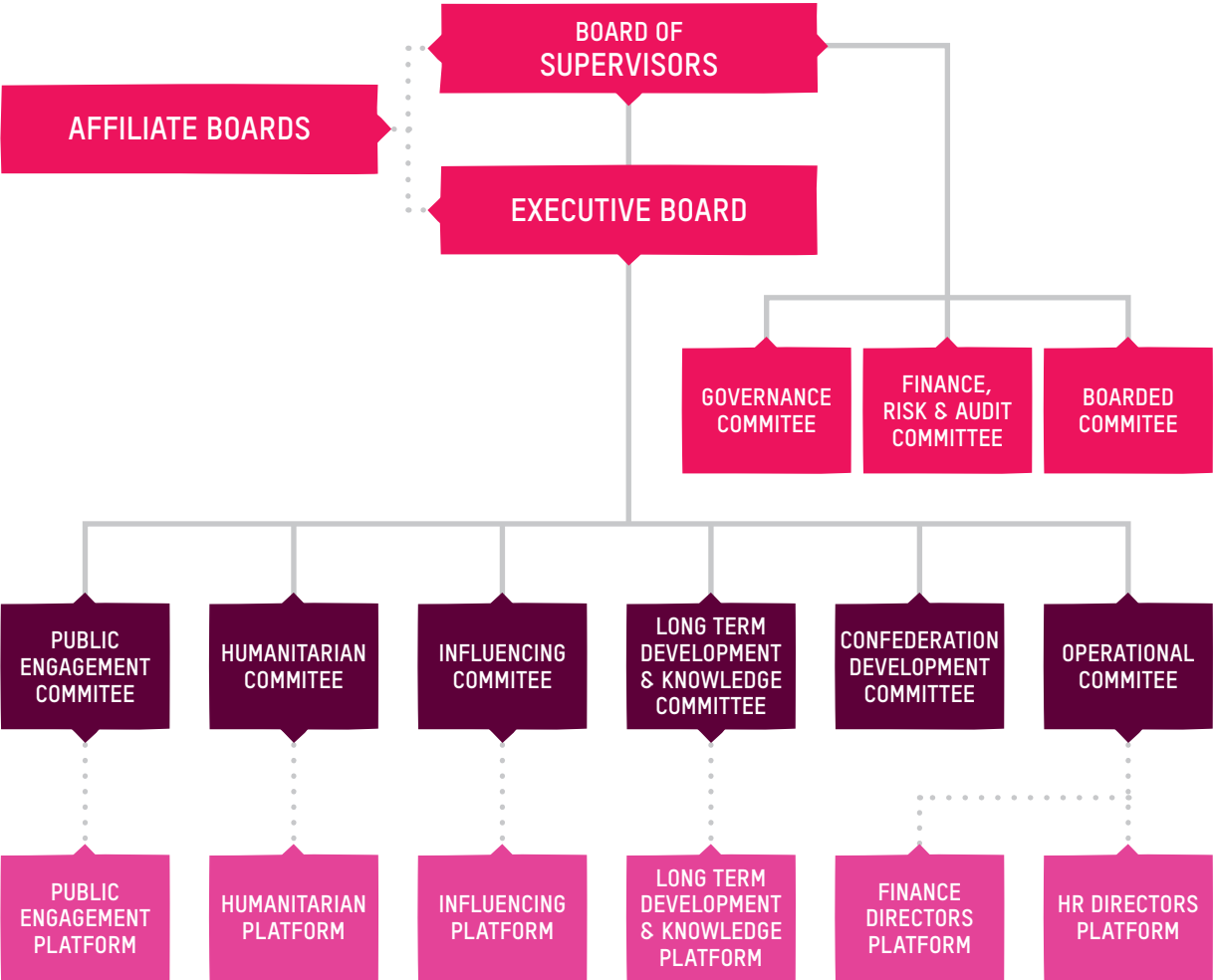
3.5 Decision-making processes at the Board of Supervisors meetings are open, transparent and democratic and clearly defined in the constitution and Rules of Procedure. Decisions are usually made by consensus; but where votes are needed, each affiliate has one vote regardless of size or history and normal decisions may be decided by a 75% majority of affiliates. Constitutional changes can be blocked by any two affiliates. Face-to-face Executive Board meetings take place at least twice a year, chaired by the OI Executive Director, with

formal teleconferences between these meetings. Decisions are usually reached through consensus and recommendations made to the Board of Supervisors. These meetings are informed by presentations and papers prepared by senior staff in the OI Secretariat and Affiliates. Senior staff attend Board meetings to inform decision-making. Periodically, the Executive Board (and Affiliates' own respective Boards) consider results from all Staff Surveys (the last of which took place in late 2014, with the results considered at Board level in March 2015). Action Plans have been taken forward at Affiliate level to respond to the feedback received through that Staff Survey.

3.6 The Board of Supervisors Committee structure ensures that responsibilities for detailed work are appropriately delegated. There are currently two subcommittees of the Board of Supervisors: the Finance, Risk and Audit Committee, and the Governance Committee. In addition, the Chairs and Deputy Chairs of these committees form an advisory Board-ED Committee for the OI Chair. The Finance, Risk and Audit

Committee ensure thorough financial oversight of the Secretariat and the wider confederation, and make recommendations to the Board of Supervisors in respect of the accounts, the budget and the audit. The Governance Committee advise the Board of Supervisors on measures to ensure effective governance. As we implement 02020 we are reviewing our Board of Supervisor Committee structure further to provide enhanced governance insight and oversight at the Supervisory level.

3.7 The Executive Board Committee structure and supporting Platforms allow for broader staff representation in recommending courses of action; and ensure that detailed work to underpin decision-making gains strong engagement from staff across all Affiliates. These Platforms have only recently been set up, but there are plans for an annual reflection and learning meeting to bring together staff from platforms, affiliates and countries to consider past year’s success and failures to inform the development of future plans and strategies.



## DONOR 'STRESS TESTING'

A study to 'stress test' the Oxfam 2020 Countries and Regions model with donors and auditors was carried out in June 2015 to help inform the Executive Board as to the likely impact of the preferred model on Oxfam's institutional income. This involved interviews with a sample of key institutional donor agencies and donor auditors that were developed into a set of recommendations to inform the ongoing design of the operating model and to maximise opportunities for income growth and limit any risks to loss of income. The report provided a set of recommendations to the Executive Board, which did not suggest fundamentally changing the model (though there were some limited areas in which changes to the intended structural dynamics were proposed), but recommended establishment of underlying quality assurance mechanisms to help secure the model against a range of expressed concerns by donors.

**3.8 Open Information:** The OI Board

Accountability Policy<sup>8</sup> requires OI and its affiliates to publish: the Strategic Plan, Annual Reports, campaign policy documents, program reports, research, evaluations, media releases and campaign actions, including feedback. In addition, the OI Secretariat and individual affiliates provide information on governance, strategies, plans, financial information, performance, relationships (partners and allies) and public policy positions. Following each Meeting of the Board of Supervisors and Executive Board a communiqué is sent to all staff to communicate key decisions, but not currently available publicly given discussions which may be commercial-in-confidence, security risks, and advocacy strategies that could be compromised if made public before they were implemented.

**3.9 Conflict of Interest:** An Oxfam Code of Conduct<sup>9</sup> make provision for how to manage any potential conflicts of interests; and ensures that affiliates must exclude any

formal religious or political affiliations or any other potentially compromising affiliations. In addition, an Oxfam Employee Code of Conduct<sup>10</sup> binds staff to declare any financial, personal, family (or close intimate relationship) interest in matters of official business that may impact on Oxfam's work (e.g. contract for goods/services, employment or promotion within Oxfam, partners, beneficiary groups etc).

**3.10 Measurement of Board effectiveness:**

The Governance Committee reviews the performance of the Board of Supervisors, and its relations with the Executive Board, Committees, the OI Secretariat and affiliates. The focus of the Governance Committee in 2015/16 was on ensuring that governance arrangements are fit for purpose during the transition to the new O2020 operating arrangements.

**3.11** The Board of Supervisors and the Executive Board evaluate confederation-wide performance in achieving the Oxfam Strategic Plan through:

- an annual report on operational progress towards the Oxfam Strategic Plan prepared by the OI Secretariat. Based on Affiliate and Country Office self-assessment ratings of progress against a range of common indicators.
- the development of a dashboard of common financial and non-financial Key Performance Indicators (KPIs) is currently underway. A 'One Management Information Strategy' Working Group with representatives from each of the largest affiliates has been developing these KPIs
- at three-yearly intervals, a deeper exercise to synthesise key findings from evaluations of outcome achievements as well as challenges, to test the core assumptions about how Oxfam contributes to social change, and assess effectiveness in different contexts against each of the External Change goals.<sup>11</sup>
- Partners Surveys (one at the beginning and one at the end of the Strategic Plan period), to provide a measure of what our stakeholders think about Oxfam's achievements and relationships.

<sup>8</sup> [www.oxfam.org/sites/www.oxfam.org/files/oxfam-international-board-accountability-policies-2012.pdf](http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-international-board-accountability-policies-2012.pdf)

<sup>9</sup> <https://www.oxfam.org/sites/www.oxfam.org/files/oi-code-of-conduct-oct-2011.pdf>

<sup>10</sup> <https://secure.ethicspoint.com/domain/media/en/gui/25899/code.pdf>

<sup>11</sup> [https://www.oxfam.org/sites/www.oxfam.org/files/file\\_attachments/er-oxfam-sensemaking-reviewevals2013-14\\_010215-en.pdf](https://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/er-oxfam-sensemaking-reviewevals2013-14_010215-en.pdf)

## INTERNATIONAL AID TRANSPARENCY INITIATIVE – MAKING SURE DATA ON OUR PROGRAMMES IS WIDELY ACCESSIBLE

Oxfam GB and Oxfam Novib (Netherlands) comply with the IATI 2.0 standard for open data and transparency. Using the IATI data feed we have developed an interactive tool (ATLAS) which digitally discloses information on all our projects (<https://atlas.oxfamnovib.nl>). By sharing our project information and making our data accessible, we aim to connect with organizations and individuals similar to us who are committed to transparency; and to gain rich internal and external insight to our work. ATLAS provides easy access to a map that showcases which of our programs and activities are implemented where, how and by whom. Basing this on our IATI data feed allows external stakeholders to combine that understanding of our program data with that of other NGOs, governments and businesses present in a location, to improve responses and coordination amongst different development actors. Our partners can see at a glance which other organizations in their country are working on the same goal or with the same target group. They can then join forces and share knowledge. And within Oxfam, the map provides regional insight for country teams of what programs are being implemented in nearby countries.

## STRATEGIC ALIGNMENT

### PLANNING

### REPORTING

What we aim to achieve by 2019

**OXFAM STRATEGIC PLAN**

Did we achieve what we intended?

**6 YRS**

What we aim to achieve in each context

**OXFAM COUNTRY STRATEGIES**

**EVALUATION OF THE OSP ("INDICATIVE OUTCOMES AREAS")**

Is it working? Are we doing the right things?

**3 YRS**

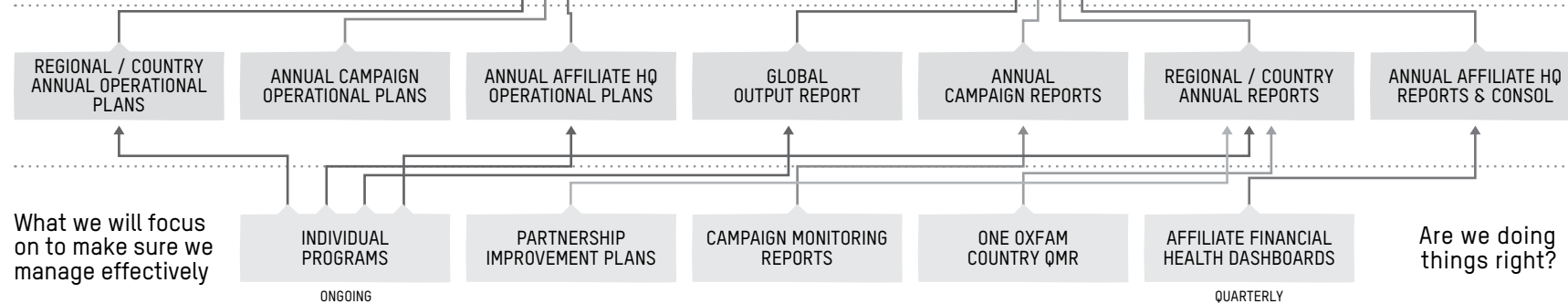
What we will do & fund in the coming year to achieve OSP

**OXFAM-WIDE OPERATIONAL PLAN ("OOP") - MARCH**

**OXFAM-WIDE OPERATIONAL REPORT - OCTOBER**

Did we do what we said we would do?

**1 YR**



## COMPOSITION OF BOARD

3.12 We are committed to ensuring that the Board of Supervisors and Executive Board reflect the diversity of the countries for whom and with whom we act. We have started to monitor the diversity of our Board members with a view to improve our legitimacy and effectiveness over time:

FIGURE 5: COMPOSITION OF BOARD OF SUPERVISORS

Affiliate	Total Members	Number of Males	% Males	Number of Females	% Females	Northern Members	% Northern	Southern Members	% Southern
Oxfam France	12	6	50%	6	50%	12	100%	0	0%
Oxfam Italy	13	7	54%	6	46%	13	100%	0	0%
Oxfam Ireland	9	6	67%	3	33%	9	100%	0	0%
Oxfam Intermon	14	9	64%	5	36%	14	100%	0	0%
Oxfam Novib	6	4	67%	2	33%	5	83%	1	17%
Oxfam GB	11	7	64%	4	36%	9	82%	2	18%
Oxfam Quebec	15	7	47%	8	53%	13	87%	2	13%
Oxfam Hong Kong	16	7	44%	9	56%	4	25%	12	75%
Oxfam New Zealand	8	3	38%	5	63%	6	75%	2	25%
Oxfam Germany	10	7	70%	3	30%	9	90%	1	10%
Oxfam Canada	12	5	42%	7	58%	10	83%	2	17%
Oxfam India	10	4	40%	6	60%	0	0%	10	100%
Oxfam Australia	12	6	50%	6	50%	12	100%	0	0%
Oxfam US	22	12	55%	10	45%	21	95%	1	5%
Oxfam Brazil	3	2	67%	1	33%	0	0%	3	100%
Oxfam Mexico	11	6	55%	5	45%	0	0%	11	100%
<b>TOTAL</b>	<b>184</b>	<b>98</b>	<b>53%</b>	<b>86</b>	<b>47%</b>	<b>137</b>	<b>74%</b>	<b>47</b>	<b>26%</b>
<b>Northern affiliates</b>	<b>144</b>	<b>79</b>	<b>55%</b>	<b>65</b>	<b>45%</b>	<b>133</b>	<b>92%</b>	<b>11</b>	<b>8%</b>
<b>Southern affiliates</b>	<b>40</b>	<b>19</b>	<b>48%</b>	<b>21</b>	<b>53%</b>	<b>4</b>	<b>10%</b>	<b>36</b>	<b>90%</b>

FIGURE 6: COMPOSITION OF THE EXECUTIVE BOARD

Affiliate	Total Members	Number of Males	% Males	Number of Females	% Females	Northern Members	% Northern	Southern Members	% Southern
Oxfam France	4	1	25%	3	75%	4	100%	0	0%
Oxfam Italy	6	3	50%	3	50%	6	100%	0	0%
Oxfam Ireland	4	2	50%	2	50%	4	100%	0	0%
Oxfam Intermon	7	5	71%	2	29%	7	100%	0	0%
Oxfam GB	8	4	50%	4	50%	7	88%	1	13%
Oxfam Quebec	7	2	29%	5	71%	6	86%	1	14%
Oxfam Hong Kong	4	1	25%	3	75%	1	25%	3	75%
Oxfam New Zealand	5	4	80%	1	20%	5	100%	0	0%
Oxfam Germany	9	5	56%	4	44%	9	100%	0	0%
Oxfam Canada	4	0	0%	4	100%	4	100%	0	0%
Oxfam India	6	3	50%	3	50%	0	0%	6	100%
Oxfam Australia	5	3	60%	2	40%	5	100%	0	0%
Oxfam US	11	6	55%	5	45%	9	82%	2	18%
Oxfam Brazil	3	0	0%	3	100%	0	0%	3	100%
Oxfam Mexico	3	1	33%	2	67%	2	67%	1	33%
<b>TOTAL</b>	<b>86</b>	<b>40</b>	<b>47%</b>	<b>46</b>	<b>53%</b>	<b>69</b>	<b>80%</b>	<b>17</b>	<b>20%</b>
<b>Northern affiliates</b>	<b>70</b>	<b>35</b>	<b>50%</b>	<b>35</b>	<b>50%</b>	<b>66</b>	<b>94%</b>	<b>4</b>	<b>6%</b>
<b>Southern affiliates</b>	<b>16</b>	<b>5</b>	<b>31%</b>	<b>11</b>	<b>69%</b>	<b>3</b>	<b>19%</b>	<b>13</b>	<b>81%</b>

12 [http://www.oxfam.org/sites/www.oxfam.org/files/file\\_attachments/story/oi-code-of-conduct-oct-2011.pdf](http://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/story/oi-code-of-conduct-oct-2011.pdf)

## COMPLIANCE WITH LEGAL OBLIGATIONS & MEMBERSHIP OF EXTERNAL CHARTERS & PRINCIPLES

3.12 All affiliates are required to comply with the relevant laws and regulations that are consistent with human rights and international law, in the jurisdictions in which they operate, in accordance with the OI Code of Conduct<sup>12</sup>. Affiliates take different approaches to ensuing adherence: all affiliates are independently audited; and some affiliates in addition have internal auditors who will review a number of things including the extent to which country offices are complying with internal systems and relevant external laws. Some affiliates will add to these audit reports with, for example, internal surveys for Country Directors to complete on the extent of compliance with local laws.

3.13 All affiliates agree to be accountable to the Code of Conduct for International Red Cross and Red Crescent Movement and Non-Governmental Organizations in Disaster Relief, and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere). ). Oxfam also has consultative states with the United Nations Economic & Social Council (ECOSOC). Affiliate membership of additional external charters and principles are many and varied, and published on each individual Affiliates' websites.

SECTION 4

# ENGAGING WITH OUR STAKEHOLDERS

## OUR DIVERSE STAKEHOLDERS

4.1 Oxfam's **primary stakeholders are the people living in poverty or suffering in the countries where we work.** Our other key stakeholders are:

- partner organizations and allies;
- individual supporters, including those who campaign with us as well as those who donate to us;
- governments, multilateral organisations and other corporate and institutional donors
- staff and volunteers;
- the targets of our advocacy at local, national, regional and international levels: including politicians, governments and private sector organisations;
- publics in each affiliate host country;
- the environment

For some, but not all, affiliates, there are additional stakeholders to be engaged, e.g.:

- fair trade producers who supply to those affiliates;
- customers in shops;

4.2 In the last Accountability Report we described early efforts to consider an Oxfam-wide comprehensive Stakeholder Engagement Policy. The development of this Policy was put on hold in mid-2015 given the direction of the Oxfam 2020 organisational change programme (for more detail on which see Section 2 – 2.3–2.6). Oxfam 2020 will significantly reshape the nature of all stakeholder

relationships within the confederation. For example, whereas before an Affiliate would have a direct line management relationship with a Country Director responsible for securing good quality local partner relationships; in the new arrangements, Affiliates will themselves now be 'partners', engaging with country teams through funding, thematic expertise and influencing support with line management responsibility being to one Oxfam International Programme Director. The extent of the changes to all stakeholder relationships has caused us to pause the development of a Stakeholder Engagement Policy until the precise modalities of the new arrangements have been worked out in full.

## ENGAGING STAKEHOLDERS IN STRATEGY AND POLICY DEVELOPMENT AT BOARD AND AFFILIATE HQ LEVELS

- 4.3 Development of the Oxfam Strategic Plan involved an extensive consultation process over an 18 month period. The views of a wide range of internal staff and external actors and allies from the fields of development academia, institutions, fellow civil society organisations, humanitarian actors and the media from the global South and North were collected and analysed. A Consultative Forum of key partners and allies were used to shape the key priorities for our work. Affiliates were asked to suggest potential candidates for consultation, semi-structured interviews were designed to guide those consultations; and the summarised feedback was presented for the Board of Supervisors to consider before the Strategic Plan's main themes were agreed.
- 4.4 In March 2016, the Board of Supervisors considered a review of program and project evaluations finalized between January

2013 and October 2015, which provided a strong indication of progress against the objectives defined in the Strategic Plan. By identifying some results that our programs are achieving, along with strengths, weaknesses and lessons from those programs, the review provided actionable recommendations to help affiliates to take measures to overcome some recurring challenges for the second half of the Strategic Plan period.

Some key findings, focusing on where we need to improve, included:

- In our right to be heard efforts, Oxfam and partners have had success in building multi-stakeholder alliances, and supporting implementation by choosing strong partners. We need to create more flexibility in the Oxfam – partner relationship, both in terms of goals and strategies and in financial support.
- We need more strategic alignment across affiliates to push changes in social norms related to our Violence against Women/

Gender-based violence work. We also need to use our influence to advocate with donors to support longer-term social norm change.

- In our humanitarian response efforts, Oxfam was strong on sector coordination. However, we struggled with timeliness, partner relationships and feedback/ complaints systems.
- In our food systems work, Oxfam's role is increasingly related to supporting multi-stakeholder networks to facilitate systemic change. We have to increase our ability to engage the private sector to deliver more systemic change.
- In our resilience work, Oxfam needs to propose transformative change from the beginning; while our interventions show good progress with empowerment and inclusion of vulnerable groups, Oxfam needs to put on renewed emphasis on agency and inclusion to create an enabling environment for people's engagement in higher level decision-making processes.

4.5 In 2015 we also established five Knowledge Hubs, hosted by different affiliates across the confederation, to address 5 key strategic themes identified by the Oxfam Executive Board. These enable Oxfam's collective knowledge to be used to increase our impact and influence whilst at the same time building collaboration between Country Offices and affiliate headquarters around specific themes. Towards the end of 2016, a review of the processes and performance of Knowledge Hubs will be conducted to assess the contribution they are already making to their thematic area, and to provide a baseline for future performance to be measured against.

4.6 At Affiliate Headquarters' level, affiliates take a range of different approaches to engaging stakeholders in policy development, tailored to the needs of each stakeholder group. For example:

## SHAPING THE 02020 TRANSFORMATIONAL ORGANISATIONAL CHANGE PROGRAMME: TEST, LEARN, ADAPT.

The 02020 organisational change programme was developed through a process of testing, learning and adapting the design. Central to the approach was to trial the new arrangements in a small number of regional "labs" (Latin America & the Caribbean, the Pacific and Southern Africa) and 4 "fast track countries" (Bangladesh, Pakistan, Afghanistan and Myanmar) who tested what it really takes to move to One Oxfam in countries and regions. A Steering Committee provided oversight to ensure the overall lessons were fed back into redesign of implementation arrangements and develop tools based on the experience (including senior staff from relevant affiliates and Regional Directors. Team members shared learnings through blogs, stories, posters etc. describing successes, challenges and key approaches that made a difference in shifting behaviours and creating progress towards the 2020 model. The lessons learnt were shared with change managers and those leading and supporting change in other regions and Affiliates. Furthermore, an event was held in March 2016 to, identify implications and recommend changes to the model and implementation approaches to ensure smoother transition in other countries

FIGURE 7: EXAMPLES OF TYPES OF STAKEHOLDER ENGAGEMENT IN POLICY DEVELOPMENT:

STAKEHOLDER GROUP	HOW WE ENGAGE STAKEHOLDER GROUP IN STRATEGY AND POLICY DEVELOPMENT, SOME ILLUSTRATIVE EXAMPLES:
<p><b>Our primary stakeholders, the people in poverty with whom, and for whom, we work</b></p>	<p>Feedback is an essential component of the evaluative process of all our programs, and partners and communities are engaged to input and feedback throughout the program cycle. Examples from 2015/16 include:</p> <ul style="list-style-type: none"> <li> <b>ASEAN-OXFAM JOINT PROJECT FOR STRENGTHENING LEARNING ON COMMUNITY RESILIENCE</b> <p>The programme has at its heart support for peer to peer learning between CSOs and other local stakeholders - finding out what helps peer to peer learning and coming up with recommendations for ASEAN and the ADB on how to put in place an enabling environment for peer to peer learning. It developed case studies on good practices for enhancing community resilience through 5 peer to peer workshop.</p> </li> <li> <b>STAKEHOLDER PARTICIPATION IN PROJECT DESIGN AND IMPLEMENTATION IN IRAQ</b> <p>During the design of our work to improve the livelihoods of communities of internally displaced people in Iraq, we consulted communities to establish the needs requirements (through surveys and focus group discussions) which we used to inform intervention design. A baseline survey was carried out with almost 3000 households interviewed and strategic planning based on this evidence. Findings of regular monitoring informed revisions to ongoing projects and the design of new projects. Community leaders/Mukhtars were involved throughout the project implementation and sensitisation strategies developed to strengthen the interventions.</p> </li> <li> <b>STAKEHOLDER PARTICIPATION IN EMERGENCY RESPONSE EXAMPLE FROM THE NEPAL EARTHQUAKE</b> <p>Immediately following the devastating earthquake in Nepal, we undertook community consultations to engage multiple stakeholders to help us to identify the right beneficiaries for our interventions. We encouraged and participated in District and Local Disaster Relief Committees to bring together community representatives - women and men - and government stakeholders to facilitate smooth implementation of all post-earthquake projects. We regularly informed the government about our projects as they progressed, through regular discussions with the National Reconstruction Authority and different sector clusters. We facilitated joint monitoring visits to our project implementation areas by government and media representatives and other stakeholders. Hoarding boards with key information about our interventions were installed in the project areas. At the national level, we participated in the Central Programme Advisory Committee using this as a platform to discuss Oxfam interventions, our achievements, challenges and upcoming plans and encourage feedback from government representatives (including the Social Welfare Council that governs I/NGOs). During the reporting period we also organized policy forums at national and district level to take up post-earthquake reconstruction issues with multiple stakeholders, offering research to inform discussions on: 'rebuilding a more resilient Nepal' and 'addressing land rights issues in post earthquake context'.</p> </li> </ul>
<p><b>Partner organisations and allies</b></p>	<ul style="list-style-type: none"> <li>We are part of an on-going worldwide effort of nearly 70 international NGOs to assess performance according to the views of the local partners with whom we work. The study is run by Keystone, an independent firm that helps social organizations to improve the way they work. In 2014, we invited 2,476 partners to take part in the survey, nearly a third of whom did and the results of that Survey were discussed at the Oxfam-wide Executive Board, with management responses now underway to address highlighted areas of concern. The Survey will be repeated in 2017.</li> <li>Oxfam GB's specialist 'Policy and Practice' website<sup>1</sup> encourages debate and knowledge sharing about learning from Oxfam's programs and policy amongst the international development sector. This platform is now being actively developed and promoted as an accessible, confederation wide channel for our partners to engage and communicate with Oxfam and each other, to foster collaboration, share learning and best practice and to access our policies, approaches and resources on partnership.</li> <li>Oxfam India recently introduced a social network analysis to assess how the partner networks that they fund are functioning, using visuals to map the relationships, and indicating how Oxfam India has been able to use the findings to focus their investment and get a better understanding of how different actors within those networks contribute to outcomes.</li> </ul>

FIGURE 7: EXAMPLES OF TYPES OF STAKEHOLDER ENGAGEMENT IN POLICY DEVELOPMENT (CONTINUED):

STAKEHOLDER GROUP	HOW WE ENGAGE STAKEHOLDER GROUP IN STRATEGY AND POLICY DEVELOPMENT, SOME ILLUSTRATIVE EXAMPLES:
<p>Individual Supporters, including those who campaign with us as well as those who donate to us</p>	<ul style="list-style-type: none"> <li>• A number of affiliates use Customer Relationship Marketing software to analyse how supporters respond to different public engagement methods, the results of which are used to develop more tailored fundraising and engagement approaches</li> <li>• Oxfam GB, Oxfam Novib and Oxfam India have supported the development of the International Aid Transparency Initiative<sup>2</sup>, a platform for improving the transparency of aid spending, since its launch in 2011 and currently publish basic information about projects (e.g. title, expenditure data etc.) to the IATI Registry. In addition, Oxfam GB &amp; Oxfam Novib have developed a visualization tool – ATLAS – which is a publicly available web portal that shows program data in an interactive map<sup>3</sup>. Oxfam America and Oxfam Intermon have both signalled their willingness to upload program expenditure data to IATI in due course.</li> </ul>
<p>Government, multilateral organisations and other institutional donors</p>	<ul style="list-style-type: none"> <li>• Relationships with the institutional donor community are hugely important to us. In 2015 we approached a small group of significant institutional donors to work with us to ‘stress test’ the proposed 02020 operating model changes, which resulted in a range of changes made to the model.</li> <li>• Under the new 02020 design, all affiliates are accountable to the confederation for the delivery of a dynamic donor account strategy that sets clear priorities &amp; income targets, &amp; seeks to maximise opportunities from home donors for the benefit of all Oxfam programs, and not just those it may deliver directly, including a reasonable return on investment &amp; annual income targets</li> <li>• Affiliates will keep records of the donor reports submitted on time, which trigger management actions where quality and timeliness of reporting are identified as issues of concern. Oxfam GB, for example, submitted 88% of all donor reports on time in 2015/16 – slightly lower than the previous year’s performance (91%) and below our target of 100%. These ratings reflect difficulties in four specific countries: Somalia (57%); S. Sudan (46%); West Africa Regional Centre (43%); Pan Africa regional programme (31%) that have subsequently been the subject of specific management actions.</li> </ul>
<p>Staff and volunteers;</p>	<ul style="list-style-type: none"> <li>• An Oxfam-wide Staff Survey using a common questionnaire for all affiliates took place in November 2014, with the results communicated to each Affiliate Board in early-to-mid 2015. A range of action plans are underway to respond to the results of those surveys, with feedback loops provided through internal communication channels. next staff survey will take place at the end of 2016.</li> <li>• Proactive and open communications between Boards, senior managers and staff unions to agree on a range of workforce policies, including for example, extensive engagement with unions in the restructuring required as we transition to the new Oxfam 2020 operating arrangements.</li> </ul>
<p>The targets of our advocacy;</p>	<ul style="list-style-type: none"> <li>• All new campaign or policy positions begin with a power analysis, which involves a stakeholder mapping exercise. Internal stakeholders (e.g. other Oxfam affiliates) are consulted to ensure campaigns are co-created. Tailored approaches are pursued with external stakeholders, for example we would share our analysis and aim to adopt a common strategy with potential allies; and we would engage potential targets through informally checking objectives and key messages.</li> </ul>

## ENGAGING STAKEHOLDERS IN STRATEGY, PROGRAM DESIGN AND DELIVERY AT COUNTRY LEVEL

4.7 An Oxfam Country Strategy (OCS) is produced in every country in which Oxfam operates, to align factors relevant to each country context with the Oxfam Strategic Plan (OSP) and provide a set of change objectives and possible approaches to be pursued by Oxfam in that country. Nearly all countries formulated an OCS in 2015 and 2016, with 9 still in development. Guidelines for developing OCSs require Country Teams to involve all relevant stakeholders, including partners, in its' preparation.

4.8 A review of all of the OCS documents completed by October 2015 showed a high degree of alignment with the Goals and priorities set out in the OSP, with the exception of Change Goal 6 (Financing for Development) where less work is

planned at country level. It also found that Country Offices have embedded the central tenet from the OSP that Oxfam will increasingly work as influencer, working with and through partners. The majority plan to deliver an increasing proportion of development programming, advocacy activity and humanitarian response through partners, and many focus on capacity building support to ensure partner organisations are well equipped to fulfil this role.

4.9 This Review of the Oxfam Country Strategy documents also looked specifically at the extent to which explicit Theories of Change had been prepared and reflected clearly into programme choices; whether a robust power analysis that enables Oxfam's role and area of focus to be clearly identified; and programmes developed appropriately address issues of power, rights and gender. It found that Oxfam is increasingly acting as

convenor and broker, assisting with coalition building and linking up local, national and global work on specific issues rather than large scale restricted income funded program delivery.

However, the Review also identified that whilst analysis of the specific country context is strong, theories of change were highly generic, with the risk that Country Offices are developing program interventions that are not as clear as they could be about how change described can be supported and achieved in that specific Country context. Examples of good practice and very helpful tools for developing Theories of Change exist; which are now being better socialised; and support provided to Country Offices in identifying and testing assumptions; as well as longer term investment in capacity development of program teams around power analysis.

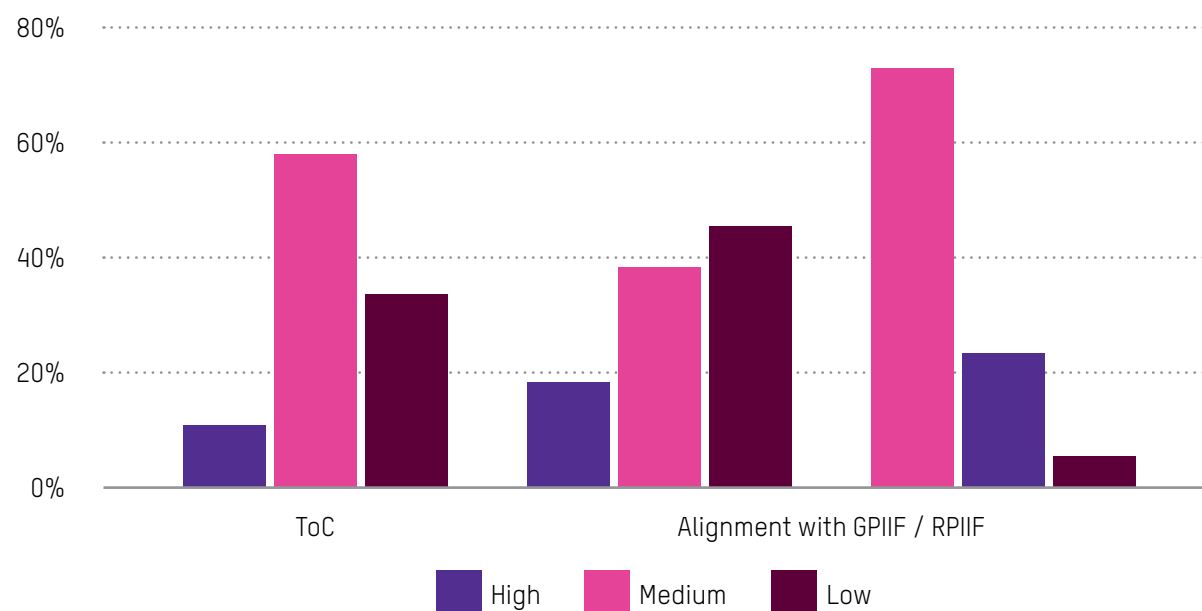
## COUNTRY GOVERNANCE GROUPS

Central to the new O2020 model at country level, is to move towards having Country Governance Groups (CGGs): a group of external and internal stakeholders established to shape and steer Oxfam's programming and strategic direction in a country, to be set up once the transition to One Oxfam is in its final stages. Pre-Country Governance Groups ("pre-CGGs), interim structures, are being established presently to govern the preparation and development of Country Transition to One Oxfam. The CGG will secure greater and more diverse Southern voices and external perspectives in the shaping Oxfam's work, guided by our firm commitment to increase our legitimacy and accountability. They will have responsibility for approving Oxfam Country Strategies, operational model. At least two meetings of the CGG will be convened annually to help shape and steer the Country programme, with the Country Director, on:

- Country strategy, context analysis, program learning and development, etc.;
- External challenges, opportunities and risks; and
- Accountability of Oxfam's programmes especially to people affected by poverty, local partners and Oxfam partners affiliates.
- Matching ambition with resourcing, encouraging networking with donors and overall ensuring resource base for the country

One of these meetings will overlap with an annual stakeholder platform (a form of CGG+) to which other stakeholders will also be invited as appropriate. It is intended that this includes additional external stakeholders (sector experts, partners and allies), as well as other Oxfam voices not represented on the CGG (other affiliates, regional and global functions, etc.).

**FIGURE 8: AMOUNT OF FOCUS WITHIN THE OCSS ON THEORIES OF CHANGE, POWER ANALYSIS AND ALIGNMENT WITH THE OXFAM GLOBAL PROGRAMME INVESTMENT & INFLUENCING FRAMEWORK (GPIIF)**



<sup>13</sup> <https://www.oxfam.org/sites/www.oxfam.org/files/oxfam-program-standards.pdf>

4.10 A set of Oxfam Program Standards provide clear guidance for Country Offices on how to secure good quality stakeholder engagement in the design and delivery of all Oxfam programs<sup>13</sup>. Amongst a variety of other factors, these include:

- Standard #2:  
Program strategies are created in a participatory and collaborative manner
- Standard #6:  
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
- Standard #10:  
Programs engage in participatory, evidence-based learning and are results based,
- Standard #11:  
Programs have explicit mechanisms and processes in place in order to demonstrate accountability.

We have designed a new diagnostic tool for Country Offices to annually assess progress in each program towards the achievement of those Program Standards and plan improvements as appropriate, to be launched in 2016. The findings of this “Program Quality Review” will be used to inform decisions around resource allocation for quality improvements. It will be enhanced with additional peer review initiatives that are being piloted to enhance both accountability and learning.

## INVOLVING A RANGE OF CIVIL SOCIETY ORGANISATIONS AND ALLIANCES IN POLICY AND ADVOCACY AT THE G20

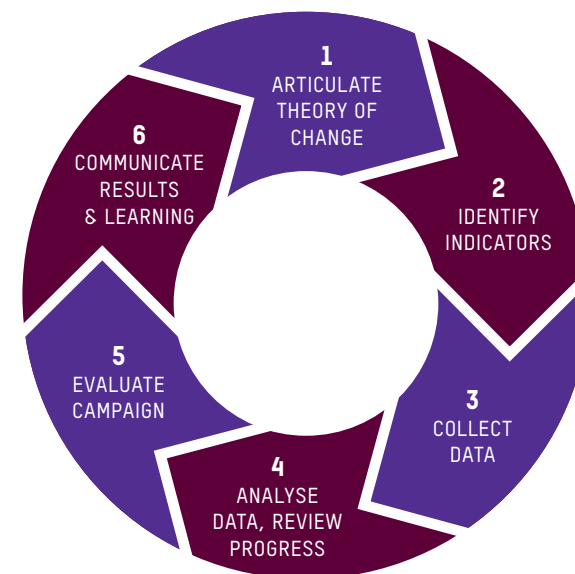
In the run up to the G20 meetings in Turkey in 2015, we worked collaboratively with a range of stakeholders to consult widely on civil society positions to be taken through the C20 process. We brought together civil society representatives from over 90 countries via online and offline platforms to discuss issues in relation to inequality, climate change, gender and governance. Post-Summit evaluations found that the C20 process was transparent, inclusive, and provided an effective advocacy platform that ensured G20 decisions were better informed by the perspectives of a wide cross-section of civil society organisations, representing some of the communities most affected by G20 decisions but which are traditionally underrepresented.

## ENGAGING STAKEHOLDERS IN OUR ADVOCACY, CAMPAIGN AND POLICY POSITIONS

4.11 A well-established process for testing new campaign, advocacy and public policy positions before they are adopted has been in place for some time, with revisions to this sign-off process made last year. A Policy Sign Off Group, composed of representatives from each Oxfam affiliate, approve/comment on any new policy position that Oxfam wishes to adopt. This Group ensures coherence in our public campaign and advocacy policies; consistency with our mission; and tests that positions are evidence-based and guided by ethical policies. Where possible, we seek partners' views as well as academic peer-reviews; and have issued guidance to staff to ensure that all facts in our public papers are clearly referenced through footnotes. We ensure corrective action is taken when inaccuracies are reported to us.

4.12 All campaign and advocacy programs are required to adhere to the program standards and evaluation framework set out in paragraphs 4.10 & 4.21-4.24; which builds accountability and meaningful stakeholder participation into all stages (design, implementation and review) of the campaign cycle. However, the dynamic and fast moving political contexts that campaigns work within and try to influence make it critical that MEL processes are fast and agile enough to enable campaigners to learn and adapt strategies in real-time, and light enough to add value to advocacy work without detracting from it. Specific MEL for Campaigns guidance was disseminated amongst Campaigns & Advocacy staff in early-2015 based on learning from experience, CAMSA (see paras XXX below), and advocacy evaluation literature<sup>14</sup>. It provides for six main components to be pursued in any campaign strategy:

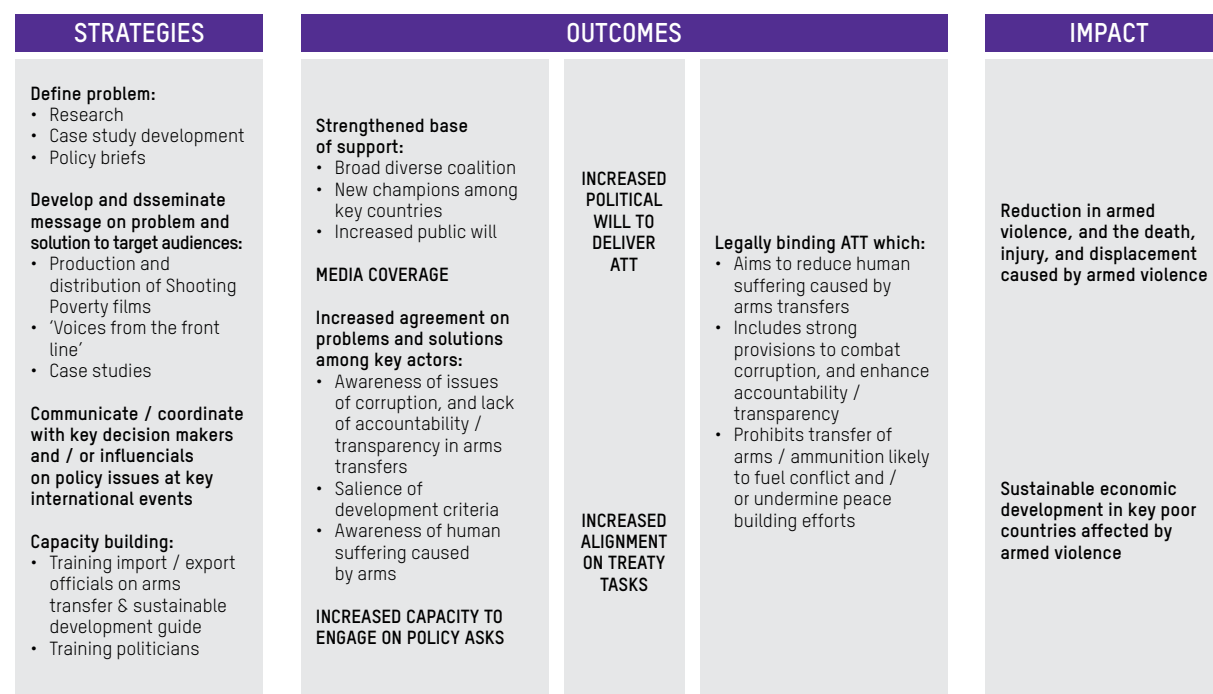
**FIGURE 9: OXFAM GUIDANCE FOR  
MONITORING, EVALUATION AND  
LEARNING IN A CAMPAIGN CYCLE:**



<sup>14</sup> See especially, Coffman (2010 & 2011), Coffman & Reed (2009), ODI (2011), Raynor (2011). Much of this note is guided by the "Developmental Evaluation" approach articulated by Quinn Patton, which involves an evaluator accompanying a project, ensuring evaluative questions are asked at all stages and providing regular feedback and enabling reflective, evidence-based practice by practitioners.

4.13 A shared power analysis is developed with stakeholders at the outset of any campaign development, with all relevant stakeholders mapped and consulted in ways tailored to their particular needs. Internal stakeholders such as affiliate representatives might be engaged to help co-create the policy position; whereas with external stakeholders such as potential coalition allies we might share and adopt a common strategy; and with potential targets of our advocacy we might engage as sounding boards to informally check our objectives and key messages.

**FIGURE 10: EXAMPLE OF A POWER ANALYSIS IMPACT MODEL FOR CAMPAIGNING ON THE ARMS TRADE TREATY**



PLACING THE VOICES OF THOSE ON BEHALF OF WHOM WE ARE ADVOCATING AT THE CENTRE OF CAMPAIGNS

Linking to grassroots advocacy efforts is a priority in the design of any campaigns and there are examples of where we have tried to achieve this in all our major global campaigns. For example, in the run up to the Paris Conference of Parties climate change negotiations, we co-created a coalition campaign (“African Women.Food.Climate campaign”) that encouraged networks of African civil society organisations and community based organisations to advocate for progress in those negotiations.

4.14 We aim for all major campaigns to be subject to periodic ‘Action Reviews’, where stakeholders mapped in the original design phase are brought together to monitor progress and ensure advocacy positions are modified to respond to their feedback and ongoing developments.

After Action Reviews/Debriefs	Team debrief after key campaign moments (e.g. an Oxfam team at a key international negotiation event): take stock of achievements and failures, discuss team performance, adjust tactics
Periodic Check-ins	We suggest that teams set up regular meetings in order to discuss performance and progress based on monitoring information. These check-ins can be used to: review data collected, assess what it says about progress towards the campaigns outcomes, identify challenges, and agree to any adjustments to tactics and strategies needed.
Strategic Reviews	Oxfam global campaign teams report twice a year to Oxfam senior managers. In order to inform these reports, we propose that campaign teams hold a ‘strategic review’ twice a year. Given the global spread of Oxfam campaign teams, these reviews may be in person or via phone or electronic means. Strategic Reviews can help to: assess progress on outcomes, update the power analysis, check in on the theory of change and assumptions underpinning it. Propose adjustments to theory of change and campaign strategies. The process should involve key stakeholders, including non-Oxfam stakeholders wherever possible. A report of the findings of the review could inform Oxfam reporting requirements as mentioned above.

4.15 At the end of any major campaign an evaluation will be completed and a Management Response to the findings of that Evaluation made publicly available on Oxfam's website for scrutiny by those affected. All campaigns include exit strategies covering elements such as: ensuring partner organisations we work with are supported while in campaigning mode with Oxfam to build both their campaigning strategy and also their longer term sustainability (e.g. to fundraise independently); ensuring that the campaign is co-created between Oxfam and other organisations, so that if we were to de-prioritise that campaign support, other organisations might be in a position to take on that support.

## AN EXCERPT FROM A CAMPAIGN EVALUATION:

Lessons learnt from campaign to secure commitments at the OECD-Development Assistance Committee (DAC) to protect the use of Official Development Assistance (ODA) solely for the purposes of poverty eradication and (preventing and responding to) emergencies in developing countries, and minimise the risk of ODA being diverted to fund programs to reduce migration.

"Across affiliates it was clear that joint work with allies and partner CSOs was critical and effective. The petition drive generated support and nearly all affiliates expressed positive views toward this sort of strategy.... Public mobilization initiatives did not receive much positive response across affiliates, perhaps indicating that this type of tactic should be de-prioritized in the future, depending on the context. The broad Oxfam message was singled out as a very effective tool for most affiliates, thereby highlighting the centrality and efficacy of strong messaging. .... Several affiliates cited message coherence as a potential gap while others noted the need for context-specific messaging. For example, Oxfam Intermòn and Ibis did not have ruling governments that were positively disposed to the Oxfam message and could have potentially benefitted from a more tailored message. Coherence and cohesion are valuable however, particularly when conducting joint campaigns or engaging with multilateral and multistakeholder venues. The need to translate dense and technical concepts – such as ODA rules and criteria for ODA funding allocations – into digestible and compelling messages and narratives is a common concern crucial in formulating effective strategies for public-facing activities, such as media spikes and leveraging moments.... A common thread across affiliates and contexts was the utility of collaboration with allies and the strategic use of media spikes."

## IMPROVING OUR APPROACH TO WORKING WITH PARTNERS

4.16 The OSP and all the program guidance that underpins its implementation are based on our strongly held belief that the root causes of poverty, vulnerability and injustice will only be successfully addressed through working together with thousands of local and global civil society organizations and other actors. In delivering our programs we are increasingly working in sophisticated sets of relationships with, for example, government institutions, academic institutions, UN, private sector, social movements, coalitions, community based organisations, faith-based groups and local NGOs. In the narrower sense of a relationship governed by some form of contract, in 2015/16 Oxfam worked with 3,515<sup>15</sup> partner organizations.

4.17 A set of six Partnership Principles<sup>16</sup> define how we will encourage good cooperation with those partners, through:

- Shared vision and values
- Complementarity of purpose and value added
- Autonomy and independence
- Transparency and mutual accountability
- Clarity on roles and responsibilities
- Commitment to joint learning

We have rolled out guidance to help translate these partnership principles in our program work. This means for example, not just giving a grant to a local NGO for a project, but working to ensure that the partner is meaningfully engaged at all stages of the program's design, delivery and evaluation. We hope to nurture growing independent organisations, but recognise that this may mean that we need to allow partners to take risks and make mistakes as their capacity develops.

4.18 In 2014 our partners were surveyed by Keystone, an independent organisation. This allowed us to benchmark partners' experience of Oxfam against many other actors in the sector. 33% of our long term partners responded to the survey. The results showed that Oxfam needs to improve in three key areas:

- Supporting our partners better to help them raise funds from other sources;
- Developing joint strategies with them more often, and to promote their work publicly;
- Strengthening our support for women's leadership development programs and putting more funding into gender equality projects.

Our partners' feedback suggests that our ambition to act more often as a broker and to increase our impact through influencing at all levels is right. They would like to see us do more to support alliance-building,

<sup>15</sup> This figure is based on Oxfam's joint output reporting which carried out every year according to shared definitions. We counted as partnerships those funding relationships with autonomous, independent, accountable organizations that are mediated by a written contractual agreement and where Oxfam has contributed funding during the FY 2015/16 to achieve shared specific or long-term goals. Partnerships that did not involve funding were only reported if the relationship was based on a written agreement; or if the relationship was established at least one year ago and the partner was actively involved in the different stages of the project management cycle including planning & design, implementation and MEL. Institutional, suppliers, consultants and contractors have not been considered as partners. No data is available for Fiji and Japan. Additional data gaps may occur in relation to our regional programming. In addition, while data has been checked at global level, we cannot guarantee that in this first round of joint data collection, the data quality assurance process has been followed in all country offices to the same extent.

<sup>16</sup> [www.oxfam.org/sites/www.oxfam.org/files/oxfam-partnership-principles.pdf](http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-partnership-principles.pdf)

and more in the way of advocacy and campaigning with them. They would like Oxfam to help them get better at monitoring their work. Finally they challenged Oxfam to improve our direct accountability to local communities – something Oxfam is, in turn, seeking their help with.

4.19 The results give us a tremendous insight into what we need to do to improve, based on what our partners say they really need from us. We agree with the findings that feedback is only valuable when it leads to improvement and are committed to heeding our partners' voice. We have taken some immediate steps to improve on the areas where the survey indicates we are weaker, and to build upon our strengths. We have now taken the survey results – and our response to it – back to our partners for discussion and action. In addition to doing our own "temperature check" internal reassessment of some of our partnerships towards the end of 2016, we will invite partners to participate again

in this independent survey in 2018, so that we can judge exactly how we're progressing overall. Some examples of where countries are taking the feedback on board, making adjustments, reviewing their partnerships and preparing for the future are; Niger, Timor Leste Honduras, Bangladesh, Lao, Uganda and OAU's Aboriginal and Torres Strait Islander Peoples Program (ATSIPP) amongst others.

4.20 In direct response to the Survey's findings, in February 2016, Oxfam Program Directors decided to focus on changing the narrative around partnerships. They resolved to model behaviour change through three simple mechanisms to improve our partnership practice. These include pushing for partner engagement in a) program design; b) Program Quality interventions like the Program Quality Review the Effectiveness Reviews completed by Oxfam GB; and (c) ensuring that partnerships feature in all direct dialogues with Country Directors. We are committed to continuing to make

partner engagement improvements a focus of management attention and action throughout the OSP period.

## ENGAGING STAKEHOLDERS IN PROGRAM MONITORING, LEARNING AND EVALUATION

4.21 We have a well-established Common Approach to Monitoring, Evaluation, Learning and Social Accountability (CAMSA) that provide program and project teams with a set of minimum requirements for how to monitor, evaluate, learn ("MEL") and be accountable to stakeholders, to be implemented at program and project level to support measurement, knowledge management and learning. CAMSA makes guidelines, tools and formats available for program staff to support planning and implementation of MEL and Social Accountability requirements, and developing a foundation for the 2013-19 Oxfam Strategic Plan operational goals of enhanced Program quality, monitoring, evaluation and learning and strengthened accountability.

4.21 The guidance, tools and methodologies in CAMSA support:

- adherence to Program Standards, particularly Standard # 6: Program relies upon partnership and alliances with autonomous, independent, accountable organisations to achieve positive changes, Standard #10: Programs engage in participatory, evidence-based learning and are results based and Standard #11: Programs have explicit mechanisms and processes in place in order to demonstrate accountability.
- and implementation of the updated policy on program evaluation, the Oxfam Partnership Principles; and evaluation plan for the Oxfam Strategic Plan, in particular the measurement of output and outcome areas defined and endorsed by the Executive Directors.
- minimum standards for accountability in all humanitarian responses, with a more tailored set of humanitarian CAMSA tools and examples of good practice.

## BUILDING NEW KINDS OF PARTNERSHIP – OXFAM AUSTRALIA

In 2015-16, Oxfam Australia directed its innovation fund towards the 'Partnership for Impact' program based on the analysis that 'unusual' partnerships were a key stimulus for innovative thinking, programming and action. A support program consisting of training and mentoring input from a partnership brokering consultant and activities funding were provided over 4 months to eight specific partnerships from varying programming contexts. While this work is seen as ongoing, outcomes from the initial phase include three new partnerships with 'unusual suspects' (an informal Youth organization in Cambodia a social enterprise incubator with an impact investment arm, and a national broadcasting company) while others are continuing in development. A toolbox highlighting the gaps and opportunities between partnership work across OAU, and a more nuanced view of private sector partnerships were also developed as part of this program.

## SHARING KNOWLEDGE ABOUT WHAT WORKS IN PROGRAM DESIGN, ACROSS THE OXFAM NETWORK AND WITH A WIDE RANGE OF OUR PARTNER ORGANISATIONS:

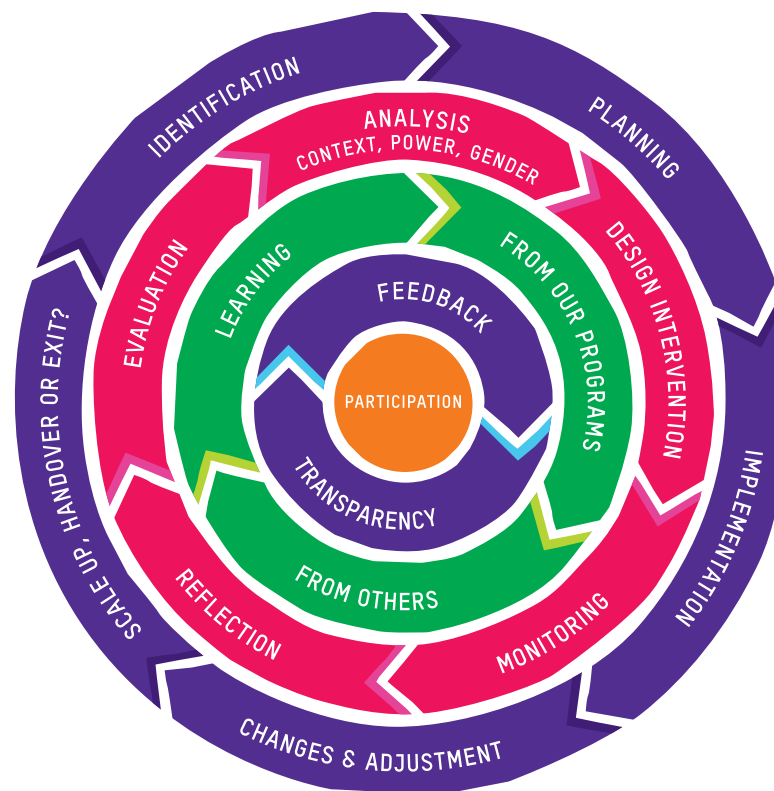
In early 2016, eight representatives from Timor Leste (Oxfam staff and partners) travelled to Cambodia, observed resilience methodology in practice and participated in a quarterly reflection meeting. Three Oxfam staff from Cambodia then travelled to Timor Leste and participated in a cross visit with partners to observe the Indonesian savings and loan methodology. From that cross visit partners identified the challenges they were facing with the methodology and agreed to explore whether the “Savings for Change” approach being used in Cambodia could be adopted to respond to the challenges. Two staff from Cambodia returned to Timor Leste two more times to support this process, once to deliver a comprehensive training on the methodology, and then a follow up visit to help to adapt the methodology further. In between these visits, two staff from Oxfam Timor Leste visited Cambodia to observe Oxfam Cambodia’s approach to partner support for Savings for Change interventions. Once the pilot process began, Oxfam Cambodia staff have supported the Timor Leste team remotely to adapt and introduce the MIS system, and to resolve any issues that have arisen.

## IMPROVING HOW WE WORK WITH PARTNERS:

To determine the scope of the four programs that translate the Malawi Country Strategy into action, the Malawi country office consulted community structures, including Area Development Committees and Village Development Committees to gain feedback to integrate into the design of programs and suggest other interventions within the key program outcome areas. Each program completed a thorough gender and power analysis to identify different gender needs; and a detailed political and economic analysis to determine who holds power and the risks associated with the delivery of the proposed program outcomes and strategies. 12 key partner representatives were invited to a series of 4 program design workshops to develop the program theories of change and further develop the scope of each of the programs based on the feedback from those community consultations and power analyses. This both enhanced the program design; and partners’ understanding of the programs; and empowered partners to thereafter take the lead introducing the program in the eight target areas.

4.22 Implementation of CAMSA is well underway across the confederation and progress is being monitored by a cross-affiliate working group. Current areas of progress include; efforts to strengthen the online platform by identifying compelling interactive features, ensuring a better balance of available tools across all three languages, new channels for information (webinars, posters, etc.), ensuring training material is available for all, incorporation of Influencing MEL tools as they emerge, such as the Digital MEL toolkit, which brings in the voice of allies and partners, and the expansion of thematic MEL work (for instance MEL for fragile and conflict-affected areas), which better capture our partners' experiences. CAMSA is still a purely internal resource and while some country teams have made an effort in engaging partners in the roll-out, this is not standard practice and there are no guidelines on how to do that – this will be a focus during the coming year

**FIGURE 11: CAMSA – THE COMMON OXFAM APPROACH TO MONITORING, EVALUATION, LEARNING & SOCIAL ACCOUNTABILITY**



4.23 An Oxfam Evaluation Policy<sup>17</sup> sets out the expectations on Oxfam staff to ensure that evaluations: improve the quality and impact of what we, our partners and allies do; enhance mutual accountability, transparency and learning between the communities, partners, allies and donors; enhance the ability of those people whom we seek to benefit to create opportunities and means to hold us –and others– to account; use processes and outcomes to influence the practice and accountability of other actors; strengthen our credibility as an international non-governmental organization working in development; and promote processes of mutual learning and capacity building amongst ourselves and with partners on effective and empowering approaches to evaluation. As signatory to the Core Humanitarian Standard; all our evaluation processes into our humanitarian work have also been aligned to this Standard. An Evaluation Quality Assessment

Tool has been developed to judge the quality of evaluations and monitor changes to ensure that we invest to improve our monitoring and evaluation capacity over time.

4.24 Feedback is an essential component of the evaluative process and all programs of significant monetary value use external evaluators to ask partners and communities for their input and feedback through the process. Doing so informs and shapes the recommendations that come out of the evaluation processes and allow the program team to get a better idea of the input from various stakeholders. The team then teases out these results and agrees, in a consultative process, to adopt some of the recommendations, or modify some of the ways of working moving forward.

4.25 In 2015 we developed and gained approval to a Responsible Program Data policy<sup>18</sup>, which acknowledges our responsibility

and commitment to using the data that we generate through our monitoring and evaluation policies responsibly in order to uphold the rights of the individuals, groups and organizations with whom we work. Using data responsibly is not just an issue of technical security and encryption but also of safeguarding the rights of people to be counted and heard; ensure their dignity, respect and privacy; enable them to make informed decisions; and not be put at risk, when providing data. The policy was developed in conversation with a number of key institutions supporting this work and has been shared with our peers in the development sector. It intends to facilitate the invaluable contribution that data makes to the quality of our work, upholding accountability and allowing us to raise the voice of those people with whom we work. Guidance for the implementation of the policy has been developed and is currently being piloted with a small number of partners in different regions.

<sup>17</sup> <http://www.oxfam.org/en/countries/accountability>;

<https://www.oxfam.org/sites/www.oxfam.org/files/oxfam-program-evaluation-policy-dec10.pdf>

<sup>18</sup> Published on our website: [https://www.oxfam.org/sites/www.oxfam.org/files/file\\_attachments/story/oxfam-responsible-program-data-policy-feb-2015-en.pdf](https://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/story/oxfam-responsible-program-data-policy-feb-2015-en.pdf)

## EXAMPLE OF AN OXFAM EVALUATION: MY RIGHTS MY VOICE PROGRAM:

'My Rights, My Voice' (MRMV) is a multi-country programme implemented by Oxfam GB, Oxfam Novib, Oxfam Quebec and their partners with the aim of engaging marginalised children and youth in their rights to health and education services. The programme has been implemented in eight countries: Afghanistan, Georgia, Mali, Nepal, Niger, Pakistan, Tanzania and Vietnam. The programme started in 2012 and was initially planned to end after three years; it was, however, extended by 15 months in six of the eight initial countries and ended in March 2016, while some 'global layer' activities continued till August 2016. Sida funded the programme, including its extension phase, for a total budget of US\$14m, including a 10% contribution from Oxfam. The overall goal of MRMV was to achieve sustainable changes in policies, practices and beliefs to meet the specific health and education needs and aspirations of children and youth, with a particular focus on the rights of girls and young women, and to contribute to achieving the Millennium Development Goals (MDGs). An evaluation was undertaken at the end of the program to systematically analyse the outcomes of the programme and its underlying working mechanisms against the proposed outcomes and Theory of Change. An extensive analysis of the programme documents, interviews with key resource persons dealing with the global-level component of the programme, and field research in four countries were undertaken. In line with the approach and philosophy of the programme, youth familiar with the programme were included in the field research as peer evaluators in three countries. Key findings have been published in full (with a Management Response) and can be found at: [www.policy-practice.oxfam.org.uk/publications/evaluation-of-the-my-rights-my-voice-programme-synthesis-report-618615](http://www.policy-practice.oxfam.org.uk/publications/evaluation-of-the-my-rights-my-voice-programme-synthesis-report-618615).

## MAINSTREAMING DIVERSITY CONSIDERATIONS INTO OUR PROGRAM WORK

4.26 Our Strategic Plan commitment to promoting gender equity establishes our strong commitment to be accountable to women in the communities we work with and to the women's organizations with whom we cooperate and collaborate. In 2013/14 a roadmap was developed to provide clear guidance for staff on how to operationalize that vision, with implementation of that Roadmap now well underway including an increase in funding for women's rights organizations, and women's rights initiatives within other organizations. Progress in 2015/16 has included:

- Agreement to a set of common feminist principles to guide program monitoring, evaluation, learning and accountability, and

a paper providing reflections on the principles of feminist MEAL practice, as well as case studies of Oxfam program experiences in applying them. This represents an important step towards a collective Oxfam understanding of feminist MEAL, but acknowledges that it only scratches the surface of a complex topic and there is more work to do in this area.

- Launch of an interactive e-learning module "Gender Justice at Oxfam: an introduction", to provide staff with a basic understanding of Gender Justice approaches. Since its launch, 10% of all Oxfam staff have taken the course, with attendance mandatory for all within some affiliates (Oxfam America, Oxfam India). It is being made available in French, Spanish and Arabic.
- Our commitment to Gender Justice is reflected in the development of a new global campaign addressing Violence

Against Women and Girls. A cross confederation task force are working to develop the campaign and have conducted consultations with more than 30 country teams, potential allies and partners, as well as key internal and external stakeholders to define the new campaign's strategy and decide how to implement a new bottom-up, country-led campaigning network.

4.27 The review of all Oxfam Country Strategies (set out in more detail in paragraphs 4.8 & 4.9) found that the majority of Country Strategies (80%) considered gender in their initial power analysis and theories of change. 52% of all OCS documents reviewed had an objective specifically focused on advancing gender justice. 79% of all OCS documents include work designed to increase the number of women occupying key positions of power and influence in communities and organisations.

4.28 We have recently developed a 'Sexual diversity and gender identity rights policy'<sup>19</sup>, to address other aspects of gender diversity in all aspects of our work. This includes:

- Assessing the potential harms – both intentional and unintentional – which may arise from programs for people marginalized based on their sexual or gender difference, especially where being LGBTI is criminalized or society is particularly violent towards LGBTI people. This includes addressing factors which may marginalize LGBTI people from our programs, including where appropriate through addressing staff attitudes and perceptions of LGBTI people.
- Looking for practices in our program work to protect and promote human rights of LGBTI people as well as practices that support the transformation of the underlying factors that generate violence and or oppression, thus encompassing a benefit for all people who differ from mainstream conceptions of sexual or

gender normality in particular communities, not just LGBTI-identified people.

- Ensuring all of our work applies an intersectional lens, which incorporates considerations of gender and sexuality in terms of diversity, power and privilege in analysis, programming, policies and campaigns.
- Ensuring context specific analysis and closer work with local LGBTI civil society to understand development priorities and challenges in relation to LGBTI people and how Oxfam's work might hinder, harm or on the contrary enable and leverage positive change for LGBTI people.
- Supporting civil society organizations that are working towards sexual rights and building the capacity of current partners to develop their work so it is more inclusive of sexual rights.
- Speaking out publicly and actively for the rights of individuals and groups whose sexual rights are threatened or violated. Celebration and affirmation of sexual and gender diversity is key to the realization of broader human rights for every individual.

- Reflecting our external policies in our internal commitments and practices, including in our Code of Conduct and employee non-discrimination and human resource policies (including extending social and legal privileges to same sex partners of all staff).

4.30 Throughout our portfolio of humanitarian interventions we have examples of where issues of disability are being mainstreamed within our interventions, for example: following Typhoon Pam, we undertook a pilot survey in Vanuatu in partnership with Vanuatu Society for People with Disabilities and Vanuatu Government, incorporating disability considerations into the Rapid Assessment of Disasters toolkit. With data from 3,000 people, the results will influence disability inclusive disaster management practices which can be implemented across the globe. With the exception of some programs funded by Oxfam Australia, we recognize however that we do not have as strong a focus on disability inclusion as on issues of gender equity.

<sup>19</sup> <https://www.oxfam.org/en/values-principles>

## FEEDBACK, COMPLAINTS AND COMPLIMENTS

4.26 We have a common Oxfam Complaints Policy that all affiliates are committed to adhering to. The Policy establishes directives for receiving, reporting and handling the existence of a complaint addressed to Oxfam, its staff, volunteers or anybody directly involved in the delivery of our work, and to reduce the possible public exposure of Oxfam with regards to corporate liabilities, sanctions or litigation. All Affiliates complete an annual report on the number of complaints, themes in the nature of complaints and how they were responded to (see Appendix B). Country Offices are required to report any complaints into programmes on a quarterly basis through the One Oxfam Country Quarterly Management Report, which is monitored by the Oxfam Regional Director.

## INTEGRATING DIVERSITY CONSIDERATIONS WITHIN OUR PROGRAM PORTFOLIOS (GENDER, DISABILITY, LGBT) EXAMPLES

In Cuba, our program to build sustainable agricultural practices adapted to climate change in the province of Guantanamo has incorporated the creation of a multi-stakeholder platform, a participatory process of knowledge management, and technology support, that have through encouraging their participation, built the capacities of women like Oneida, committed to save their oasis.

## INTEGRATING ISSUES OF DISABILITY INTO OUR PROGRAMS – EXAMPLES FROM TWO VERY DIFFERENT CONTEXTS: OXFAM ZIMBABWE AND OXFAM VANUATU

In Zimbabwe, Oxfam influenced the recruitment policy at colleges by supporting students with disabilities within tertiary institutions to push for a quota system – exempting young people with disabilities from interviews as long as they meet the requirements- which resulted, for example, in an 83% increase in enrolment within one college from just 5 students with disabilities to 26 in one recruitment.

And in Vanuatu. Monitoring & Evaluation workshops with Youth Challenge Vanuatu, Vanuatu Society for People with Disability and Farm Support Association to build skills in joint development of Monitoring & Evaluation planning and development of key questions. All three organisations commented how they now understand ‘splash and ripple’ program logic much more effectively.

## ADDRESSING INEQUALITIES FACED BY LGBT GROUPS IN NICARAGUA

An Oxfam program in Nicaragua has supported campaigns and radio programs aimed at transforming social attitudes that promote inequality and question the ideas that people have about issues such as sexuality, romantic love motherhood and gender patterns. The program also helped to strengthen LGBT groups to promote their participation in public spaces to discuss their rights.

4.27 As signatories to the Core Humanitarian Standard, we adhere to the obligatory requirement for a feedback and complaints mechanism in all our humanitarian work, including a mechanism for following up on complaints and feeding the results back to the complainant. The quality of such a system is variable but a pilot project using an app is being trialed in order to ensure there is follow-up and more importantly, this is documented. We are in the process of completing the Core Humanitarian Standard self-assessment to identify gaps but already, the fact that there is little documentation around informal feedback or “closing the loop” has led to a pilot project financed by the Humanitarian Innovation Fund to look to address this.

## **BUILDING STRONGER COMPLAINTS/FEEDBACK SYSTEMS: EXAMPLES OF IMPROVING PARTNER CAPACITIES, USE OF NEW TECHNOLOGIES, AND TRADITIONAL APPROACHES**

In Mali, we trained our key partner in Sikasso on approaches to Social Accountability and complaint mechanism approaches. Following this training, we found a strong improvement in the use of complaint mechanisms in place in villages where the PACTEA programme’s water and sanitation interventions have been focused.

In Jordan: Accountability systems in both the host community and Zaatari camp have been strengthened thanks to additional funding secured from the Humanitarian Innovation Fund. This has enabled Oxfam to pilot a mobile phone application for recording informal feedback, which we are confident will secure improvements to how we act on, and respond, to beneficiary feedback in a timely fashion.

In our Gambella, Kulle and Jewi programs in Ethiopia, suggestion boxes placed in strategic places and work to sensitise the community in how to use the feedback systems (and with our partners in how to engage with the community for such feedback) led to increasing numbers of feedback requests. Issues raised at coordination meetings are analysed by a dedicated Monitoring & Evaluation Officer who shares the themes with management and arranges “tea talks”/focus group discussions to follow up with the community on management responses.

## BOKEO PROVINCE

LAOS

*Ban Phai community members gather to discuss their garden plans with CAMKID staff. They receive support from CAMKID to develop gardening as an alternative source of income.*

PHOTO © Tineke D'haese / Oxfam

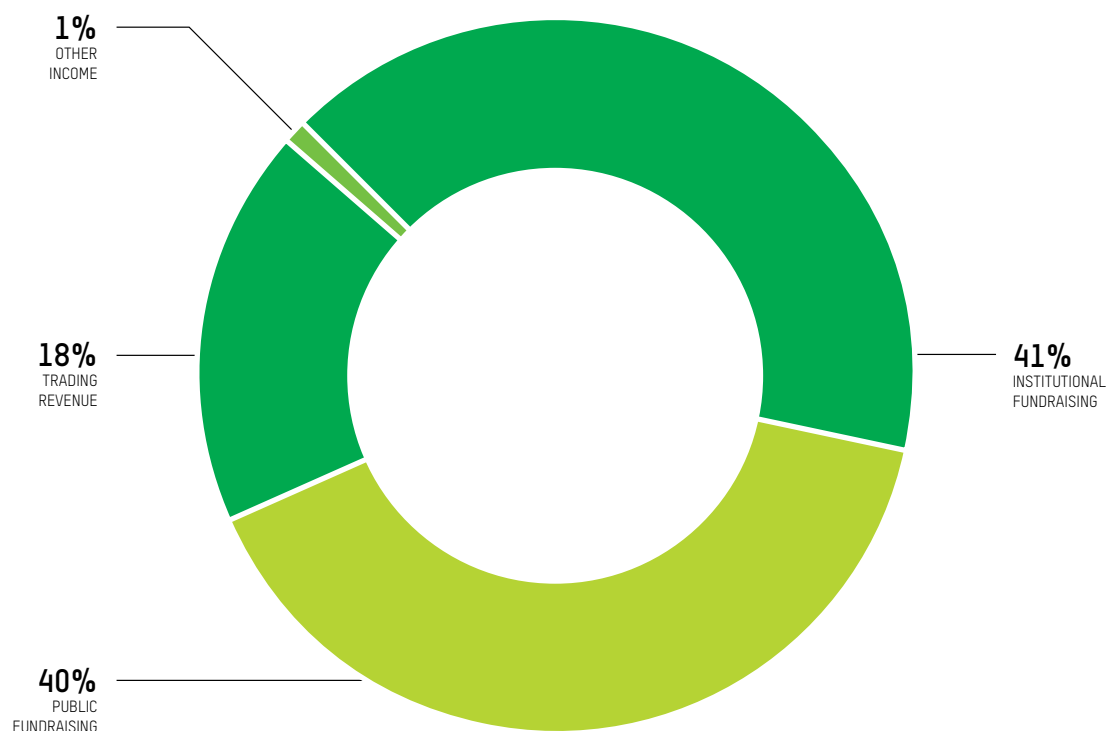
SECTION 5

# MANAGING OUR FINANCES

## WHERE DOES OUR MONEY COME FROM?

5.1 Funding to support the programs we deliver comes from a variety of sources: voluntary donations, trading income, investment income, grants from and contracts with governments, institutional donors, and other public authorities. Most affiliates have policies to protect their independence, for example by avoiding income from those organizations whose nature might threaten our mission, or which might, through becoming a disproportionate element of our overall income, result in an unhealthy reliance on one source of income, and thus become prone to being influenced by that donor's policies and strategy.

FIGURE 13: OXFAM CONFEDERATION, REVENUE BY TYPE (2015/16)

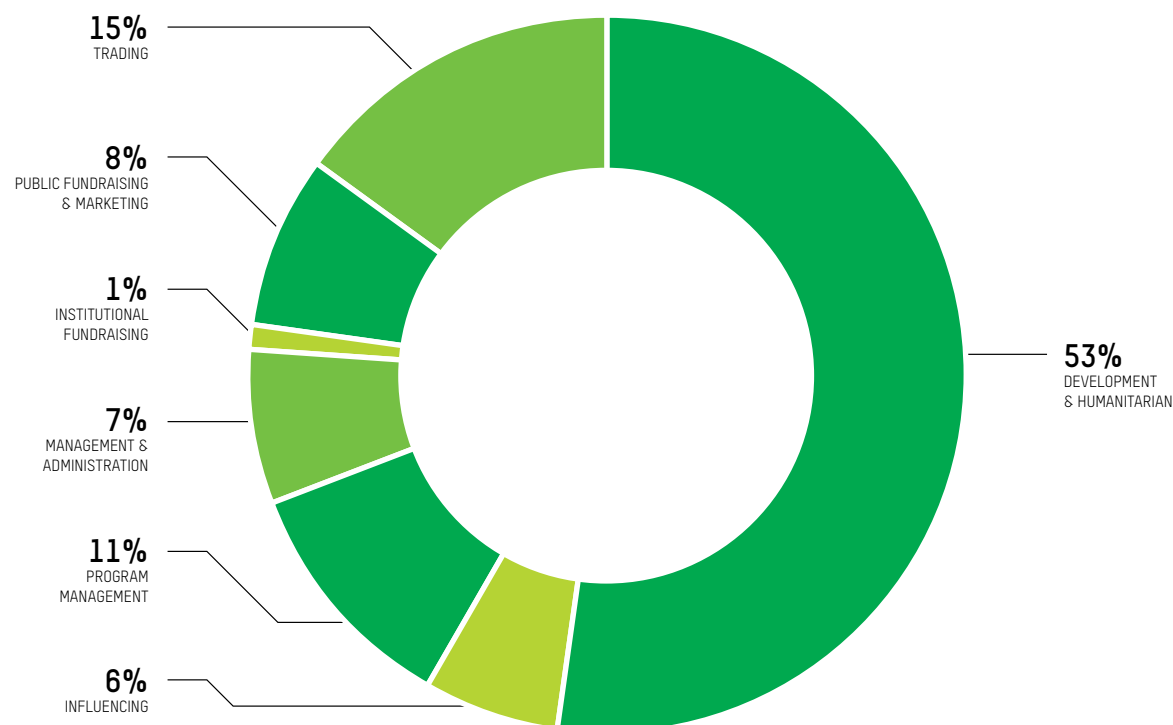


**FIGURE 14: THE 5 LARGEST DONORS & THE MONETARY VALUE OF THEIR CONTRIBUTION (€M)**

Top 5 largest single donors	Monetary value
Home Government Institutions	€200.3m
Trading Revenue	€187.7m
Regular Giving	€170.8m
Humanitarian Appeals	€68.8m
EU & EU Institutions	€68.0m
<b>Total of the 5 largest donors</b>	<b>€695.6m</b>

**WHAT DO WE SPEND OUR MONEY ON?**

5.2 Total Oxfam confederation expenditure in 2015/16 was €1,083 million, of which 69% was spent on program (53% on our development and humanitarian programs, 6% on our influencing work, 11% on program management costs); and 31% on non-program costs (Management & administration, fundraising and trading costs) as set out in Figure XX below:

**FIGURE 15:**

## FINANCIAL REPORTING AND ACCOUNTING POLICIES

5.3 All affiliates are required to comply with relevant statutory requirements in their home country in the publication of annual accounts, and publish these on their relevant websites. These generally provide an overview of activities undertaken within the financial year as well as their financial statements, and are subject to annual independent audit. These audited annual reports and accounts are accessible to the public, and by stakeholders including regulators, donors, staff and volunteers. The OI Annual Report provides two sets of accounts: one for the work of the Oxfam International Secretariat; and a second set of consolidated figures drawn from a “Common Oxfam Norms, Standards and Objects in Ledgers” (CONSOL) report, which annually tracks detail of overall expenditure by all affiliates in each region, country and against the OSP Change Goals. The figures are adjusted to ensure that they use common data definitions and accounting policies. The OI

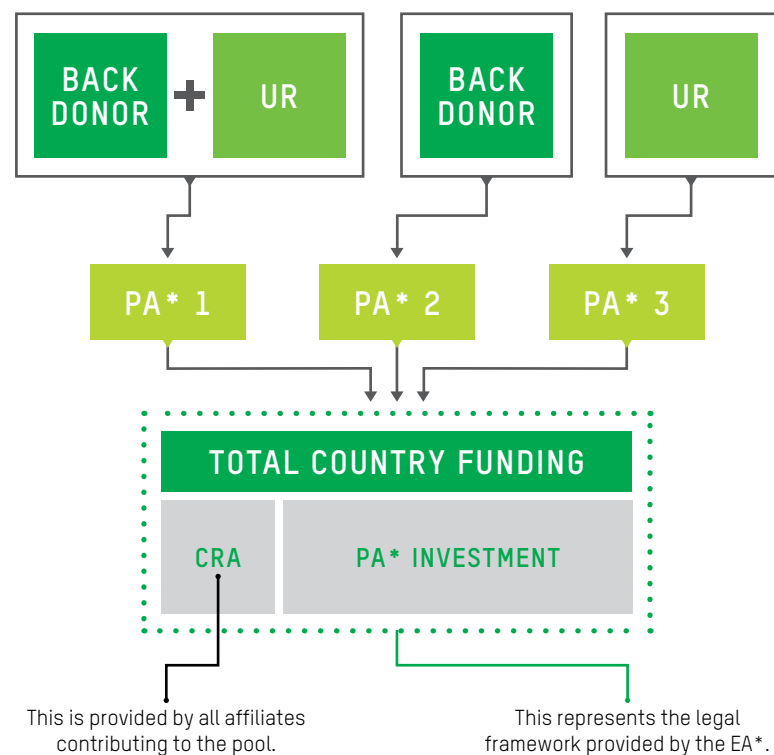
Annual Report is intended to complement but not replace those of affiliates.

5.4 Each Affiliate needs to use the accounting policies which are prescribed in its country of operations. In many cases these will be broadly aligned with International Financial Reporting Standards (“IFRS”), but because there is no IFRS accounting standard for not-for-profit organizations, there may be some slight variations. A set of Oxfam Financial Standards, internal to the Confederation, enable affiliates to work to common financial standards. Affiliate compliance with the Oxfam Financial Standards is monitored through a peer review process on a 3 year cycle; and affiliate financial health is discussed by at governance committees, to identify potential events that may affect affiliates, and manage the effect of those events to ensure that objectives continue to be achieved economically, efficiently and effectively.

## RESOURCE ALLOCATION FRAMEWORK

5.5 The “Global Program and Influencing Investment Framework (“GPIIF”, see also

4.9 above) helps guide decision-making and planning on expenditure allocations, including which countries we invest in, roughly what size of program is most appropriate and what the broad shape of the program should be. All affiliates have aligned their own planning and reporting processes behind one common Oxfam cycle based on an April–March accounting year and the GPIIF to ensure co-ordination of activities amongst all affiliates present in the same country or region. From 2017/18, a proportion of Affiliates’ income will be shared in a process we call ‘Collective Resource Allocation’ (“CRA”) to be allocated to common priorities and programs. Each Country will receive an allocation from this CRA pool based on a framework linked to the GPIIF model (i.e. dependent on the type of country model, the amount allocated from the CRA pool varies). The remaining balance of country funding is provided by all the Partner Affiliates who will bring investment and this can be a combination of restricted and unrestricted funds.

**FIGURE 16: HOW DOES THE OPERATING MODEL WORK?**

\* PA refers to Oxfam Affiliates who engage with the Oxfam Country Office as "Partner Affiliate" providing funding (restricted and unrestricted), thematic expertise and influencing capacity. Out of all of the PAs with a strategic interest in a country, one affiliate will also be appointed as the "Executing Affiliate" (EA) which refers to the Oxfam Affiliate that provides the legal entity and business support services to enable the Country Director to deliver the country strategy. (see page 11 for more detail)

In terms of accounting all funds will pass from the PA\* to the EA\* who holds the legal framework and provides the accounting system to record and account for expenditure.

In some cases the PA will also be the EA; so in this example PA 2 is the EA. In the PA role the affiliate provides funds for a programme which is restricted. The EA role is to provide the business and programme support to deliver the programme, which is funded through a combination of a share of the CRA pool + the funding provided by each PA.

Cash Flow is provided by the EA as part of the business support.

5.7 The CONSOL report described in paragraph 5.4 provides detail of overall spending by region and External Change Goal and is seen by the Executive Board in their October meetings. Monitoring of the use of specific resources including cash and in-kind contributions is primarily performed at affiliate level; including through the use of internal and external audit report recommendations that will continuously assess whether allocation and expenditure tracking processes are working well. Proposals are currently being developed for investment in Oxfam-wide information systems that will permit real-time reporting of performance, against newly-developed key performance indicators, outcome and impact indicators. We have regular feedback on the effectiveness of our resource allocation and expenditure tracking processes, via frequent donor (or statutory) audits, which would highlight any areas of concern, including adequacy of record-keeping. In some cases, where processes have fallen short of expectation, reimbursement may be required by a donor of part of the funds allocated to a specific programme.

## FINANCIAL RISK MANAGEMENT

5.8 Oxfam has an agreed suite of financial standards, which cover:

- Financial reporting: whether the affiliate's financial reports have been appropriately audited, and whether figures submitted to Oxfam for consolidation have been properly adjusted;
- Whether performance measures are in place for all significant activities, and that opportunities are pursued for cost-effectiveness;
- That realistic budgets are set (including for cash-flows), and robustly reviewed and challenged, and that managers are held to account for performing within these budgets;
- That each affiliate has an appropriate reserves policy, to protect it against foreseeable volatility in income and expenditure;
- That affiliates have a risk management policy, and processes for both identifying

and mitigating, those risks which it faces, including using appropriate insurance cover;

- That suitable internal controls are in place, including schedules of delegation limits, financial instructions and process manuals are kept, and that staff are made aware of all relevant policies;
- That anti-corruption and anti-fraud policies and practices, including whistle-blowing, and vetting processes for donors and partner organizations, are in place.

5.9 Compliance with these financial standards is maintained through a system of peer reviews: each affiliate is reviewed by one of its peers every two years, with the resulting reports being made available across Oxfam. In addition, the Finance, Risk and Audit Committee has responsibility for monitoring financial health of affiliates, and is empowered to review relevant indicators, commission investigations, and if necessary recommend further plans of action to the Board.

## ANTI-CORRUPTION AND BRIBERY APPROACHES

5.10 We have a zero tolerance approach to allegations of bribery, recognising that bribery is contrary to our fundamental values, integrity, transparency and accountability. This is made explicit in the Oxfam Code of Conduct with all Oxfam employees required to:

- a) "act against any form of corruption and not offer, promise, give or accept any bribes; and appropriately account for all Oxfam money and property, (e.g. vehicles, office equipment, Oxfam-provided accommodation, computers including the use of internet, email and intranet)
- b) declare any financial, personal, family (or close intimate relationship) interest in matters of official business which may impact on the work of Oxfam ..., and advise Oxfam of any intention to seek a nomination as a prospective candidate or another official role for any political

## SAVING FOR CHANGE

MALI

*Saving for Change group treasurer Aminata Mariko counts money collected from members' weekly savings contributions, at the group's weekly meeting.*

PHOTO © Rebecca Blackwell / Oxfam America

party or public office to clarify whether any conflict, or perceived conflicts, with my duties with Oxfam may arise.

c) even when the giving and acceptance of gifts is normal cultural practice; to reject monetary gifts or inappropriate gifts from governments, beneficiaries, donors, suppliers and other persons, which have been offered as a result of employment with Oxfam. Where the giving and acceptance of gifts is normal cultural practice, ensure that such gifts are within the limits of reasonable judgements and in accordance with procurement policies and reported to line management and where appropriate handed on to Oxfam

5.11 An Oxfam-wide Anti-Corruption policy sets out the mandatory guidance for all service contracts, of any value which, by the nature of the activity are at higher risk of bribery, to contain an anti-bribery clause. These may include: clearing agent contracts, transport service providers and visa or/ licensing services. This Anti-Corruption Policy applies to all personnel and other stakeholders such as consultants,

volunteers, board and committee members, trading staff and invited visitors working on behalf of Oxfam. This policy also extends to partner organizations with whom Oxfam is connected through any form of funding agreement.

- 5.12 Affiliates have invested significantly in improving deterrence, prevention, detection and response to fraud and corruption. A common approach to ensuring that the Code of Conduct and Anti-Corruption Policy are complied with at country level is in development through a common “Integrity Management System”, which is being tested in countries where Oxfam Novib is the Executing Affiliate. Findings of this pilot will be shared more widely to ensure that implementation is consistent across all Executing Affiliates. Individual affiliates have taken steps to build awareness of their own anti-corruption, bribery and aid diversion policies. Oxfam GB, for example, have rolled out an extensive training programme for all country staff on aid diversion risks and mitigating approaches.

## IMPROVING UNDERSTANDING OF THE OXFAM CODE OF CONDUCT: AN EXAMPLE FROM ONE LARGE AFFILIATE AND ONE SMALLER ONE (OXFAM INTERMON AND OXFAM INDIA)

In 2015 Oxfam India ensured that all staff attended mandatory training conducted by an external agency on the Oxfam code of conduct and zero tolerance towards bribery and corruption. This training led to greater staff understanding of the policies; and suggestions for how to embed the policy framework further within the culture and daily activities. A larger affiliate, Oxfam Intermon, similarly undertook a range of trainings to improve internal capacities to handling and managing ethical issues: training HQ staff and staff in the Latin America & Caribbean on the ethical management framework, conflict of interest, fraud and corruption, code of conduct, whistle-blowing protocol; and supporting the development of further tools to embed these through a dedicated Advisor role.

## ETHICAL PURCHASING POLICY

5.13 We have in place an Ethical Purchasing Policy that seeks to ensure that all affiliates purchase goods and services that are produced and delivered under conditions that do not involve the abuse or exploitation of any persons. All relationships with private sector providers are screened for ethical and reputational concerns using an Ethical Screening Template.

## ETHICAL FUNDRAISING

5.15 There are a wide range of policies and processes in place to ensure that fundraising activities describe needs adequately and reflect the dignity of people involved. All Oxfam communications adhere to Brand Guidelines. An example of the policy is to always show people and places in context showing the situation in an honest and captivating way. We also require affiliates to take an 'Informed consent' approach to gaining permission to use a person's testimony, images, audio or video. This not only means that the person/s are

## OXFAM GB'S FRAUD INVESTIGATION TOOLKIT

Oxfam GB recently launched a new Toolkit to provide staff with the resources to conduct internal investigations into allegations of fraud, theft, bribery or nepotism whether alleged to be committed by staff, volunteers or external parties: This toolkit contains 37 numbered, mandatory actions that must be followed as well as additional best practice guidance that should be followed because they best mitigate risk, but are at the discretion of the responsible manager. In February 2015, OGB launched the first Annual Anonymous Fraud and Corruption Survey. This was sent to all of the International Division to provide the opportunity for staff to share their experiences and conceptions of fraud in Oxfam. The results were fed directly to senior management and also contributed to shaping Oxfam GB's Counter-Fraud strategy and programme



## BAYT AL-FAKIR VILLAGE

YEMEN

*Aisha lives with one of her surviving sons. A father of 2 girls and 2 boys he works in a market, where if he is lucky he earns @ 500 YER a day if he earns at all.*

PHOTO © Rashad Saeed / Oxfam

informed but that they understand why Oxfam wants to interview, photograph and/or video them. Oxfam affiliates produce annual reports which outline and publish major gifts and auditing processes. A policy of ethical screening ensures that donations are only accepted from corporations which adhere to Oxfam's values.

- 5.16 Affiliates value feedback and take comments and complaints on fundraising seriously. In the UK for example the policy is to aim to resolve complaints within 14 days of receipt. Oxfam GB is covered by the Fundraising Standards Board and Fundraising Regulator<sup>20</sup> to which complaints can be escalated. Following a complaint made against a company working on Oxfam's behalf in 2015 Oxfam GB acted fast to address the concerns and re-affirm fundraising policies which include never cold-calling, selling data, being careful about data protection and placing the highest importance on fundraising standards. All affiliates have signed up to the relevant national code on ethical fundraising. A table of codes is provided at Annex C.

<sup>20</sup> <http://www.fundraisingregulator.org.uk/make-a-complaint/complaints/>

## SECTION 6

# MANAGING OUR ENVIRONMENTAL IMPACT

### OVERVIEW OF GREENHOUSE GAS EMISSIONS

6.1 In 2015-16, Oxfam affiliate home countries generated 25,000 tonnes CO<sub>2</sub>e with passenger air travel and electricity consumption remaining the largest sources of emissions (47% and 44% of all reported emissions respectively). Compared to 2013-14, this represents<sup>21</sup>:

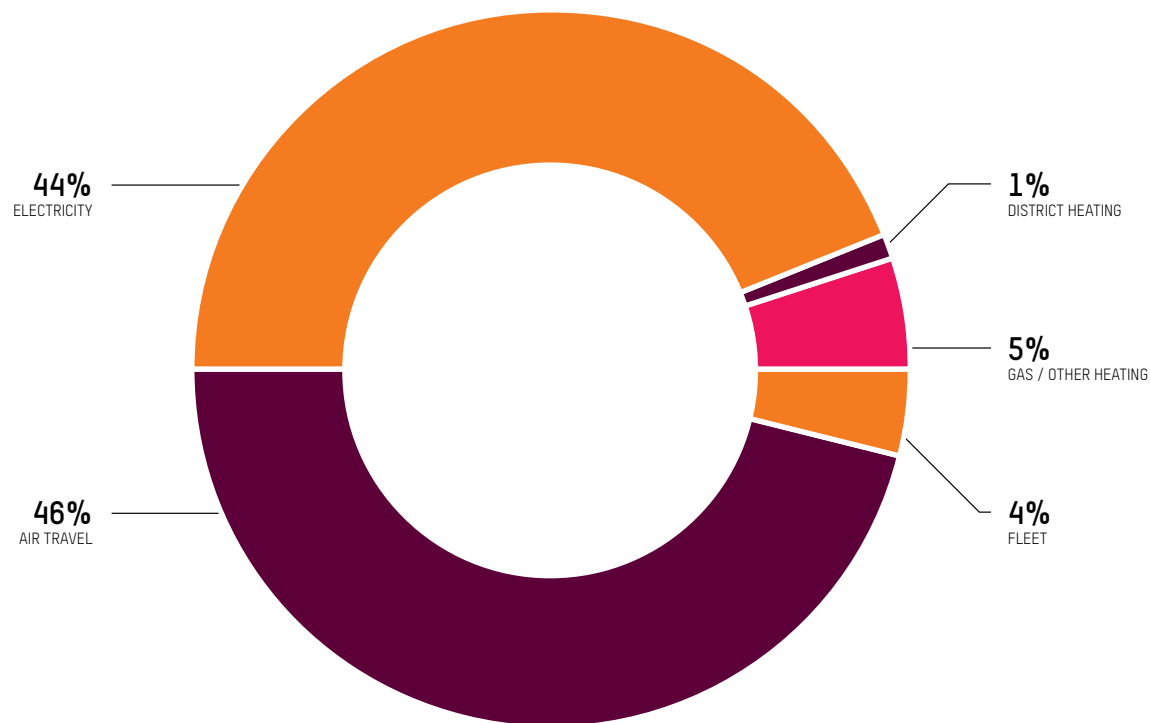
- 8% decrease in overall reported emissions
- 9% decrease in air travel emissions
- 7% decrease in electricity emissions
- +80% of total electricity emissions reduced by using renewable-sourced energy<sup>22</sup>

Compared to 2011-12, this represents:

- 14% decrease in overall reported emissions
- 26% decrease in air travel emissions
- 3% decrease in electricity emissions

Oxfam GB, the largest affiliate, makes up 50% of all reported emissions, followed by OUS (8%), OAU (8%) and OES (7%) and ONL (7%).

FIGURE 17: DISTRIBUTION OF EMISSION CATEGORIES AS PERCENTAGE OF TOTAL REPORTED EMISSIONS



<sup>21</sup> Calculations include annual variations in carbon intensity and may not always reflect trends in consumption. These are detailed where possible later in this report.

<sup>22</sup> Total emissions reported do not include the benefit of purchasing renewable energy. Due to the variety of energy contracts used across the confederation, strict rules apply to the possibility of a carbon benefit. For this reason, we choose instead to present total electricity emissions as if from the grid with information on renewable energy presented separately.

FIGURE 18: INDIVIDUAL AFFILIATE HOME COUNTRY EMISSIONS AS PERCENTAGE OF TOTAL EMISSIONS

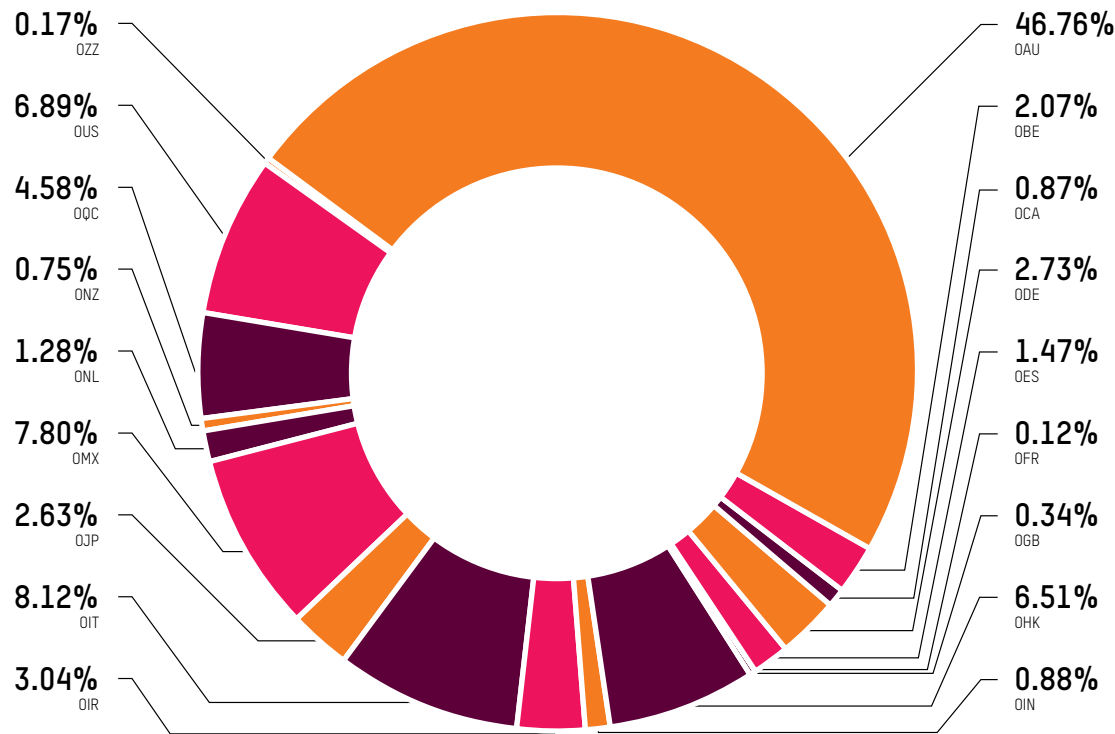


FIGURE 19: GREENHOUSE GAS EMISSION TRENDS BY REPORTING CATEGORY

	2015-16 as % change from 2013-14	2015-16 as % change from 2011-12
Total footprint	-8%	-14%
Electricity	-7%	-3%
District heating	-4%	-1%
Other fuels for heating and lighting	+5%	+37%
Passenger air travel	-9%	-26%
Owned and leased vehicles	-17%	+12%

## METHODOLOGY AND SCOPE

6.2 Oxfam's reporting of environmental management and performance covers property energy (electricity, gas and district heating), vehicles and passenger air travel for all affiliate home countries<sup>23</sup>, including 51 offices, 800 shops and 12 warehouses or other types of annexe buildings across 17 countries. To enable comparability of data, Defra (Department for Environment Food and Rural Affairs) conversion factors were used to calculate carbon emissions, except for electricity, where affiliates are required to provide their own conversion factor<sup>24</sup>. This may mean that for those affiliates that already report their emissions at national level, emissions data may vary slightly.

The reporting categories covered in this report are likely the largest sources of operational emissions but it is important to note that many affiliates also report on other activities, such as paper consumption, overland travel and waste.

## INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS

### 6.3 Overview of environmental performance and impact reduction management

Environmental impact reduction is managed at affiliate level rather than harmonised at confederation level. In 2015-16, the following frameworks were in place:

- 9 affiliates have an environmental policy (OAU, OBE, OCA, OGB, OES, OQC, ONL, OIR, ONZ) – 1 more than in 2013-14
- Oxfam Belgium has an environmental management system in place (The European Union Eco-Management and Audit Scheme, EMAS) with defined targets for a range of operational activities.
- 5 affiliates (OBE, OGB, OES, OQC, OUS) have a dedicated team with senior level management commitment and oversight (or a committee of key stakeholders).
- 4 affiliates have set carbon reduction targets (OAU, OBE, OGB, ONZ)

- 8 affiliates (OAU, OBE, ODE, OES, OGB, OIR, ONL, OZZ) source electricity from renewable sources (4 more than in 2013-14)

### 6.4 Property energy (electricity, gas and district heating).

Data collected covers 863 buildings across 17 countries. Property energy, mainly lighting and heating, remains the largest source of emissions together with air travel. It is the single largest source of greenhouse gas emissions for 5 affiliates. OGB has the largest property estate, with over 660 sites, including 656 shops and represents 72% of total electricity consumption. Property energy emissions overall are now levelled with 2011-12 values and have decreased by 6% since 2013-14. After an increase in 2012-13 and 2013-14, emissions started decreasing again in 2014-15, coinciding with increased reporting of activities across the Confederation to reduce property emissions.

<sup>23</sup> OIN were unable to provide data for 2015-16 and OZZ were unable to provide electricity data for their Brussels office. In these instances, previous year data was used as proxy. OIN and Secretariat's Brussels office typically represent 1% of total reported affiliate emissions.

<sup>24</sup> Where such a conversion cannot be found, Defra's conversion factors for electricity produced in other countries are used by default. In some instances, affiliates provide total consumption and total carbon emissions – this is for instance the case with OAU where conversion factors vary from one State to another.

6.5 Affiliate electricity emissions have decreased steadily since 2013-14 (-7%) and are 3% below 2011-12 emissions. Electricity consumption has decreased by 10% since 2013-14 and by 5% since 2011-12. Reported data suggests a real shift to greater energy efficiency as both electricity consumption and associated emissions have been decreasing despite an increase in property surface (up 1% since 2011-12)<sup>25</sup>. Emissions from other fuels used for heating and lighting (10% of total reported property energy emissions) have increased by 5% since 2013-14 and 37% since 2011-12. These variations are mainly due to changes in buildings, with for instance OGB, who represent over 30% of total heating fuel emissions, adding a new large warehouse to its building estate. District heating

emissions (less than 1% of total property energy emissions) have fluctuated since 2013-14 but are 4% below 2013-14 value and levelled with 2011-12 values (-0.6%). Due to the various locations of Oxfam's activities across the world, variations in electricity production and carbon intensity factors across the world, a comparison of electricity consumption and associated emissions could be both challenging and misleading. Despite this, reducing electricity consumption remains a key focus area for many affiliates, with a diverse range of measures in place across the confederation, including new light fittings and other electrical equipment and contracts for the supply of renewable electricity. The following table illustrates the range of initiatives taken across the Confederation:

<sup>25</sup> Property square meter data suggests an increase in total surface over the reporting period since 2011-12. However, this data must be taken with care as OGB data, both for electricity consumption and property surface cannot be confirmed due to insufficient data collection systems. Excluding OGB however, there has been a 26% increase in property surface across the confederation since 2011-12. This is explained by a combination of new buildings and the ability to include more buildings in the reporting scope over time.



**LEBANON**  
SYRIA

*Abbas lights a kerosene lamp.*

PHOTO © Pablo Tosco / Oxfam Intermón

ENERGY EFFICIENT EQUIPMENT	<p>In 2014/15 Oxfam Australia reduced their electricity consumption by 11% saving 99 tonnes of CO<sub>2</sub>e emissions thanks to the replacement of IT servers in the Melbourne and Adelaide offices, the refurbishment of the three stores with the installation of LED lighting and the installation of a new energy efficient cool room and air conditioning unit in their warehouse.</p> <p>Oxfam Belgium saw reductions in its electricity consumption as a result of the virtualisation of their server.</p> <p>Oxfam France have replaced lighting in shops with energy saving bulbs and all lights are kept off at night in shop windows.</p> <p>Oxfam GB continued to install LED lighting and efficient heating as part of its shop refit programme. On average, early data showed refitted shops saved 18% electricity with some shops achieving a 35% reduction in electricity consumption. Overall since 2013-14, there has been a 10% saving in shops and consumption is down 12%.</p> <p>Following recommendations from their suppliers, OIR have installed a light sensor system in the new offices which could potentially save an additional 15%. When replacing electrical and white goods, only items with energy efficiency rating A+ and above are sourced. All light bulbs across the organisation (shops and offices) are being replaced with energy efficient light bulbs only.</p> <p>In ONZ, the replacement of an old air conditioning unit with a more efficient one, resulted in a 7% reduction in electricity consumption.</p>
GOVERNANCE, STRATEGY AND TARGETS	<p>In 2015, Oxfam Australia adopted an Environmental Strategy 2015-2020 that sets the objectives, targets and proposed initiatives for environmental improvement for the next 5 years, including an 8% reduction by 2020<sup>4</sup>, which is greater than the Australian Government target of 6% by 2020. During 2015-2016 Oxfam Australia entered into renewable energy contracts with two electrical supply companies. The contracts have assisted Oxfam Australia in reducing its carbon footprint for electricity by 47 tonnes of CO<sub>2</sub>e, with 33 tonnes of CO<sub>2</sub>e directly attributable to the new contracts.</p> <p>As a result of the Energy Savings Opportunity Scheme legislation, Oxfam GB carried out energy audits in 2015 and working on taking forward the key recommendations from the surveys. This includes improving data quality through the installation of smart meters, addressing behaviours and improving management systems.</p> <p>Oxfam New Zealand committed to a goal of maintaining Carbon Emissions per New Zealand employee at the 2014 - 2015 level for the 2015 - 2016 period. ONZ management wants to continue their drive for continued reduction in Electricity Consumption and ONZ are exploring a range of opportunities to achieve this, including: energy efficient lighting and sensor lighting, more efficient use of building space, smart meters, staff awareness programmes, more efficient IT solutions and sub-metering.</p> <p>OZZ expects increased energy efficiency from its office as a result of moving into the office currently used by OGB. Full annual data is not yet available but early data suggests OZZ will benefit from the higher efficiency of their new office.</p>
BEHAVIOURS	<p>Oxfam Ireland have been sourcing renewable electricity through their energy contract since 2014 and are working with their supplier to develop projects to reduce their organisational Carbon Footprint. Oxfam Ireland have already saved 10% on heating costs by reducing the temperature by 1°C in Dublin and the same in the Belfast office as well as reducing heating operating times with an online system. Direct Dialogue teams in Dublin and Cork are no longer operating at the weekends and therefore no longer requiring access to the office on Saturdays – which has further reduced their energy consumption.</p> <p>O IT is examining the possibility of switching energy suppliers to have renewable energy sources and are considering ways of monitoring and reducing lighting and energy consumption through a range of behaviour initiatives raising awareness among staff.</p> <p>Oxfam America have reduced their summer electricity consumption by 10% as a result of their Dark Friday initiative in Boston. On sunny summer days, overhead lights are kept off when there is fewer staff in the office. They also publish monthly electricity usage reports, sharing tips on how to reduce consumption and giving equivalents of their consumption in coal and oil to raise awareness.</p>

**RENEWABLE ENERGY**

6.6 Eight affiliates purchase renewable energy through their energy suppliers (OAU, OBE, ODE, OES, OGB, OIR, ONL, OZZ – 4 more than in 2013-14). In the case of Oxfam Quebec, power generation is naturally low in emissions as a result of the province's heavy reliance on hydropower. Although we are unable to accurately determine the emissions avoided through these contracts, we estimate that they help avoid the release into the atmosphere of more than 80% of Oxfam's total reported electricity emissions<sup>26</sup>.

**PASSENGER AIR TRAVEL**

6.7 Passenger air travel remains the largest single source of emissions among affiliate home countries (47% of total emissions) and is the largest single source of emissions for 13 of 18 affiliates.

Air travel emissions had been steadily decreasing since 2011-12 but increased again in 2015-16 even though they remain

9% below 2013-14 emissions and are 26% below 2011-12 values. There have been great variations in carbon intensity factors since 2011-12 and so an analysis of distances travelled instead provide a better account Oxfam's progress in this reporting category. Distances travelled (kilometres) have remained stable since 2013-14 and are 10% below 2011-12 values. Efforts have been made to reduce air travel, for instance through increased encouragement and use of teleconferencing equipment but a combination of changes to Oxfam's global structure and increased programme activity for some affiliates, have led to greater challenges in reducing air travel. It is also important to note that air travel data includes emergency humanitarian air travel (over which affiliates have very limited influence). Not all affiliates are currently able to disaggregate emergency or humanitarian air travel from other travel. The proportion of emergency and humanitarian air travel is likely to vary among affiliates. In OGB, this air travel typically represents 15% of total air travel. In 2015-16, this was 2.6 million kilometres.

6.8 In OGB, plans to set reduction targets for air travel were delayed as a result of increased activity to support Oxfam's new 2020 structure and increased resources used to reduce property emissions, which in OGB, constitute 60% of total emissions (air travel represents 18% of total emissions). A proposal for targets in this areas will be presented by OGB in December 2016.

**OWNED AND LEASED VEHICLES**

6.9 Owned and leased vehicles make up 4% of Oxfam's greenhouse gas emissions. Not all affiliates have a fleet of vehicles and Oxfam GB is the largest user of owned or leased vehicles used for its trading logistics activities, representing nearly 90% of total reported fleet emissions.

Fleet emissions have reduced by 17% since 2013-14, in large part as a result of OGB's programme to increase logistics efficiency. Overall however, emissions have increased since baseline (+12%) but this is largely due to improved data collection which has

<sup>26</sup> The benefit from these contracts is not included in the overall emissions presented in this report. Electricity emissions are calculated as if from the grid.

enabled more data to be collected, and in particular the inclusion of all of OGB's Trading Transport Logistics activities.

6.10 Oxfam GB has set a 30% carbon reduction target for its Trading Transport Logistics activities to be achieved by 2020. This target covers a wider range of vehicles than covered in this report as Oxfam GB also uses contracted out transport services which are not captured here. In 2014-15, Oxfam GB's Trading Logistics projects helped reduce mileage by 13% compared to the previous year, associated carbon emissions dropped by 18% and savings of £250K were achieved. In 2015-16, mileage increased as a result of taking on activities previously managed by another affiliate but new projects which will further reduce mileage in the future were piloted. Also, Oxfam GB introduced new cars with much lower emission rates and now also uses hybrid electric vehicles.

6.11 Oxfam Ireland reviewed the locations of textile and books banks to enable greater

logistical effectiveness and efficiency and therefore reducing transportation distances and times.

It is important to bear in mind that a significant portion of this transportation is used in ensuring clothes and other donated items are being delivered to shops, reused or recycled. This has a significant positive impact on carbon and landfill site usage. Oxfam GB has estimated that their donated goods network and recycling activities enabled a total saving of over 30,000 tonnes, which is more than the emissions presented by affiliates in this report.

### **INITIATIVES TO MITIGATE ENVIRONMENTAL IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES AND EXTENT OF IMPACT MITIGATION**

6.12 Other initiatives to mitigate the environmental impact of activities have been taken in the areas of waste management, paper consumption, staff commute and procurement. Examples of initiatives include:

- OAU only uses recycled photocopy paper or certified sustainably sourced paper, and measures total waste (recycling, landfill and organic waste content) within the National office.
- Oxfam Italy is considering opportunities to raise awareness of waste among staff and contractors. They also use recycled paper and are considering option for buying only recycled or high recycled content stationary moving forward.
- As of July 2016, Oxfam New Zealand (ONZ) is using 100% recycled A4 paper in the Auckland office. In 2016-17 ONZ will continue work on procurement to focus on opportunities for reducing waste-generating material, including packaging. ONZ will also continue to analyse and promote the Paper and Publication waste minimisation processes currently in place.
- Oxfam GB reports annually on its wood and paper consumption and has set strict guidance on sourcing to combat illegal logging. OGB also monitors waste at Head Office, where it has achieved over 70% recycling rate and reduced landfill to only 1% of total waste.

- Oxfam France only uses recycled paper or certified sustainably sourced paper and strives to buy shops supplies with high reused or recycled content.
- Oxfam France uses electrical vehicles to collect non-saleable donated goods.
- Oxfam Ireland have set up staff codes for printing, thereby enabling better monitoring and reporting of printing and paper usage
- Oxfam America publishes a monthly paper usage report to raise awareness of usage among staff and reduce consumption.

## MITIGATING ENVIRONMENTAL IMPACT IN OUR PROGRAM WORK

6.13 Given the vast array of activities, products and services undertaken in different types of projects, we do not have a common, systematic approach to assessing the overall environmental impact of our program work. Many projects aim directly at mitigating or adapting to climate change and include measures such as soil and water conservation. We recognise that other programs may have a negative impact on

the environment, such as those requiring significant structural work or extensive travel. The types of assessments carried out will vary depending on the type of project. Some assessments are required by law, as in the case for Oxfam Australia and Oxfam Quebec, or by voluntary systems, as in the case of Oxfam Belgium's through their audited environmental management system.

6.14 In our international fleet, we moved towards the establishment of a shared service in Oxfam for Fleet Management, with OES, ONL, OIR, OIN, OUS and OAUS as well as OGB now working together as a part of this. We expect that this service will enable greater opportunities for monitoring operations, and delivering improvements in efficiency in the future, notably through the use of a common "black box" tracking technology, which enables us to collect data on vehicle use and fuel consumption. In particular, we are targeting improvements in vehicle accident management and visibility within our global vehicle operations, as well as reductions in fuel consumption.

However, challenges remain, especially where the countries fail to take full advantage of the opportunities which this new technology offers but we have a range of systems in place to avoid this and encourage more sustainable driving behaviours, including a regular fleet newsletter, training schemes for drivers and an internal country recognition scheme for vehicle management.

Significant environmental impacts of transporting products and other goods and materials used for the organization's operations and transporting members of the workforce

6.15 Overland passenger travel is currently not monitored consistently and collecting data remains a challenge (e.g. for instance where systems do not enable sufficient data to be collected). However, the use of overland public transportation is strongly encouraged or even policy in some affiliates for national travel or international travel where high-speed rail travel is available (e.g. Eurostar in Europe). For the transport of goods and materials please refer to section EN18, owned or leased vehicles.

## SECTION 7

# MANAGING OUR PEOPLE

7.1 The Oxfam Strategic Plan sets out our commitment to “value, understand and inspire” our staff. We have set the following objectives for ‘Investing in our people’ by 2019:

- Capability: to attract, retain and develop the people needed for delivery of the Strategic Plan.
- Culture and leadership: develop an organisational culture that supports delivery of the Plan and is aligned with Oxfam’s values and brand.
- Systems, processes and structure: maximises our effectiveness through increased use of shared services.

## OVERVIEW OF OUR WORKFORCE

7.2 In 2015/16, around 9,500 staff were employed by Oxfam affiliates in 97 countries; and more than 56,000 people volunteered for us. Last

year all our human resource staff transitioned to be managed as a common shared service for the confederation. This Oxfam Global Human Resources network works to deliver the Oxfam People Strategy; which aims to empower Oxfam staff to deliver results while holding each other accountable in an inclusive environment. The Global Human Resources Network is made up of four HR Global Shared Services, operating mostly as Centers of Expertise: Reward, Learning & Organizational Development, Talent & Resourcing and Employee Relations, led out of the OI Secretariat and resourced by Affiliates. Serving Country & Regional Offices, and where agreed, Affiliate Head Quarters; and evolving towards an integrated network of HR Business Partners at Global, Regional and Country level, supported by the Executing Affiliates and largely financed via Collective Resource Allocation.

**FIGURE 20: BREAKDOWN OF WORKFORCE INFORMATION BY AFFILIATE**

Oxfam affiliate	Total number of staff	Number of volunteers (where information is available)
OI Secretariat	128	5
Oxfam GB	5,238	30,000
Oxfam Novib (Netherlands)	853	6
Oxfam Intermon (Spain)	891	1,692
Oxfam America	460	2,642
Oxfam Australia	536	255
Oxfam-in-Belgium	351	11,931
Oxfam Hong Kong	186	687
Oxfam Quebec	110	118
Oxfam Germany	118	3,000
Oxfam Ireland	173	2,285
Oxfam Italy	240	2,413
Oxfam Canada	61	300
Oxfam India	156	
Oxfam New Zealand	61	440
Oxfam France	34	712
Oxfam Mexico	47	1

*Information for Oxfam Japan and Oxfam IBIS (Denmark) is not currently available.*

## RECRUITMENT AND REWARD

7.4 We recognise that having a reputation for being a great place to work will help us attract and retain the best people in our field. As people are at the heart of all we do, we have a People Strategy that looks to recruit and select individuals who can truly shape a stronger Oxfam for people living in poverty so that our teams:

- Are bold, decisive and committed to achieving transformational social change;
- Strengthen our ability to influence the political and corporate dynamics that keep people poor;
- Work together to create a sustainable and accountable Oxfam that has one vision, one voice and one shared plan;
- Enable stronger Oxfam that is globally coordinated and relevant in every country where we work

7.5 In order to instil confidence in our appointment decisions we have tools and resources to guide fair, transparent and consistent recruitment and selection

processes. All Affiliates now use a common 'Oxfam offer' to attract high calibre candidates from diverse backgrounds. This offer includes provision for:

- A total remuneration package that is relevant to the local market but includes broadly similar offerings across the countries where Oxfam operates.
- Well targeted recruitment information which includes an accurate job description, full description of benefits, as well as increasingly opportunities for career development and progression as applicable.
- Effective advertising that clearly defines the offer and role to be undertaken and is promoted through appropriate internal and external communication channels and networks.
- Appropriate, well planned and timely selection processes conducted in a professional way.

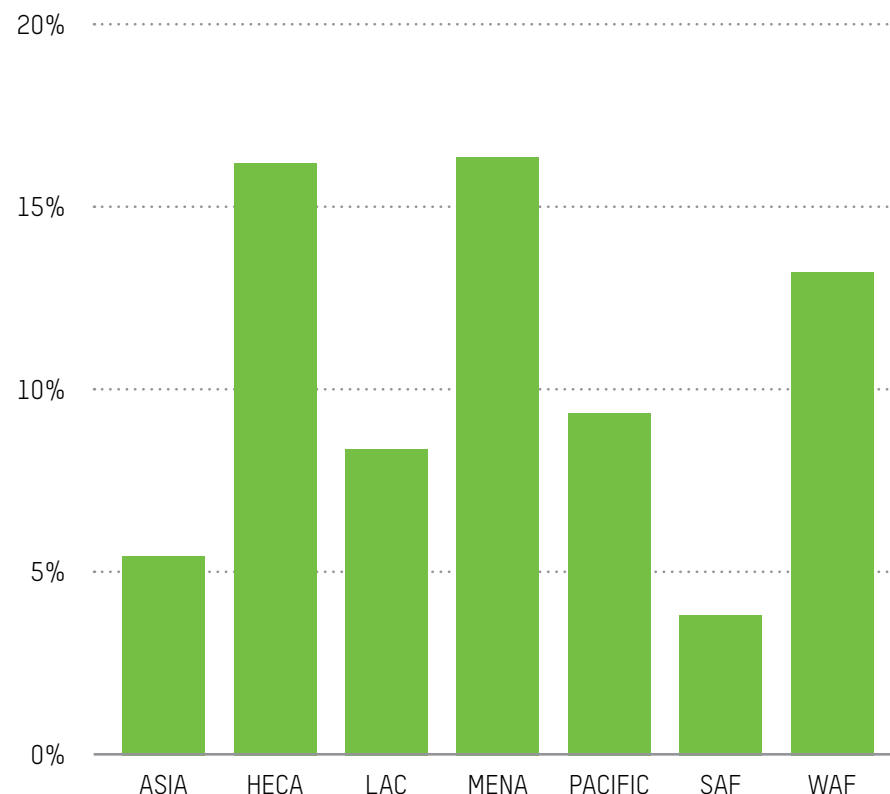
7.6 Oxfam recruits staff from local markets, advertising in local media and creating networks with local alumni, professional networks and alliances. Using social

media has seen an increase in our ability to attract and develop local talent. We provide to local staff training and capacity building to develop their skills and capacities and through our total Reward approach we offer attractive development and exposure opportunities to develop local hiring, as well as offering internship opportunities and volunteerships. Therefore, in case in the future they leave the confederation (although we invest in retention) they find opportunities to join other NGOs that benefit from the Oxfam staff skills. Moreover, we contribute to the local market by investing in capacity building with our local partner organisations, one of the main pillars of our programs.

7.7 Our salaries remain market relevant and not market driven. Hence, we do not end up paying the highest salary in the country leaving the local NGOs in a disadvantage position. Currently we are in the process of reviewing our approach to pay for senior roles outside Affiliate Head Quarters. Figure 21 shows the total no. of employees of the national country where we work where available.

**FIGURE 21: NO. OF EXPATRIATES EMPLOYED IN THE OXFAM COUNTRY OFFICE NETWORK**

Oxfam Affiliate	Total no. of employees in affiliate HQs	Total no. of expatriate employees in country offices	Total no. of employees of the nationality of that country office
OI Secretariat	30	-	-
Oxfam Australia	280	21	235
Oxfam Intermón	342	89	498
Oxfam France	33	-	-
Oxfam Novib	329	50	512
Oxfam Canada	36	1	20
Oxfam Germany	143	-	-
Oxfam Great Britain	2,067	405	2,804
Oxfam India	-	-	-
Oxfam New Zealand	55	6	85
Oxfam Mexico	48	-	-
Oxfam Italy	161	54	71
Oxfam Hong Kong	124	2	60
Oxfam America	255	2	189

**FIGURE 22: PERCENTAGE OF STAFF NOT NATIONAL TO THE COUNTRY**

**Countries included:** Afghanistan, Armenia, Bangladesh, Burundi, Colombia, Congo, Cuba, Egypt, El Salvador, Ethiopia, Georgia, Ghana, Guatemala, Haiti, Honduras, Indonesia, Iraq, Kenya, LAC region, Lao People Democratic Republic, Lebanon, Malawi, Mali, Morocco, Mozambique, Nepal, Nicaragua, Palestinian Territory Occupied, Papua New Guinea, Paraguay, Peru, Philippines, Russian Federation, SAF region, Solomon Islands, Somalia, Sri Lanka, Sudan, Syrian Arab Republic, Tajikistan, Tanzania, Thailand, Timor-Leste, Tunisia, Turkey, Uganda, Vanuatu, Vietnam, Western Sahara, Yemen, Zambia, Zimbabwe

## ENCOURAGING LEARNING & DEVELOPMENT

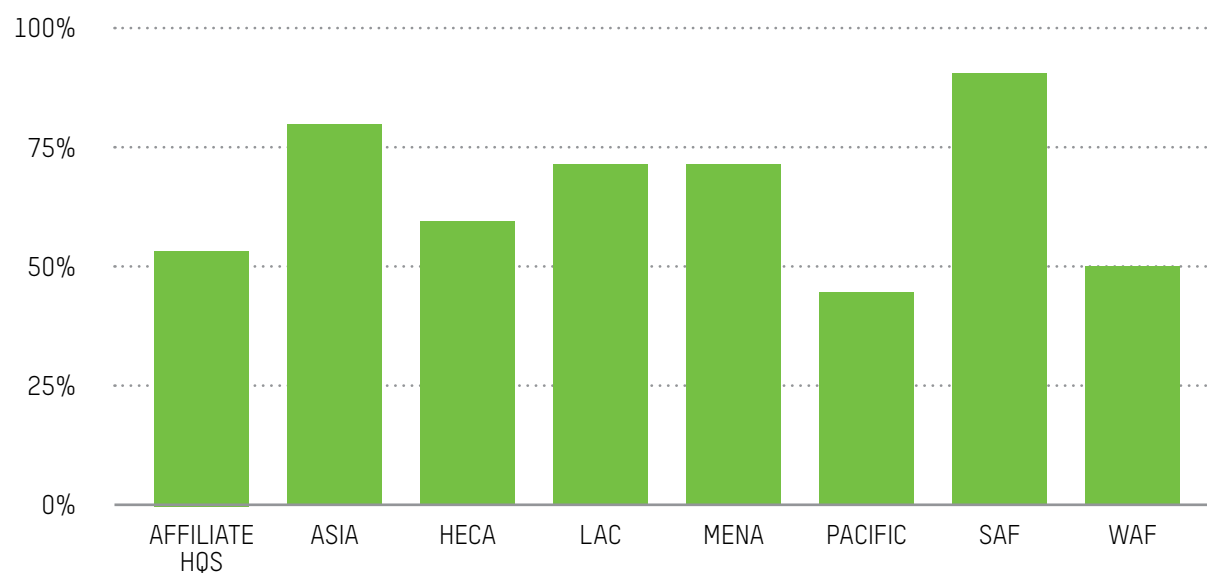
7.8 As Oxfam has evolved into a global network, work across the confederation has produced a wide range of Learning and Development approaches to support our becoming 'One Oxfam'. Line manager role profiles include responsibilities to support and enable the development of staff. A shared Learning and Organizational service exists to support, enable and develop staff through provision of central learning opportunities<sup>27</sup> accessible to all staff. The most important learning and development needs are determined by analysing the Strategic Plan, external context and internal change processes. Through this Shared Service affiliates share additional training offers

and tools and seek to make participation possible from any affiliate. Moreover, each Country Office is responsible for adopting appropriate and sustainable learning and development frameworks to build the capacity and skills of local staff to support the achievement of Oxfam's strategic goals; and for reporting progress against these plans on an annual basis.

7.9 We set clear expectations for managers to identify learning and development needs, make hiring decisions, guide career growth, build development plans and assess performance. In 2016 we launched a common Performance Management Process which aims to ensure that all staff in any Oxfam affiliate or Country Office is supported

to turn organizational strategies into action and understand how their work aligns and contributes to our mission, culture, values, people strategies and human resource systems. Performance Management at Oxfam is mandatory, confidential, led by managers (however all staff are accountable for their own development), flexible to meet needs of local context or collective (for example, Humanitarian) and places value on quality conversations. Moreover, it is linked to Oxfam's Leadership Model and Expectations of Oxfam People Managers. The processes consists of performance, professional and career goal setting, introductory review for new hires, midyear review; and end of year review. We have also introduced recruitment & selection guides and processes and common Job Descriptions for critical roles.

<sup>27</sup> Common LSD offers: "Welcome to Oxfam" induction package, "Leadership at Oxfam" e-learning, "Managing People at Oxfam" course and people management learning pathways.

**FIGURE 23: PERCENTAGE OF OUR WORKFORCE THAT RECEIVED ANNUAL PERSONAL DEVELOPMENT PLAN AND APPRAISAL IN 2015/16**

**Countries / Affiliates included:** Afghanistan, Armenia, Bangladesh, Burundi, Colombia, Congo, Cuba, Dominican Republic, Egypt, El Salvador, Ethiopia, Fiji, Georgia, Ghana, Guatemala, Haiti, Honduras, Indonesia, Iraq, Jordan, Kenya, LAC region, Lao People Democratic Republic, Lebanon, Malawi, Mali, Morocco, Mozambique, Nepal, Nicaragua, Palestinian Territory Occupied, Paraguay, Peru, Philippines, Russian Federation, Rwanda, SAF region, Solomon Islands, Somalia, Sri Lanka, Sudan, Syrian Arab Republic, Tajikistan, Tanzania, Thailand, Timor-Leste, Tunisia, Turkey, Uganda, Vanuatu, Vietnam, Western Sahara, Yemen, Zambia, Zimbabwe, OAU, OCA, ODE, OES, OFR, OGB, OHK, OIN, OIS, OIT, OMX, ONL, ONZ, OUS

7.10 We define “training” not only as face to face or online learning courses on technical or leadership aspects, but also other techniques such as coaching and mentoring. We try to offer to all our staff members’ opportunities for development and career advancement. All managers are required to assess and build capability of others through development planning, coaching, mentoring, providing on-the-job growth opportunities and developing skills for now and the future. All Oxfam-run courses are evaluated by attendees to indicate usefulness and applicability. This evidence is reviewed annually. Moreover, some affiliates (e.g. Oxfam Intermón) evaluate annually the competencies and capabilities of their Management Team members through the Performance Management Process and analyses how the learning and development offers in place have had an impact on the results. We have evidence that secondment opportunities, as well as mentoring and coaching, are ensuring that our internal talent is developing and growing. We have been able to appoint national female staff in countries

**FIGURE 24: INVESTMENTS IN FORMAL LEARNING AND DEVELOPMENT OPPORTUNITIES**

Oxfam Affiliate	Total Number of Employees	Total Learning & Development Spent (€)
OI Secretariat	141	63,675
Oxfam Australia	536	66,589
Oxfam Intermón	929	-
Oxfam France	33	-
Oxfam Novib	891	324,557
Oxfam Ireland		-
Oxfam Canada	57	10,703
Oxfam Germany	143	42,433
Oxfam Great Britain	5,260	-
Oxfam India	128	-
Oxfam New Zealand	146	11,527
Oxfam Mexico	48	3,000
Oxfam Italy	286	18,000
Oxfam Hong Kong	186	19,407
Oxfam America	444	-

where historically international recruits have held posts, deploy more 'regionally national' recruits as opposed to historic 'expatriate' hires, and strike a better balance between the number of expatriate staff and number of regional/local staff deployed on emergency response rotas.

## DIVERSITY & INCLUSION

7.11 An Oxfam Diversity Statement requires that all Oxfam staff adhere to the principle of non-discrimination in staffing decisions and that as part of staff inductions, ensure that all staff have read and understood Affiliate Equal Opportunities Policies. Oxfam GB run a specific tailored course in addition on 'Recruiting and Selecting a Diverse Workforce'. Diversity statistics are collected on a confederation-wide level just in relation to the Board of Supervisors and Executive Director Management Team of each affiliate (see paragraph above). Individual affiliates collect data on diversity against different definitions depending on their national legislative requirements. At present, only information on the

gender profiles of affiliates is currently collected in a consistent way across the confederation (see Figure X), but we do not have set targets for improvement in the future. Statistical analysis for the other characteristics of diversity are not currently available to be shown in this report for the whole confederation, albeit they are collected at an Affiliate level using different definitions.

## DEALING WITH GRIEVANCE, HEALTH & SAFETY AND SECURITY INCIDENTS

7.15 The Employee Relations centre of expertise defines common guidelines, criteria and principles across Oxfam that help design and implement the new Oxfam structures following the law, applying our common values and being focused on Oxfam's mission; all that in an open, fair and transparent way. It also gives support to the countries in the application of these common guidelines, criteria and principles. Through the Employee Relations Centre of Expertise we define the HR policies,

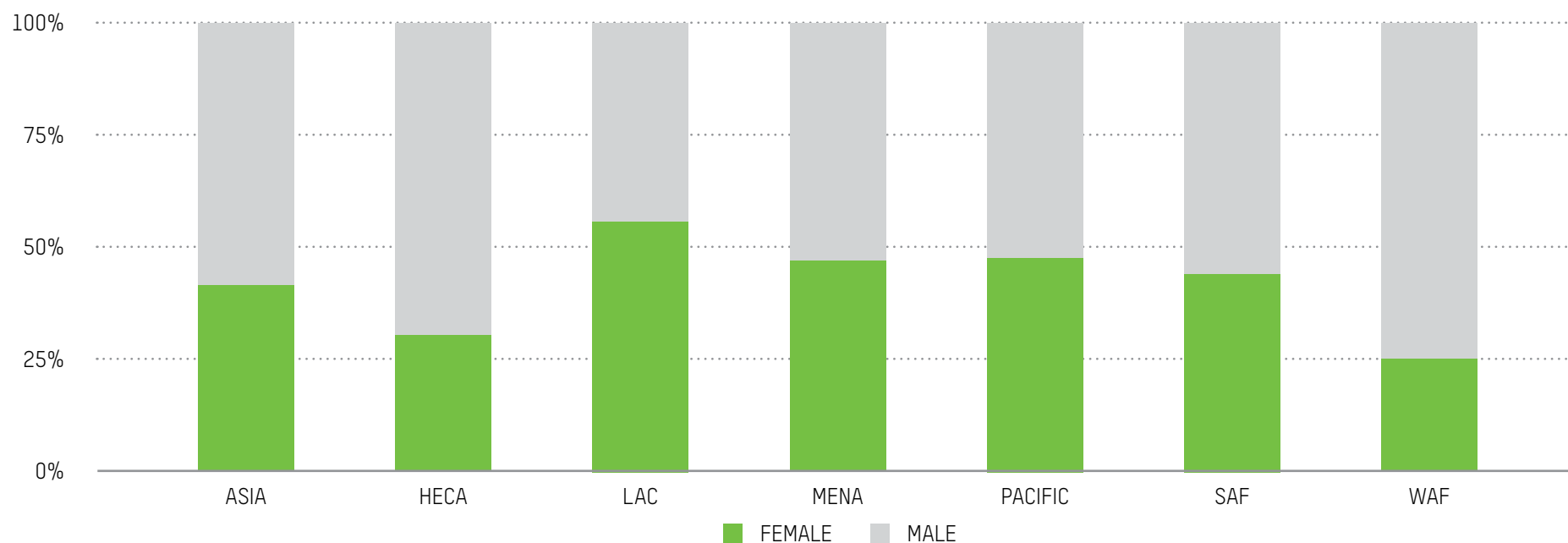
protocols or guidelines that conform to relevant standards and are in accordance with the values of our organisations. So far we have common guidelines on Inter Affiliate Grievance, an Oxfam Health and Safety protocol, an Oxfam Secondment policy, an Oxfam Policy on whistle blowing and complaints and an Oxfam Anti bullying & Harassment policy.

7.16 Internal complaints from staff within an affiliate are managed following specific HR policies on handling staff complaints (each affiliate has own policy for grievance). However, globally we do not yet have a process to verify whether concerns raised by staff members are resolved satisfactorily. The Oxfam Guide to Mandatory Processes provides a guide for all staff in dealing with incidents of Health and Safety. Grievance and disciplinary procedures are managed differently by different affiliates and in accordance with local legal requirements; an Oxfam Human Resources Standard requires all Oxfam

staff to be made aware of the grievance procedures that apply to them; an Oxfam Security Policy records and communicates guiding principles and responsibilities that form the governing framework for security risk management, providing managers and staff with guidance to protect Oxfam's employees and harm. For the coming months we have planned to define a Health and Safety policy to be applied by all the affiliates.

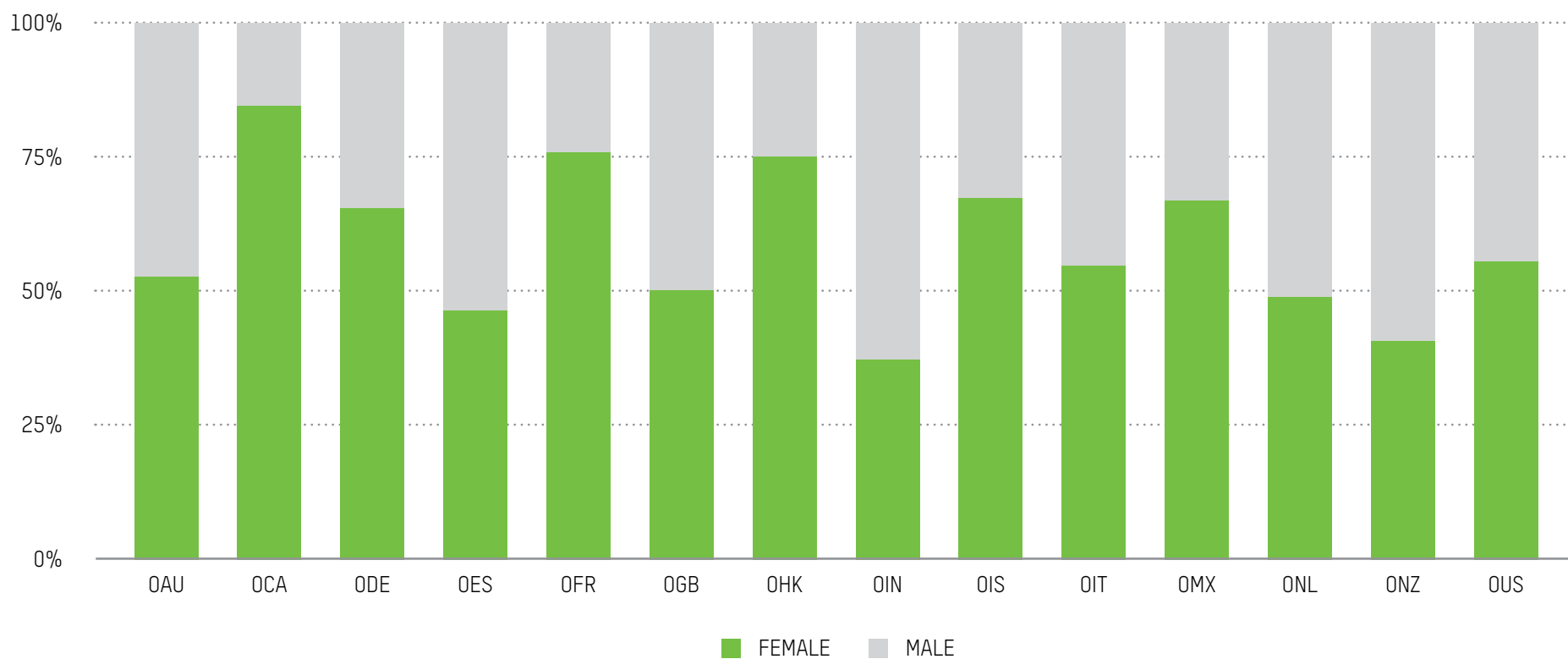
7.17 We have a guide to Policy on Whistle-blower and Complaints as well as an Oxfam Anti bullying & Harassment policy to make clear Oxfam's commitment to protection for staff and others who raise complaints. We also have an Oxfam Disciplinary procedures policy for use by Country Leadership teams.

FIGURE 25: GENDER SPLIT OF STAFF BY REGION



**Countries included:** Afghanistan, Armenia, Bangladesh, Burundi, Colombia, Congo, Cuba, Dominican Republic, Egypt, El Salvador, Ethiopia, Fiji, Georgia, Ghana, Guatemala, Haiti, Honduras, Indonesia, Iraq, Jordan, Kenya, LAC region, Lao People Democratic Republic, Lebanon, Malawi, Mali, MECIS, Morocco, Mozambique, Nepal, Nicaragua, Palestinian Territory Occupied, Papua New Guinea, Paraguay, Peru, Philippines, Russian Federation, Rwanda, SAF region, Solomon Islands, Somalia, Sri Lanka, Sudan, Syrian Arab Republic, Tajikistan, Tanzania, Thailand, Timor-Leste, Tunisia, Turkey, Uganda, Vanuatu, Vietnam, Western Sahara, Yemen, Zambia, Zimbabwe

**FIGURE 26: GENDER SPLIT OF STAFF BY AFFILIATE HQ**



## ANNEX A

# ANALYSIS OF COMPLAINTS

FIGURE 27: TOTAL NUMBER OF COMPLAINTS (2015/16)<sup>28</sup>

		Responded and resolved	Responded but not yet resolved	Not responded	TOTAL
(i)	Formal written complaints by individuals directly affected by programs.	1119	9		1128
(ii)	Formal written complaints by partner organizations	12	0		12
(iii)	Formal written complaints by staff, volunteers or interns	28	6		34
(iv)	Formal written complaints by the general public (including individual supporters)	7221	2	6	7229

## (i) Programme:

The introduction within 2015/16 of a common quarterly management report to be completed by each Oxfam Country Office, which includes as its first metric the request for information on complaints; has significantly improved the availability of information in this area. However, we still consider the number of complaints recorded to under-represent the total received given the size of our programme footprint; and we expect this figure to rise as the complaints reporting requirement becomes further embedded. The figures above do not include all of the complaints received by our large scale humanitarian programmes, which continue to collect and record feedback consistently and

<sup>28</sup> Data on the number, and themes in the nature, of formal written complaints received by OAU, OCA, ODE, OES, OFR, OGB, OIS, OIT, OMX, ONL, ONZ were provided to the OI Secretariat for analysis. OIN, OUS, OHK each have their own systems for collecting and analysing such data but were not able to provide it for the publication of this Report

effectively (as evidenced by Real Time Evaluations and the Humanitarian Indicator Tool processes).

The recorded complaints into our programmes follow a wide variety of themes, including but not exclusively:

- Questions/concerns about the criteria for selection of beneficiaries (a significant majority of programme-related complaints relate to this)
- Requests for additional support and modifications to the program activities/equipment provided
- Allegations of corruption/misappropriation of funds
- Allegations of inappropriate sexual conduct

Country Offices are required to respond to all complaints and any allegations of sexual misconduct and corruption/bribery investigated fully. Explanation of how learnings from the complaints have been integrated into operational changes

is requested for each complaint, with responses followed up by Regional Directors.

**(ii) Partners:**

The feedback that we gained from the Keystone Partners Survey (see para 4.18 for more detail) suggests that there are more significant areas for improvement in our relationships with partners, than the figures recorded through the complaints reporting mechanism shown here suggest. The figures recorded here are likely to be an under-representation partly given the processes underway to design and take forward Partnership Improvement Plans at Country Office level. Themes in the formal complaints recorded from partners include:

- Complaints from partners that are not currently funded by Oxfam, about criteria for how partners are selected.
- Concerns raised by partners in terms of roles, responsibilities and expectations.

- Feedback around Oxfam's use of images of beneficiaries.

**(iii) Staff, Volunteers or Interns:**

The figures here do not include the significant feedback received from staff through the confederation-wide Staff Survey which took place in autumn 2014 (see page 19 for more detail). They also do not include all reported grievances since a number of affiliates continue to record these using parallel systems. However, for those that are represented in the numbers above, the themes included:

- Complaints around the handling of termination of contracts in the transition to the 02020 operating model arrangements.
- Allegations of conflicts of interest, sexual harassment and/or bullying/harassment
- Volunteer concerns about training received

(iv) **General public**  
**(including individual supporters):**

The vast majority of complaints received by Affiliates were in this category; with most of the total being received by the largest 4 affiliates (OGB – 3,118; ONL – 1,113; OAU – 2696; OES – 196). Themes varied depending on the country context:

<b>OAU</b>	1360 of the 2696 were regarding supporter communications: unsubscribing from emails, requests to be taken off mailing lists etc. The main themes of the remaining complaints were donation asks from Nepal donors, Oxfam's stand on climate change and negative feedback re: face to face
<b>OCA</b>	Fundraising: requests to be removed from tel-a-fund lists; questions regarding our focus; concerns around frequency of correspondence; and corrections - issues with website information or the on-line donation process.
<b>OES</b>	Campaigns (some people asking whether advocacy is an appropriate NGO activity); Face-to-Face fundraising approaches; collaboration with companies or banks; Oxfam Data policy; use of genetically modified organisms in livelihoods programs; and nature of sexual and reproductive health education projects.
<b>OGB</b>	Significant investigations by the UK media into the appropriateness of fundraising activities by a number of UK charities (May 2015) drove a small overall increase in the number of complaints into our fundraising activities; especially relating to our Telemarketing, Mailing, Email and Street Fundraising. We suspended tele-fundraising for a period whilst investigations were ongoing; and will continue training on Complaints and Vulnerable people processes, at least twice a year. In parallel to the increases set out above we saw a decrease in complaints on our Doorstep and SMS fundraising activity. The overall small increase in the number of fundraising complaints also reflects the increase in our overall fundraising activity and overall complaints rates are still below the sector comparators available for 2014. Fulfillment complaints continue to decrease year on year (157 v 57); as have admin/donation complaints (198 v 117), and online shop complaints (271 v 176) which include order chasing, refund requests, wrong items sent etc. This year has seen a significant reduction in non-fundraising type of complaints from our Supporters (e.g website issues, campaigns, Oxfam's policies/organisation priorities etc.). There were 365 complaints about trading activities (a 10% reduction on the 406 received in 2014-15). This decline is skewed by an increase in those relating to poor customer service (in both numeric and percentage terms, returning to a level similar with that for 2014-15). Improved volunteer training and regular refreshers at Team meetings are being taken forward as a response.
<b>OIS</b>	Concerns around appropriateness of Face-to-face fundraising methods; and potentially misleading Oxfam GB media advertising
<b>OIT</b>	Complaints into overzealous behaviours by Face-to-Face fundraisers in shopping areas.
<b>ONZ</b>	The majority concerned appropriateness of Face-to-face fundraisers' behaviours; followed by requests for less correspondence; administration errors and appropriateness/tone of telefundraising approaches

## ANNEX B

# INDEX OF AFFILIATE MEMBERSHIP OF RELEVANT ETHICAL FUNDRAISING CODES

<b>OAU</b>	Australian Council for International Development Code of Practice; The Public Fundraising Association; Fundraising Institute of Australia; Australian Direct Marketing Association.
<b>OCA</b>	Imagine Canada and Association of Fundraising Professionals (AFP)
<b>ODE</b>	Starting with a second ethical fundraising association “Spendenrat” in Dec. 15. ODE is member of the following initiative. Initiative Transparent Civil Society. International Accountability Charter. German Charity Council
<b>OES</b>	EFA (European Fundraising Association) through AEFR (Asociación Española de Fundraising), Code of Conduct for NGOs (including a Transparency and Good Governance tool; World Fair Trade Organization Principles; Code of Conduct for the Development of Fundraising in Spain. These are in addition to compliance with all Spanish legal obligations, such as Data Protection
<b>OFR</b>	We are part of “le comité de la charte” which is a label in France to guarantee transparency and proper use of the funds raised among the general public. Our agreement was renewed for 3 years in February 2016
<b>OGB</b>	UK Fundraising Standards Board (FRSB), the Institute of Fundraising (IoF) and the Public Fundraising Regulatory Association (PFRA). Membership of the FRSB requires compliance with the IoF Codes of Fundraising Practice and Code of Conduct. These are in addition to compliance with all UK legal obligations, such as Data Protection
<b>OHK</b>	Face-to-Face monthly giving alliance
<b>ONL</b>	Oxfam Novib applies annually for the CBF ‘Centraal Bureau Fondsenwerving’ Seal, which allows the Dutch public to know that their fundraising and marketing spend is controlled. Oxfam Novib is also a member of the VFI (Vereniging van Fondsenwervende Instellingen) which teaches high standards in fundraising. CBF keurmerk: hallmark of central committee on fundraising (CBF is member of International Committee on fundraising organisations).
<b>ONZ</b>	Fundraising Institute of New Zealand
<b>OIT</b>	Istituto Italiano delle donazioni
<b>OUS</b>	Oxfam America is rated highly by a number of leading independent charity evaluators, including the American Institute of Philanthropy, has the highest rating of the Better Business Bureau, and is recommended by Charity Navigator. In addition, Oxfam America endorses and adopts Interaction’s Private Voluntary Organization (PVO) Standards that include ethical fundraising standards and the American Association of Fund Raising Counsel’s Donor’s Bill of Rights.

**OXFAM IS A WORLD-WIDE DEVELOPMENT ORGANIZATION  
THAT MOBILIZES THE POWER OF PEOPLE AGAINST POVERTY**



**OXFAM**