

# Oxfam Annual Report 2010-2011

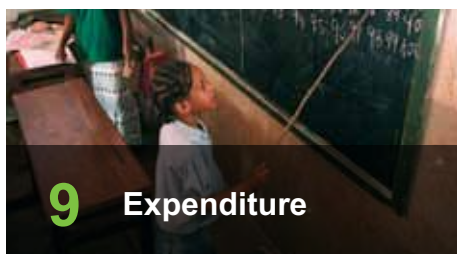
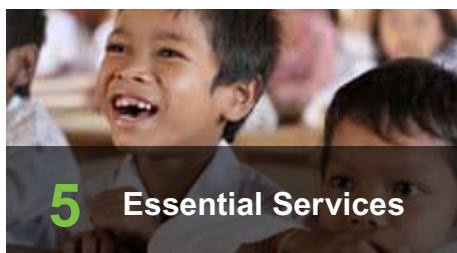
[www.oxfam.org](http://www.oxfam.org)



# Contents

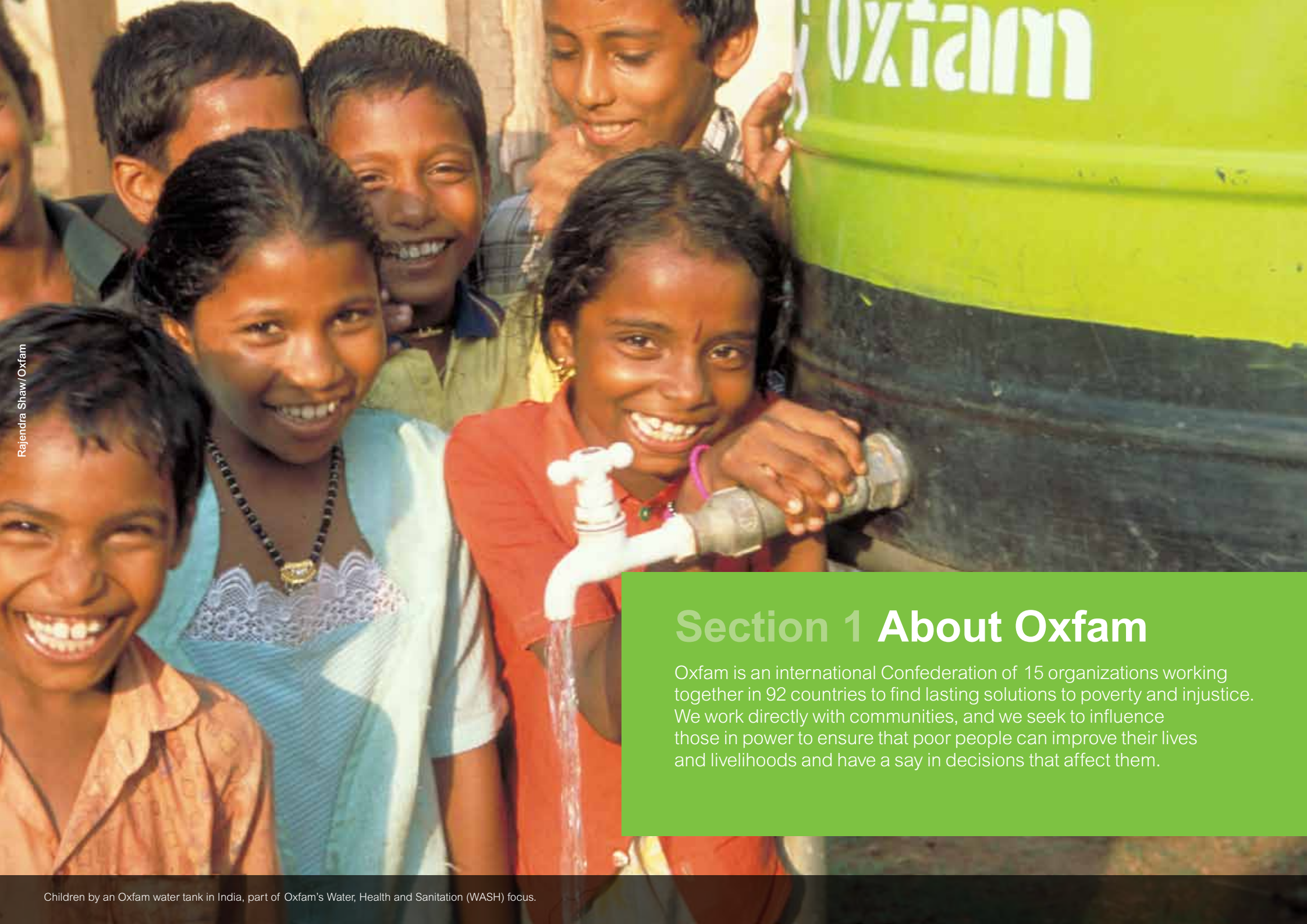
Click on the pictures to go directly to a section

To find out more, visit [www.oxfam.org](http://www.oxfam.org)



**Front cover image:** Leyla Kayere, selling tomatoes in Mnembo, Malawi. Over-farming and climate change have had a big impact on farming in Malawi and led to food shortages. An Oxfam funded irrigation scheme, established in 2004, has taken advantage of the country's rivers to provide newly irrigated land which has helped to improve the lives of 400 families. Their traditional small crops have been transformed into year-round, high volume harvests that provide continuous food and a source of income.





## Section 1 About Oxfam

Oxfam is an international Confederation of 15 organizations working together in 92 countries to find lasting solutions to poverty and injustice. We work directly with communities, and we seek to influence those in power to ensure that poor people can improve their lives and livelihoods and have a say in decisions that affect them.

# 1. About Oxfam (GRI 2.2, 2.5, 2.8)

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Oxfam is an international Confederation of 15 organizations working together in 92 countries to find lasting solutions to poverty and injustice. We work directly with communities, and we seek to influence those in power to ensure that poor people can improve their lives and livelihoods and have a say in decisions that affect them.

## Our central commitment

We are outraged by the poverty and injustice in the world. We must challenge unjust policies and practices and we must respect people's rights. Together we can achieve a fair world without poverty. With partners and allies, we will act in solidarity with people living in poverty, especially women, to achieve their rights and assert their dignity as full citizens.

All Oxfam's work is framed by our commitment to 5 broad rights-based aims



Within this framework we will work together on 4 "change goals":

- 1 **Economic Justice**
- 2 **Essential Services**
- 3 **Rights in Crisis**
- 4 **Gender Justice**

These are the specific goals we trying to achieve until 2012 as identified in our strategic plan.



## Oxfam around the world

We work in 92 countries, this work includes long term development programs, responding to humanitarian crises, campaigning and advocacy and raising public awareness of the causes of poverty and injustice.

Click on the map to see the contact details of the 15 organizations

# 1. About Oxfam/our change goals

To find out more, visit [www.oxfam.org/en/about/accountability/strategic-plan](http://www.oxfam.org/en/about/accountability/strategic-plan)

## 1 Economic justice

- Improve the lives of farmers and agricultural laborers living in poverty and vulnerable situations. This will mean changing the rules that govern agriculture so that people get a decent reward for their labor.
- Achieve fairer trade rules for poor countries. People living in poverty must get a fair share of the wealth and opportunities generated by world trade.
- Reduce the impact of climate change by supporting vulnerable people and communities, particularly in agriculture, to adapt to climate change. We will campaign on the injustices of climate change – which nearly always hits poorest communities hardest.

## 2 Essential services

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

## 3 Rights in crisis

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

## 4 Gender justice

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

### Our strategic plan

'Demanding Justice 2007-2012', is available on our website at [www.oxfam.org/en/about/accountability/strategic-plan](http://www.oxfam.org/en/about/accountability/strategic-plan). It sets out our central commitment to put into practice this rights-based approach by supporting people living in poverty to hold governments

and international organizations (including Oxfam) to account for their responsibilities. In adopting the rights-based approach, Oxfam uses a range of interventions:

– Related campaigns and advocacy at the global, regional, national and local levels involving research, lobbying, media, popular mobilization and alliance building

– Emergency assistance for natural disasters and conflict situations, and support in response to slow-onset emergencies

– We work with and through partners and communities to eradicate poverty and combat injustice through long-term, sustainable development programs.





## Section 2 Our Year

Oxfam works with and through partners and communities to eradicate poverty and combat injustice through long-term, sustainable development programs, delivering life-saving assistance to people affected by natural disasters or conflict, and helping to build their resilience to future disasters. We are part of a global movement for change, raising public awareness of the causes of poverty and encouraging ordinary people to take action for a fairer world by pressing decision-makers to change policies and practices that reinforce poverty and injustice.

## 2. Our year (GRI 1.1)

To find out more, visit [www.oxfam.org](http://www.oxfam.org)



Keith Johnston Chair Oxfam International

Yet again, over the past year there have been complex humanitarian emergencies occurring on an unimaginable scale. Oxfam's emergency response to the January earthquake in Haiti was still underway when huge flooding hit Pakistan in August 2010 affecting an overwhelming 20 million people.

Oxfam has responded to this and numerous other disasters over the last year. Emergency work highlights the fact that the poorest people are the most vulnerable and the impacts of the global economic crisis and climate change hit those in poverty hardest. Despite this, people living in poverty or in vulnerable situations consistently show huge determination in wanting to change their own futures and to create solutions themselves. Oxfam enables people and communities to do this.

The revolutionary wave of protests across the Middle East and North Africa, known as the 'Arab Spring', shows how social media has given a new voice to people who can now communicate, demand change, organize and raise awareness in ways never seen before. A number of Oxfam partners in Egypt are playing important roles in supporting these changes. The 'Arab Spring' revolutions underline that the world is changing fast and Oxfam needs to change with it.

Oxfam continues to receive strong support in 2010-2011, but the global financial situation has had an impact on fundraising in some countries. This means we have to work harder than ever to make sure that people living in poverty do not suffer as a consequence of a financial crisis created by the rich countries. We are deeply appreciative that so many supporters understand this and continue to give generously.

In 2011, the Confederation welcomed Oxfam India as a full affiliate. In addition, a local Brazilian organization – Vitae Civilis – was invited to the planning phase of becoming an observer of the Confederation, which is the route to full membership. We continue to increase the impact and efficiency of country programs through the implementation of the Single Management Structure (SMS) process. SMS means reducing the number of affiliates working in countries, developing a single strategy for each country, with shared services, one brand and one voice. By the end of April 2011, the first three countries had implemented SMS. By December 2011, it is intended that 16 countries will have 'gone live'. It will take time to implement the strategy worldwide, and implementation is likely to continue until the end of 2013. This is a challenging and complex change, which is exciting for us as new possibilities emerge. (NGO6, GRI 2.9)



Jeremy Hobbs Executive Director Oxfam International



Studying in Jalhe Bogiya village school, Bihar, India, where pupils now receive a hot lunch six days a week as part of the midday meals program. In 2010, Oxfam marked its 60th year in India. It was fitting that this was the year when we welcomed Oxfam India as a fully independent Indian affiliate into the Confederation.

Tom Pietrasik/Oxfam



## 2. Our year

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

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*In our efforts to improve our own transparency and accountability to donors, supporters, partners, allies and the communities we work with, our Annual Report this year, for the first time ever, incorporates our INGO Accountability Charter Report.*

– Jeremy Hobbs

Executive Director Oxfam International

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In the current financial climate there are increasing questions on the effectiveness of development and aid. As a member of the International Non Governmental Organization (INGO) Accountability Charter, we are actively involved in developing accountability standards within the sector. In our efforts to improve our own transparency and accountability to donors, supporters, partners, allies and the communities we work with, our Annual Report this year, for the first time, incorporates our INGO Accountability Charter Report. We are also addressing sustainability as part of a wider push on standards and accountability.

As an international organization, we face significant challenges in managing the cost of travel and communications, and challenges in managing diversity and human resource practices across multiple cultures. Our aim is to become a truly global organization, reflecting a much broader spectrum of people, cultures and interests. The vehicle for this change is SMS, which is bringing together our country programs to a more coherent whole. We are actively promoting video conferencing and electronic communications to reduce our carbon footprint, and we have produced our second internal report on the Confederation's carbon footprint. On the social dimension we are also thinking more about how we can operate more as a network rather than as a classical management pyramid. Looking forward, by 2050 the ten largest economies of the world will include Brazil, Russia, India, China, South Africa, Mexico and Indonesia. These countries will also be increasingly important on issues such as climate change, food security and global inequality. To be relevant in the 21st Century, Oxfam needs a presence and links with allies and civil society in these emerging economies. To achieve that, we are increasing our campaigning in these countries. (NGO5)

We would like to thank our partners and allies, sponsors and donors, and staff and volunteers, whose support and work enables us to make a real difference in reducing poverty worldwide.



**Keith Johnston**  
Chair  
Oxfam International



**Jeremy Hobbs**  
Executive Director  
Oxfam International

### INGO ACCOUNTABILITY CHARTER

Oxfam supports the increasing calls for greater accountability from Non Governmental Organisations (NGOs) to donors, governments, partners and communities. Oxfam is a founding member of the International NGO (INGO) Accountability Charter, a self-regulatory response by twenty four of the largest global INGOs covering environment, gender, human rights, consumers and development.

The Charter represents an ongoing process to set up common standards of conduct for INGOs and to create mechanisms to report, monitor and evaluate compliance with those standards. Oxfam has reported on its compliance with the Charter since 2008. The reporting framework has provided Oxfam with a useful tool for identifying areas where policies and processes can be improved to make sure we are reaching as many people as possible with the resources we have.

For information on the INGO Accountability Charter please visit the website. [www.ingoaccountabilitycharter.org/](http://www.ingoaccountabilitycharter.org/) Annex 2 on page 62 details where you can find the INGO Accountability Charter requirements throughout this report.





## Section 3 Listening to our Stakeholders

Oxfam is committed to engaging with local communities, partners, supporters, and institutions and working with other NGOs to ensure that we listen to our stakeholders at all levels of our work.

# 3. Listening to our Stakeholders (NGO1, GRI 2.7, 4.14, 4.15)

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Non Governmental Organizations (NGOs) are increasingly being asked by stakeholders to demonstrate greater accountability and transparency.

We believe that stakeholder engagement and feedback can inform our work and bolster our efforts towards greater impact and efficiency. In all our work, we identify key stakeholders at the planning stage and engage them throughout the program cycle to ensure that their views and contributions are taken into account.

Our stakeholders include those who are materially affected by the actions of Oxfam, including the people in the communities where we work, our partners and allies, staff and volunteers, donors and supporters, coalitions and alliances, suppliers, governments, the private sector, academic institutions, the wider public and the environment.

At the end of 2011 we will begin a review of our Strategic Plan: Demanding Justice 2007-2012 and the development of a new Strategic Plan. As part of this process, we plan to conduct a series of consultative forums with our key stakeholders.

## Involving local communities

In analysing the root causes of poverty and injustice, we engage with those communities living in poverty and with those whose rights are being denied or abridged. Our Program Standards require all Oxfam programs to be structured in a way that allows people from local communities to be involved in the design, implementation, monitoring and evaluation of programs. We require explicit procedures to be in place to ensure that women and groups marginalized by age, ethnicity or HIV status, can significantly influence our work. (NGO4)

We endeavor to engage with community representatives prior to entering communities and throughout the life of a program. In assessing the impact of a particular program we strongly value the feedback we receive from communities, which often informs our decision to modify or discontinue a program. (NGO2)

Adherence to our program standards is one indicator we use to measure our impact. These 'measures of success' include: the pursuit of mutual accountability with partners; a sustainable improvement in living standards; and respect for the basic human rights of those we work with. We have recently begun measuring these indicators through self-assessment processes and in-depth case studies. (SO1, NGO3)

## Working with partners

Engagement with local partners is integral to our work. In selecting partners, we seek to identify common goals and ensure that combined efforts bring about change. We have developed Partnership Principles to make sure that relationships with partners are based on impact and mutual growth. We recognize that power imbalances may exist in these relationships, therefore we strive to support partners to propose, plan, manage, implement and co-evaluate our projects. We specifically look to local partners when developing country strategies, to help evaluate our work by collecting data and undertaking research to assess the impact of our programs. Fundamental to all of this is information relating to gender.

To promote our 'partnership principles', we have produced a guide which we share with partners and we have developed a feedback mechanism that enables them to assess our performance against those principles. Our Campaigning Guidelines require that we enter into campaigning alliances with local partners on the basis of making a long-term commitment to achieving change, ensuring that we will not disengage from ongoing campaigns without securing their sustainability. This may mean making tough choices about the number and range of campaigns that we support, while committing ourselves to making a substantial investment in capacity-building for our partners. (NGO2, NGO3, SO1)



# 3. Listening to our Stakeholders

To find out more, visit [www.oxfam.org/en/about/accountability/board](http://www.oxfam.org/en/about/accountability/board)

## Uniting globally

In our global campaigning and advocacy work, we often work in coalitions and alliances such as the Control Arms Campaign, the Global Call to Action Against Poverty (GCAP) and the Global Campaign for Climate Action (GCCA). When working in collaboration, we aim to ensure that the processes for planning, monitoring and evaluation are clearly defined so that we are not duplicating efforts, but rather creating opportunities for shared learning and maximum impact. (NGO6)

We also build clear exit strategies into our workplan so that Oxfam's withdrawal does not jeopardize the collaboration. (NGO5) While we recognize that evaluating our campaigns can be controversial and complex, we are currently piloting new approaches that ensure we will be able to speak responsibly about the results of our efforts.

## Connecting with supporters

Oxfam uses a range of methods to connect with campaigners and supporters. As part of our global identity branding project, we have engaged closely with our supporters via online surveys to understand how Oxfam is perceived in different markets. We also have an annual survey on our website which provides us with information about the types of audiences we attract and their needs, as well as helping us identify areas for development.

## Engaging with governments and institutions

Oxfam engages with governments and relevant multilateral institutions such as the United Nations, the World Bank, the International Monetary Fund, the Food and Agricultural Organization and the European Union, and defines priorities for affiliate engagement and frequency, depending upon activities and access.

## Fostering collaboration in the NGO sector

Together with other international NGOs, Oxfam is a shareholder in the Berlin Civil Society Center which facilitates co-ordination within the NGO sector, working on issues such as measuring the impact and effectiveness of development work. Oxfam is currently Chair of the Board of the INGO Accountability Charter which is a self-regulatory code of conduct for International NGOs. As a member of the Charter, we work with other members to build a shared understanding of accountability and transparency, and to encourage other International NGOs to engage with this process.

Within the Oxfam Confederation, we are actively encouraging our affiliates to publish accountability reports, and for the first time this year, four affiliates reported on their compliance with the Charter. On humanitarian issues, Oxfam is a member of the Steering Committee for Humanitarian Response (which fosters collaboration between humanitarian actors) and the Humanitarian Accountability Partnership (which is a quality assurance certification scheme). In addition, most affiliates are members of similar sector bodies at both national and international levels. (NGO6)

## Encouraging feedback

We actively encourage feedback on our work and have created a feedback and complaints system which can be accessed via our website at [www.oxfam.org/en/about/accountability/board](http://www.oxfam.org/en/about/accountability/board). Affiliates also have individual feedback mechanisms which can be accessed through affiliate websites. Any complaints which are received via the Oxfam International Secretariat are investigated by the Executive Director of the Secretariat, or the Executive Director of an affiliate (where the complaint concerns an affiliate).

We aim to resolve complaints within two weeks, and will inform the complainant if we foresee a delay. Unresolved complaints are escalated to Oxfam's Board. We are in the process of reviewing the current online feedback and complaints system in order to make the process more accessible to our stakeholders. Two Oxfam affiliates are also working with Keystone Accountability to strengthen their stakeholder feedback mechanisms. (NGO2)



## Section 4 Economic Justice

Our goal: More women and men will realize their right to secure and sustainable livelihoods



## 4. Economic justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Women and men living in poverty continue to be hit worst by climate change and the global economic and food crises. Working with partners, Oxfam works to create long-term changes in policy and practice at national, regional and global levels. We aim to improve the lives of farmers and laborers living in poverty, to make trade rules fairer, and to reduce the impact of climate change by supporting vulnerable people and communities to adapt to climate change. Through our programs Oxfam provides support with farming techniques, tools and access to markets, helping families grow enough food to eat and to earn a decent income.

As 2010-2011 progressed, we focused our Economic Justice campaign increasingly on finding new sources of income to help poor countries combat the impact of climate change, recognizing the difficult financial positions of many governments. (NGO5)

In 2011 we will launch a new campaign called GROW, focussing on the global food system that currently fails the world's poorest communities. We will press governments and companies to reform unjust policies, to preserve scarce resources and to share them fairly.

### The world's food crisis

The planet produces enough food for everyone but nearly one billion people face hunger every day and are denied their right to adequate nutrition. The year 2010 ended with food prices at their highest since 2008, when the world was in the grip of a food crisis sparked by very high prices for grain. We believe that the solution is to empower men and women who are living in poverty to grow and buy enough food to eat. Greater investment in farming techniques, training, and the support of the governments can help to support the sustainable livelihoods of rural communities. Oxfam has long-term

development experience working with the most vulnerable populations, such as those who are landless, living in slums, itinerant farm workers, subsistence farmers and women. All of whom, particularly women, struggle with systematic discrimination in access to land, credit and markets. Last year we stepped up our advocacy and campaigning to bring attention to the fact that millions of people's lives and livelihoods are at risk across the developing world. We also continued our development work on livelihoods and agricultures in the world's poorest countries.



Irifat Babayan looks in dismay at her apricot trees covered in snow. Climate change is one of the factors affecting food production around the globe. Here in the Vyat Dzor Region of Armenia, unusual patterns in temperature and late frosts have led to wipe-outs of the crucial apricot and apple crops.

Abbie Traylor-Smith/Oxfam

## 4. Economic justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Liquid gold: honey in Ethiopia

In Ethiopia, Oxfam is supporting the co-operative Zembaba Bee Products Development to help local beekeepers improve their production of honey. Of Ethiopia's 80 million people, 85 per cent live in rural areas and depend on rainfed subsistence agriculture. Poverty is widespread, particularly in households headed by women.

There are, however, economic opportunities in the honey market. The co-operative, which is co-owned and managed by women beekeepers, aims to become a profitable and leading producer and supplier of both honey and agricultural equipment and expertise. By providing modern, high-yield hives, protective equipment and training to beekeepers, the co-operative helps increase production of a steady supply of honey for which there is growing demand both in Ethiopia and beyond. In fact, the co-operative has managed to sign an agreement with the multinational Ambrosia group to supply honey to the export market.

The collective processing, marketing and distribution of the co-operative's "Amar" honey means that profits stay within the co-operative network of 3,500 beekeepers rather than being passed onto brokers and agents. The co-operative also provides credit to individual members, and trains carpenters to make modern hives.

Wubalem Shiferaw is a member of the local co-operative group, which brings together women beekeepers so they can build a credit union and share insights. "We have no land to farm so it was always very difficult for us to make money" says Wubalem.

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*For years we have been eating just one small meal a day. But the beehives have changed that. Now we are able to afford clothing. The beehives are within my compound so I tend to them every day. I am getting used to the modern techniques we have been taught. It has really helped us to provide the market with good quality honey.*

– Wubalem

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In the Amhara region of Ethiopia, beekeeper Wubalem (center) and her neighbours load racks, taken from a modern hive, to separate the honey from the wax.



Jars of the Amar honey on display at a grocery store in Bahir Dar, Ethiopia.

Tom Pietrasik/Oxfam



## 4. Economic justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Rice farming in Vietnam

In Vietnam, Oxfam supported the Agriculture and Rural Development Ministry to train farmers to use a System of Rice Intensification (SRI), which provides a low-cost approach to growing rice. Oxfam chose to work with the Ministry because of its strong network of farmers in rural areas. These links were used to set up field schools to teach SRI and foster learning and collaboration. This partnership has proven to be a powerful way to scale-up an idea which enables farmers to produce hardier plants, save time and money and grow more rice, which is both a staple crop for families and a major national export. (NGO1, GRI 4.15)

Farmers are now producing at least ten per cent more rice, using less fertilizer and virtually no pesticides, and enjoying a 25 to 35 per cent reduction in production costs. By late 2010, there were 817,939 farmers using SRI techniques to cultivate more than 373,000 acres of rice. More than 50 per cent of these farmers have been trained through Oxfam. There is significant evidence that lives are changing at all levels. Increases in income have been used to buy food, pay for school fees and provide a financial cushion. Many farmers are using their extra income to reinvest into their farms. Oxfam and local partners have successfully expanded SRI to 184 new villages, and trained some 600 farmers through 18 farmer schools. We have also secured the government's commitment to expand SRI in 2011 by doubling its 2010 investment.



Farmer Hoang Lien at her SRI farm in Dong Ph commune, Ha Tay Province, Vietnam. Lien also teaches and supports other farmers cultivating SRI rice.

### Food for life

Oxfam is continuously working to influence policy-makers on food security. In 2010, we participated in the Committee on World Food Security (CFS), which is the United Nations' forum for addressing issues related to world food security. At the Summit, world leaders acknowledged the major role that NGOs such as Oxfam have played in partnership with farmers' organizations, the private sector and others to advance the movement for food security and adequate nutrition for all. Oxfam has also worked with other NGOs to create a Civil Society Mechanism which will enable civil society groups to participate in CFS activities, discussions, negotiations and decision-making. The mechanism will build upon extensive networking experience that Oxfam and civil society organizations have accumulated in a range of policy areas. (NGO6)

## 4. Economic justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Climate change

Along with food and economic crises, climate change already presents a huge risk to human development, threatening to derail decades of progress in the fight against poverty. Men and women living in poverty are hardest hit because they are often dependent upon climate-sensitive natural resources and ecosystems for their livelihoods. Of the world's poorest people, 75 per cent live in rural areas, and rural livelihoods are especially vulnerable to the impacts of climate change.

By 2015, Oxfam predicts that the number of people affected by climate-related disasters could grow by more than 50 per cent to an average of over 375 million people.<sup>1</sup>



Adriano Paucara from the community of Huayhuawasi in Cusco, Peru, looks at the pluviometer – a device that allows him to measure how much rain has fallen in the last day.

### High time for change in Peru

Adriano Paucara and Rosa Maria Sumire are married and have two children. They live in Huayhuawasi, 4200 meters above the sea level, in the province of Espinar in the region of Cusco, Peru. This is one of the areas that has been hardest hit by climate change which has led to a severe scarcity of water and extreme weather conditions. But they are working now on a solution together with the NGO Asociación Proyección, an Oxfam partner that is helping them adapt to climate change through the Q'emikuspa project. The Q'emikuspa project is working with

22 communities in the southern Andes of Peru, located between 3,500 and 5,000 meters above sea level. The main ways of making a living here are through agriculture, and by rearing alpaca and other livestock in order to sell milk, meat and wool at local markets. Crops are also grown for people's own consumption. The effects of climate change – extreme cold spells and water shortages in particular – increase the mortality of the alpacas on whom people depend for survival and, even worse, also affect human health.

The project develops successful technological solutions, including water-efficient sprinkler irrigation systems, pasture recovery, recuperating ancestral knowledge, warming up the homes, and early warning systems. The Paucara family is a successful example of how lives can be improved with a small investment and education. This project seeks to disseminate and scale up these successful technological alternatives tested by local organizations. By protecting and improving their economic assets, families will be more resilient to climate change.

<sup>1</sup> Right to Survive, Oxfam International, <http://www.oxfam.org/en/policy/right-to-survive-report>



## 4. Economic justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Climate change campaign

Oxfam is helping to influence the practice and policies of governments, companies and individuals to help stop the negative effects of climate change. In the run up to the UN Climate Change Conference in Cancun, December 2010, we cultivated powerful voices across the political spectrum to speak out about climate change. Oxfam worked with people around the world to put pressure on their national governments, which included half a million people joining the 'Sow the Seed' campaign in October. This was officially the largest wave of action on climate change the world has ever seen.

We worked more closely than ever before with other NGOs and civil society, to develop a strong alliance strategy. Oxfam (together with ActionAid) led the 'Call for a Fair Climate Fund', which was signed by more than 200 organizations from across the world. (NGO6)

Governments heard the call to a fair and ambitious deal on climate change and agreed to establish a global Climate Fund. This fund will benefit the most vulnerable communities, providing money to help protect those suffering the worst climate impacts and helping them to adapt to changing climates. Cancun proved to be a watershed moment for Oxfam, enabling us to evaluate our climate change campaign. As a result, we have identified areas for improvement, particularly how we can enable our campaigners to adapt to changing political contexts during high-level events. (NGO3)



A giant message in a bottle from millions of the world's poorest people washes up on a beach in Cancun, calling for global action to tackle climate change and for a climate fund to help poor communities adapt to a changing climate.

### Turning up the volume

Oxfam empowers men and women affected by climate change to share their stories and engage with policymakers. In November 2010, Oxfam organized climate hearings in Brazil, Kenya, Ethiopia and Bangladesh, giving people who are suffering the impact of climate change the chance to make their voices heard.

In Bangladesh, our campaign for sustainable rural livelihoods organized a shadow climate tribunal to demonstrate that the impact of climate change is, first and foremost, about human rights. Legal experts, economists and scientists worked with Oxfam's team to illustrate the issues for a fishing community. Four witnesses, all victims of climate change, gave their testimonies as evidence, in front of a jury panel. There was significant media interest in the event which resulted in recommendations being made to the Bangladesh government.

## 4. Economic justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Women leading in agriculture

Women are responsible for the majority of food production in many developing countries. Small-scale women producers are integral to meeting the growing global demand for food and are becoming more involved in agricultural markets in developing countries. Yet in comparison to their male counterparts, women are often limited by poor access to the services and resources needed to enter and compete properly in agricultural markets. So their engagement in markets does not necessarily result in increased incomes or more secure assets, or greater decision-making capacity.

Oxfam's Women's Economic Leadership (WEL) program helps women to gain economic and social power in agriculture. On World Rural Women's Day on October 15, 2010, Oxfam launched the "Grow. Sell. Thrive." online community [www.growsellthrive.org](http://www.growsellthrive.org) which provides a platform to share good practices and approaches, and to address common challenges with the wider development community. This website showcases examples of our program work, links tools and resources, provides information about past and upcoming events, and hosts discussion groups.

On March 8, 2011, Oxfam and our partners all over the world marked the 100th anniversary of International Women's Day with events and awareness-raising activities on every continent. Oxfam events included a conference in Mexico on climate change and food security and the related issues for rural women. Oxfam also supported groups hosting local events in Australia showing films and exhibits to raise awareness of the impact of climate change on women producers living on the Pacific islands. In Canada, Oxfam volunteers organized parades and presentations across the country, sporting banners with the message "women feed the world", and conducted a 'Letter to the Editor' campaign targeting newspapers and blogs.

Oxfam is part of the EQUALS campaign, a partnership of leading charities that have come together to demand a more equal world. Brought together by Oxfam's Global Ambassador Annie Lennox OBE the EQUALS coalition is a partnership of charities and organisations that believe men and women are equals and that we should have equal rights, equal opportunities and equal representation in politics, education, health, employment, family life and media and culture. The EQUALS coalition used International Women's Day to renew the call for an equal world. [www.weareequals.org/](http://www.weareequals.org/). (NGO6, NGO3)

#### INTEGRATING GENDER (NGO4)

We work hard to integrate a gender justice perspective into our programs and campaigns, so that women's empowerment and gender equality is part of all our work. Gender policy advisers have been engaged in all stages of our campaigning on economic justice.

This has led to measurable improvements in our campaign design, such as guidelines on engendering policy and advocacy work, including setting explicit policy objectives and benchmarks on gender equality in measurement frameworks.

We are also building upon our engagement with women's rights networks and agricultural producer organizations as key allies who will work with us on strategies and monitoring, evaluation and learning.



Oxfam Mexico convened a major forum with allies on the impact of climate change and food security on rural women. The event included a photo exhibition showing women in agriculture across Latin America.

Eunice Adorno/Oxfam



## 4. Economic justice

To find out more, visit [www.oxfam.org/grow](http://www.oxfam.org/grow)

### Looking forward **Building our campaigns** (NGO5)

In 2011, Oxfam began weaving together our existing policy and advocacy work on agriculture, climate change and gender into a new and ambitious campaign focused on food security in a world with constrained resources. Drawing on these efforts and our years working on the ground with partners, community organizations and small-scale food producers, we will formally launch the GROW Campaign [www.oxfam.org/grow](http://www.oxfam.org/grow) in June 2011. (NGO1)

Our goal for GROW is that people living in poverty claim power in the way the world manages land, water, and climate change, so that they can grow or buy enough food to eat, now, and in the future. We will work with others to engage in the public debate about food, women's rights, better ways of living, and the future of our planet, with the aim to empower people, share knowledge, take action and build a better future. (NGO6)



Our campaigns policies are developed in consultation with our partners and alliances who draw on research, analysis and expert field input. Policy proposals undergo extensive discussion and consultation before a clear proposition is developed and sent for approval by senior staff who follow sign-off protocols. Proposals are checked for quality, ensuring coherence with existing policies, and consistency with Oxfam's values. Sensitivities with stakeholders and targets are also considered. If a proposal raises issues for a particular location, the relevant field office will also give approval. Strategic top-line policy issues, and areas of conflict, such as engagement on the Middle East, are elevated to the Executive Directors and/or the Board. Once agreed, these policy positions are then developed into a range of public policy materials.

We also publish our public awareness and advocacy positions on websites, through press releases, lobby letters and other popular mobilization media, actively distributing our positions through NGO networks and to our campaign targets. Throughout implementation, detailed sign-off plans are followed to ensure consistency during the campaign.

The potential impact of our work is always examined at the planning stage where we develop ways of measuring both our progress and our impact. The monitoring tools we use depend on the goals set but can include opinion polls, collecting political, public and internal statements, and analysis of available data on government commitments to our issues. We are always learning from the strengths and weaknesses of different activities and campaigns, from both our own and other agencies. All learning is promoted within Oxfam.



Bhadra Bahadur Tapar of Dola village, Nepal, holds his Oxfam-supplied wheat seeds which he insists are better suited to the irregular rainfall that has resulted from climate change. By providing new drought-resistant seeds, and funding the construction of reservoirs, Oxfam is helping the village to become more food-secure.

Tom Pietraszk/Oxfam

#### LEARNING FROM OUR WORK

Our campaigns work to a six monthly reporting timeline, with continual monitoring of key issues and real-time evaluations of short-term projects and events.

Learning from our climate change evaluations has informed the structuring of our monitoring and evaluation systems within the GROW campaign. We will conduct quarterly progress reviews by teams campaigning at the national, regional and global levels and will track our progress against our milestones and gender objectives. (NGO3)

We will adjust our campaign direction as necessary and in consultation with our stakeholders, escalating changes to the highest level if the shift implied is fundamental. We are committed to fair and accurate criticism, and will ensure that our quality controls and brand risk management are exercised with clear sign-off protocols and with rigorous scrutiny on accuracy and fairness across our public campaigning, policy, advocacy and media work.

Any criticisms of companies or governments will be vetted by our lawyers. Campaign targets will be given advance notice and right of reply. (NGO5)

## Section 5 Essential Services

Our goal: The Millennium Development Goals for essential services will be achieved, and people living in poverty, especially women and girls, will realize their rights to accessible education and affordable health care.



## 5. Essential Services

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Every day, approximately 1,000 women die from preventable causes related to pregnancy and childbirth. Of all maternal deaths, 99 per cent occur in developing countries<sup>2</sup>.

Each day, 22,000 children under five die, and in Sub-Saharan Africa, one in eight children will die before their fifth birthday<sup>3</sup>. This is an outrage in the 21st Century.

Oxfam believes we can change this and achieve essential services for all people living in poverty. Women and girls especially should be able to realize their rights to accessible and affordable health, education, water and sanitation.

In 2010-11, Oxfam focused on delivering health and education programs and we campaigned with others to ensure that policies and sustainable financing are in place so that the poorest countries are able to deliver essential services to all of their citizens. We also increased our focus on campaigning in southern countries. (NGO5)

<sup>2</sup> Maternal Mortality Factsheet, The World Health Organization (2010)  
<http://www.who.int/mediacentre/factsheets/fs348/en/index.html>

<sup>3</sup> Levels & Trends in Child Mortality, United Nations Inter-agency Group for Child Mortality Estimation (2010)  
[http://www.unicef.org/media/files/UNICEF\\_Child\\_mortality\\_for\\_web\\_0831.pdf](http://www.unicef.org/media/files/UNICEF_Child_mortality_for_web_0831.pdf)



Anastacia Bose with daughter Neisiona Colo, participants in Oxfam's health program in Bineno, East Timor. The program offers practical help to new mothers, including baby weighing, and advice on breast-feeding and nutrition.

Tom Greenwood/Oxfam

## 5. Essential Services

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Increasing the provision of essential services

#### Young people and HIV/AIDS in Thailand

Thailand is home to around 800,000 people living with HIV and AIDS. Oxfam supports the Program for HIV Prevention and Treatment (PHPT) which assists HIV and AIDS sufferers who are often marginalized within their communities. PHPT ensures that those suffering with HIV and AIDS are integrated into the Program through participation in community groups which also consist of doctors, nurses, health volunteers, community elders and carers.

(NGO4)

These groups provide a range of counseling and support for young people with HIV and their carers. The groups meet regularly to discuss the key needs within their community and to prepare proposals for funding. By specifically targeting local needs, the community has developed a sense of ownership over the programs, which means that the community groups can become self-sufficient over time.

(NGO1)

PHPT also runs camps where young people living with HIV can meet and learn about safe sex and the importance of taking their own medicines on time. They can also discuss the challenges of disclosing their HIV status to friends. For some children, the camp will be one of the few opportunities to play with other children outside school.

Access to HIV medicines still remains a huge challenge in Thailand, with medicines costing as much as double the average Thai monthly salary. Oxfam has helped the Thai government to renew patent licenses for key medicines to treat AIDS, cancer and heart disease, extending treatment to over 200,000 additional people in the country.

Globally, Oxfam and partners have lobbied to ensure the launch of UNITAID – whose mission is to scale up access to treatments for HIV/AIDS, malaria and tuberculosis.



Amy is a lively thirteen-year-old who is living with HIV in Chiang Mai, Thailand. Her mother and father died of HIV, and she lives with her grandmother, who cares for her, and her two uncles. Both Amy and her grandmother attend the Program for HIV Prevention and Treatment children's camps organized by the community and funded by Oxfam. Oxfam also organizes frequent home counseling visits, where health volunteers explain the importance of taking HIV medication to the children and their carers.

Suzi O'Keefe/Oxfam

“

*I have to take three types of pill two times a day – luckily I have my grandma who helps to remind me. I don't know what happens if I don't take them. I tell some of my close friends that I take these drugs, but no one else.*

– Amy

”



## 5. Essential Services

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### School building in Cambodia

In Cambodia, decades of civil war destroyed vast amounts of the country's human resources and infrastructure. In many remote communities, children are continuing to grow up without basic primary education. A lack of facilities, infrastructure and available teachers often means that education is simply not an option.

Oxfam's school building program provides much needed access to primary education by working with local communities and the Cambodian government to build well equipped schools that provide a safe, accessible environment, even during periods of harsh seasonal weather.

Oxfam funds and co-ordinates the construction of schools, including buying materials and hiring contractors. Local communities are involved throughout the construction process, contributing labor, and sourcing local materials. Oxfam also works with the Department of Education so that we can handover and exit the program once completed, leaving the government to provide teachers and materials. Members of the local community adopt the role of maintaining the school, to ensure sustainability without dependency on NGOs. (NGO1, SO1)  
Oxfam's program has resulted in many more children being able to go to primary school and have further opportunities.

At five recently built schools, 573 students (49 per cent of whom are girls) are now regularly attending school, with at least 29 per cent studying for the first time. Toilet facilities and the close proximity of schools to homes are seen as key to getting girls to go to school. Schools are also built with housing for teachers, which helps to offset low teaching salaries, retain staff and reduce the number of teachers seeking supplementary income (which often leads to reduced teaching hours).

“

*The school was built here in 2009, we have a vision for the school. We want to make a place where students love to study. We want to create a lovely environment. We also want all students who finish primary school, to go on to secondary school.*

– Lay Sokheam

Teacher

”



Airhoa Goma/Oxfam

Hong Na and Hom Nay at school in, Kampong Pang village, Stung Treng Province, Cambodia. Oxfam supported the building of a school in this village in 2011. Previously, the village had no school and if students wanted to attend school, they had to travel a long way to the nearest school. This was especially difficult during the wet season.

### EVALUATING OUR PROGRAMS

(NGO2, NGO3)

In 2011, we undertook an evaluation of our school building program in Cambodia. We organized focus groups and interviews with key stakeholders, including students, parents, teachers, village leaders, government employees and Oxfam staff, maintaining a gender balance where possible. Many people commented that the participation of the local community creates a strong sense of local ownership and active citizenship, which helps to ensure the sustainability of schools. However some members of the community who are still battling with extreme poverty have struggled to contribute to the program in a consistent way and have felt pressured to do so.

Oxfam staff responded to this challenge by developing a communal system of support, with various people contributing food, childcare, labour or materials, which eased the burden on everyone. All communities reported a strong sense of pride in their completed school, which has led to the effective maintenance of all schools. Oxfam's approach has also influenced decision-makers in the Thai government, which recognizes the focus on ownership in building schools is invaluable for ensuring the sustainability of schools. This will continue to have a positive impact as the government takes greater responsibility for building schools in the future.

# 5. Essential Services

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Campaigning for health and education

(NGO6)

In addition to our program work, Oxfam continued to campaign for better health and education last year. With many other organizations, we launched our Financial Transactions Tax Campaign, calling for a small tax on financial transactions, which we estimate could help to raise 290 billion euros annually to finance health and education programs. Through this work we are supporting governments to harness greater domestic resources through equitable tax systems, ensuring that major corporations pay their fair share of taxes wherever they operate.



Oxfam campaigners call for a Financial Transaction Tax or "Robin Hood Tax" to raise funds for health and education programs.

Oxfam

**In 2010-11** Oxfam also worked in coalition with:

### The W8

(a group of eight inspirational women)

– to campaign on health and education for all. In Georgia, Oxfam worked with Miranda Akhveldiani from the Future without Poverty coalition to organize a conference with key influential figures and governments – sending a clear message about the need to keep their commitments on health reforms.

### Organizations across Africa

– to launch the Fair Play for Africa Campaign and the 'Don't Drop the Ball on Aid' video petition to coincide with the World Cup in South Africa and the African Union Summit in Uganda. Subsequently, heads of state who were meeting at the African Union Summit, recommitted to spend 15 per cent of their national budgets on health.

### Civil society organizations and the Pakistan Coalition for Education (PCE)

– to raise awareness about the importance of girls' education. The PCE is campaigning to ensure that legislation which makes it mandatory for the state to provide secondary education to all, is put into practice.

These are just some examples of how Oxfam works in alliances and co-ordinates with others to ensure that we are adding value to the debate on free health care and education and that our efforts are complementary and not duplicating the work of others.

## Towards free health care for all

This year saw continuing progress on the drive for free health care. Oxfam and Ghanaian partners published a joint report, 'Achieving a Shared Goal: Free Universal Health Care', looking at the health insurance program in Ghana.

The program had been held up as a successful model but the report found it had serious flaws and that only 18 per cent of the population benefit from the scheme, which is a third less than the coverage suggested by Ghana's National Health Insurance Authority and the World Bank.

The report generated a large amount of media and public interest in the issue and has inspired the formation of a national campaign coalition called 'Free Healthcare for All – It's Possible'. The new coalition is working to push the government to deliver free health care for all by 2015.



## EVALUATING OUR CAMPAIGN

The launch of the Ghana report is currently being evaluated and these findings will feed into our campaign planning to ensure we continue to improve our campaigning, and also to signal when we should complete the campaign.

(NGO3, SO1)

We have also further developed our campaigning model focusing more on campaigning in program countries (NGO5). A dedicated group was created to evaluate our work in this area, resulting in the development of a clear set of principles on campaigning in program countries. These new principles have been formally communicated within Oxfam via updates on teleconferences and emails to key staff. (NGO3)



## 5. Essential Services

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Aid effectiveness

Oxfam challenges international institutions, corporations and decision-makers to ensure that their policy and practice helps and does not hinder poor countries in meeting the target of universal healthcare and education for all. A key part of this work is ensuring that there is sustainable funding for essential services. This requires an examination not only of aid quantity but also its quality and effectiveness. Aid plays a role in saving millions of lives but critics often use individual examples of failed aid to argue for reduction or phase out of aid altogether. In 2010, Oxfam challenged criticisms by publishing the report “21st Century Aid” to examine the evidence. We found that while there is much room for improvement, good quality aid is indispensable in unlocking people’s ability to work their own way out of poverty.

We have also used social media to push for more effective aid. Our ‘MDG VOICE’ project saw Oxfam working with other NGOs and key bloggers from around the world to raise the profile of aid and development at the United Nations Millennium Development Goal Summit. The level of engagement with the bloggers by leading politicians demonstrated the added value that working with social media has for NGOs. ‘MDG VOICE’ bloggers reached well over 100,000 people with their messages. (NGO1)

#### Aid effectiveness in Sierra Leone

A powerful example of aid effectiveness is in Sierra Leone which, until recently, was the worst place to give birth, with one in eight women dying during pregnancy or childbirth. On April 28, 2010, with support from foreign aid money, the government of Sierra Leone took a huge step in the fight to reduce maternal and child deaths by making health care free for all pregnant women, new mothers and children under five.

By removing health “user fees” up to 460,000 women and one million children each year will now benefit from free care. In the last year, the number of women giving birth in hospitals has tripled and includes women like Ashma Turay. This is brilliant progress but there is still a long way to go – in the developing world, one woman dies every minute in pregnancy or childbirth. Oxfam will continue our campaigns to ensure more women receive access to vital maternal healthcare.

“

*There were no problems with the birth. I'm happy my baby is healthy and eating and sleeping well.*

– Ashma

”



Ashma, 23 gave birth to Edwina in the hospital and after a smooth delivery went home later the same day. While pregnant Ashma attended the pre-natal clinic three times. All her treatment and medicines have been free.

### Looking forward to the future

Oxfam will continue to push for more and better aid as a crucial part of development. We understand that aid alone cannot solve the crises of poverty and inequality, promote gender equality and realize human rights. But for some of the poorest countries in the world, domestic funds are simply not enough to tackle poverty.

Aid can therefore make a huge difference to the lives of poor people living within these countries. We will continue to campaign for aid to fund nationally created development plans. We will also push for more aid to be delivered to developing country governments and to be provided on a long-term and predictable basis. We will support citizens in holding their governments to account for the way that aid money is spent.

As the deadline for achieving the Millennium Development Goals (MDGs) approaches, we will continue to lobby leaders to keep their promise to meet all the MDGs by 2015.

## Section 6 Rights in Crisis

Our goal: All women and men in humanitarian crises will be assured both the protection and the assistance they require, regardless of who or where they are and how they are affected, in a manner consistent with their human rights.



## 6. Rights in Crisis

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Oxfam believes that all women and men in humanitarian crises should be given both the protection and the assistance they need in a manner consistent with their human rights. The growing number of disasters, such as floods, hurricanes and cyclones, hit those who are most vulnerable hardest. Conflict too threatens the lives and livelihoods of millions, trapping them in a vicious cycle of violence and poverty.

In 2010-2011, while continuing its relief efforts in Haiti, Oxfam also responded to new emergencies. In August 2010, huge flooding hit Pakistan. Then two Oxfam affiliates witnessed the devastation of natural disasters in their own countries as two earthquakes struck New Zealand, followed by a huge earthquake, tsunami and nuclear crisis in Japan. Later that year saw conflict in Ivory Coast, with refugees fleeing to Liberia and neighboring countries.

At the same time, a number of “forgotten crises” continued. The food crisis across the Sahel, ongoing violence in the Democratic Republic of Congo and continued displacement in Darfur and Chad are just some of the emergencies which Oxfam has been responding to daily. We also increased our focus on how states and the UN can increase their capacity to manage disasters and to reduce the impacts of disasters, in recognition of the rise in their frequency.

(NGO5)



Lunie Girard, a community mobilizer with Oxfam, at a hygiene-promotion session in Cap Haitien, Haiti. As part of Oxfam's cholera response and prevention program, residents are taught the importance of washing hands to avoid infection by cholera.

Carlos Cazalis/Oxfam

## 6. Rights in Crisis

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Pakistan floods

In July 2010, monsoon rains caused devastating floods which consumed up to one-fifth of Pakistan. 20 million people were affected, 1.6 million homes were destroyed and over 14 million people were left acutely vulnerable. Faced by these huge challenges, Oxfam undertook our largest-ever humanitarian response.

We took an early decision to focus on reaching as many people as possible to save lives quickly and efficiently through early warning and evacuation programs. We provided safe water, sanitation, and hygiene facilities, emergency food and shelter, and cash grants for people to meet their immediate needs. Oxfam was able to get to work quickly and effectively by using our strong network of local partners and long-established relationship with local government.



Children in a camp for displaced people outside Hyderabad, Sindh province, Pakistan, January 2011

Andy Hall/Oxfam

### Oxfam's response

#### Clean water and sanitation

– we provided facilities to nearly 1.6 million people.

#### Hygiene kits

– we supplied hygiene kits to almost 1.4 million people, and hygiene advice to over 940,000 people.

#### Financial grants

– we gave 5,000 rupees (approx. 45 Euros) to over 270,000 people to help them provide basic needs for their families for 2 to 3 weeks.

#### Cash-for-work schemes

– we provided communities with a vital cash injection of cash for almost 200,000 people. Cash vouchers were a critical component of our early response to the floods, ensuring people could buy food in the days following the disaster. People affected by floods insisted that Oxfam's offering of cash, rather than food, was a more appropriate and empowering approach. Our evaluation of this scheme led to Oxfam contributing to the development of standards on cash and vouchers published in Sphere, a respected handbook for humanitarian practitioners. (NGO1, NGO3)

#### Winter kits

– 12,000 winter kits (containing woolen bedding and clothing) many of which were knitted by local people as part of Oxfam's cash-for-work schemes. (NGO1)

#### Shelter

– 232,000 people benefited from Oxfam's emergency shelter program.



## 6. Rights in Crisis

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Listening to local voices (NGO1, NGO2, NGO3)

At all stages of our response, Oxfam has been keen to work with those affected by the floods. To encourage feedback from local communities, we set up information points in camps for residents. It was important that residents knew that any concerns and complaints would be dealt with effectively on a daily basis. Banners in the camps displayed mobile phone numbers for people to call. Various committees were set up for residents to run the camp activities.

Ensuring a diverse mix of people on the committees – men and women, children, or people from differing social groups – was integral to success, and sometimes women-only sub-groups were initiated to ensure that women could speak freely. A number of adaptations to programs were carried out in camps in response to feedback from communities about how best to provide sanitation. For example, the design of latrines was changed in one camp where women refused to use them because the plastic sheeting around the latrines made them too hot and they feared the noise that the plastic makes. Community feedback has been effective in informing how we help affected communities and we have firmly embedded community engagement in our work as a development tool.

(SO1, NGO4)

### Building a sustainable future

Learning from the earthquake in Haiti enabled us to respond more effectively in Pakistan. As a result many lives were saved, the spread of disease was controlled, and millions of people received assistance in temporary camps and as they returned to their villages. We recognize that huge challenges remain for the people and government of Pakistan and for the international community in rebuilding a shattered country. The challenge now is to provide long-term, sustainable solutions. We know that the decision to assist in a crisis is made rapidly, but the decisions about when and how to exit are not so straightforward. In planning our emergency response, we always consider long-term development needs. For example, as people start to move back home, the issue of land rights and access to land becomes an increasingly urgent one. Oxfam has been working with the UN and NGOs to identify ways in which local communities can be supported as they return home.

(SO1, NGO6)

As reconstruction begins, it is critical that the poorest people have a say in their communities. Oxfam is supporting community groups and is urging the government and multinational institutions to properly consult and discuss reconstruction plans with affected people to ensure that their needs are met.

(NGO1)



Ruined land in Dadu district, Sindh province, Pakistan. The floods affected an unprecedented 21 million people in the Indus valley region. Huge numbers of farmers lost their livelihoods, with much of the land still underwater or rendered useless for cultivation. Much of next year's seed has been ruined.

Andy Hall/Oxfam

## 6. Rights in Crisis

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Haiti earthquake

The huge earthquake which hit Haiti on January 12, 2010 and its aftermath have proved to be one of the most complex emergencies in history, with more than 300,000 people killed, vast parts of Port-au-Prince destroyed, and over a million people made homeless. The response was extremely challenging, not just due to the scale of the destruction, but because well before the earthquake hit, Haiti suffered from extreme poverty, gross inequality, chronic political instability, and corrupt state institutions. Oxfam's earthquake response program moved rapidly so that by the end of January 2011, over 500,000 people had benefited. Oxfam's program in Haiti has focused on the following areas:

#### Clean water

– we provided over 300 million liters of clean water each month to approximately 400,000 people in the camps and other areas.

#### Working with other NGOs

– Oxfam has played a key role in co-ordinating with other international agencies – through the so-called WASH and Shelter Clusters – to ensure that as the aid response unfolds, water is distributed equitably and in sufficient quantities. (NGO6)

#### Sanitation

– we built 2,500 latrines and 1,032 bathing shelters, which the camp residents and local people continue to maintain.

#### Hygiene kits

– we supplied more than 120,000 people with personal care items, such as soap, shampoo, toothpaste, toothbrushes, sanitary pads, and towels.

#### Waste disposal

– Oxfam worked with the local authority on the disposal of refuse.

#### Livelihoods

– our livelihoods and food security program has benefited more than 40,000 households. We have supported local food sellers, offered grants to help support people restart businesses, and set up cash-for-work programs.

#### Shelter

– 94,000 people benefited from Oxfam's emergency shelter program. Oxfam supplied tarpaulins, tents, mosquito nets and other household kits containing basic necessities.

#### Health promotion

– community members have been recruited and trained to work as 'mobilizers' in the camps to reinforce messages about good health and clean sanitation facilities.

### Cholera strikes Haiti

In October 2010 Haiti was hit by a serious outbreak of cholera. This was the first-ever known cholera epidemic to affect Haiti. By the end of May 2011 there were over 320,000 cases and 5,337 deaths.

As soon as the first cholera cases were reported in October, Oxfam started to respond, focusing on water supply, testing water quality, cholera kits distribution, awareness-raising campaigns, and dispatching mobile teams to medical centers. Around 350,000 people have benefited from Oxfam's cholera-response programs.

### Rebuilding the city (NGO1)

It is important that local people are involved in the rebuilding of their own communities. In Carrefour Feuilles, one of the most heavily damaged parts of Port-au-Prince, Oxfam trained local partners on how to engage with local people so that they would be involved in decisions about the reconstruction of the local area. As a result, a plan was developed outlining what people wanted to see in the rebuilding of Carrefour Feuilles. The plan includes housing which is resistant to earthquakes and hurricanes, community buildings, a park for recreation, schools, a hospital, a police station, and a recycling

and waste management center. Community members also talked to Oxfam partners, reporting on progress and raising concerns through official channels, and playing a key role in resolving conflict. Involving local people in creating a concrete vision for the rebuilding of their community has created a sense of ownership and hope for the future, and it is the community now that will ensure that the government and aid agencies continue to listen to them, and keep their plans on track.

### Haiti: the future (NGO1)

After concerted campaigning by many organizations, including Oxfam, on July 21, 2010, the International Monetary Fund (IMF) announced the cancellation of Haiti's outstanding debt of approximately €199m and the approval of a three-year loan to support the country's reconstruction. Oxfam will work with local communities and the government to provide longer-term solutions to help communities gain sustainable water supplies, sanitation, and waste-management services. We will also help Haitians rebuild their lives and their sense of self-reliance by investing in new and small recovering businesses.

We will encourage links between small-scale farmers and consumers to increase access to locally-grown food. As we implement recovery and reconstruction programs over the next two years, Oxfam will continue to press for a fair and sustainable rebuilding strategy in Haiti, led by the government and with meaningful participation of civil society, the community and religious leaders.



Carrying concrete blocks uphill in Carrefour Feuilles, Port au Prince, Haiti, as part of reconstruction work.

Airhoa Goma/Oxfam



## 6. Rights in Crisis

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Liberia and Ivory Coast conflicts

In April 2011 more than 300,000 people remained displaced from their homes in the Ivory Coast. Food is a particular concern in these areas where resources are running low. Oxfam is providing life-saving water, sanitation and food to more than 100,000 people in western Ivory Coast, one of the worst hit areas of the conflict.

In Liberia, we are targeting several villages with supplies of seeds (okra, sweet potato, rice, aubergine, and chilies), tools, and food to help them replenish their supplies from the support they gave to refugees.

### West Africa food crisis

In 2010-2011, ten million people across Chad, Niger, Mali, and Burkina Faso did not have enough food during the Sahel food crisis. Rural populations were most affected. Erratic rains in 2008 and 2009 led to poor harvests and a severe lack of pasture and water. On average, 18.3 per cent of the population in Niger, Mali, Chad and Burkina Faso were undernourished. This figure rose to 37 per cent for Chad.

Oxfam launched a region-wide response, reaching more than 600,000 people with cash-for-work programs, vouchers for basic needs, and animal feed for livestock. Oxfam also helped livestock farmers to 'de-stock' - weak animals were bought at above market prices and the meat was made available to local people, targeting the most vulnerable.

Given the rapid expansion and recurrence of the crises and the inadequate responses of policy-makers and other actors, Oxfam urged the national and international community to rethink its strategies in order to respond to these recurring disasters in West Africa, as articulated in "Hunger in the Sahel: a permanent emergency?" This report was launched with local organizations across the region.



Pastoralist in Maradi, Niger. Oxfam responded to the food crisis in West Africa to help protect and strengthen pastoralist and agro-pastoralist livelihoods, and to provide coping strategies during the crisis.

Aubrey Wade/Oxfam

## 6. Rights in Crisis

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Ongoing conflict in the Democratic Republic of Congo (DRC)

An upsurge of fighting in the Eastern DRC has seen up to 900,000 people flee their homes since the start of 2009. Communities have been torn apart, homes have been burned to the ground, and thousands of women have been raped.

A government military offensive, backed by the United Nations, has made the situation even more dangerous for Congolese civilians. We are working with local partner organizations to provide vital clean water and sanitation and to promote good health practices and human rights.

New figures show that over the past two years, the Lord's Resistance Army (LRA) has become the most deadly militia in the DRC. In the last year alone, more than 1,000 people have been killed or abducted in nearly 200 separate attacks in two remote districts of the DRC. In December 2010, Oxfam began working publicly on a campaign to raise awareness of the threat to the safety and welfare of women, men and children. We launched a report called the 'Ghosts of Christmas Past' which was endorsed by 29 agencies working in the DRC. We also sent Christmas cards to the UN Security Council, reminding them of their responsibility to address this issue.



Pauline, 16, was abducted when the LRA attacked her school two years ago. She was kidnapped for a year, made to be a 'wife' to an LRA soldier – who was himself kidnapped when he was ten. Pauline escaped and now lives in Dungu, in a camp for internally displaced people.

Aubrey Wade/Oxfam

### Real Time Evaluations (NGO3)

We are constantly evaluating our efforts to ensure that our response is effective. In both Liberia and Ivory Coast, Oxfam has undertaken 'Real Time Evaluations' (RTEs) which happen between 6 to 12 weeks after the start of the response, and give a quick snap-shot of how the program is progressing with recommendations for improvement. These evaluations have shown us that monitoring, evaluation and learning systems should be set up as soon as possible following the outset of a crisis.

RTEs maximize the chance for early corrective actions to shape our programs. They offer an opportunity for field staff working under pressure to voice their opinions and to feed into a process of change and decision-making for the next phase. They also allow staff and partners who designed and set up the program to input into evaluations before they leave and move on to other emergencies. RTEs help team-building, boost morale, and at times resolve tensions including those between affiliate head office and the staff in affected countries.

RTEs encourage accountability to the affected population and other stakeholders. In cases where partners are not direct members of the RTE teams, they are interviewed and their feedback is used to elaborate the findings and recommendations. Unless there are security constraints, RTEs also include focus group discussions with members of beneficiary communities, to capture feedback on their participation, and their views on the design, implementation and the impact of the program. (NGO2)

RTEs are now standard practice across Oxfam, affording us continued learning to strengthen our practice. Similar approaches were taken in response to the East African food crises, and further work is being undertaken to develop appropriate longer-term evaluations in humanitarian crises.



## 6. Rights in Crisis

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Further responses

#### Japan

The earthquake in March 2011 left 15,129 people confirmed dead with 9,034 still missing in May 2011. Around 4.4 million households in north-eastern Japan were left without electricity and 1.5 million without water.

Oxfam started a one year relief and rehabilitation program through five local partner organizations. The program will provide assistance, information and services to 90,900 marginalized households (250,000 people) that have not yet benefited from the government's response.

#### East Africa

A severe drought, caused by two consecutive periods of failed rains, has hit the Horn of Africa. Up to 12 million people across the region have lost their assets and livelihoods and are in dire need of food, water and sanitation. In some areas 60 to 80 per cent of livestock, the primary driver of the local economy, has died.

Markets are functioning in some areas but not in others. Loss of life on a large scale is a real risk. Oxfam expects that the crisis will escalate in 2011 and we will be monitoring and responding to the situation.

#### Darfur and Chad

Darfur is still one of the major humanitarian crisis areas of the world, with persisting violence and people continuing to flee their homes. Oxfam works with local Sudanese partners and community members to provide clean water, sanitation, and hygiene services to nearly 250,000 people in the camps of Darfur.

Many people affected by the conflict no longer have the means to make a dignified living. Oxfam partners offer small business grants and loans, as well as vocational training and assets such as donkeys and donkey carts to many of the most vulnerable residents of the camps. In rural areas, we are providing seeds, plows, and horse carts, as well as small business loans.

Oxfam also works in the refugee camps of eastern Chad, providing humanitarian assistance to Darfur refugees affected by the conflict, and to displaced people and local communities. In total, Oxfam programs have benefit 503,150 people over the last year.

### Looking forward (NGO6)

We recognize that in emergency responses, some organizations are better placed to deliver certain services than others. Therefore we have made the decision to focus our efforts on two key areas of work: WASH (Water, Sanitation and Hygiene); and FSVL (Food Security and Vulnerable Livelihoods).

Oxfam is well known for its expertise in WASH, and more recently we have been strengthening our expertise in food security programs (this includes cash schemes, such as small business grants and cash-for-work schemes, as well as programs in agriculture, fisheries, livestock and nutrition).

WASH and FSVL are now officially Oxfam's two core competencies. We are supporting the growth of these specializations by creating space for sharing and developing common approaches and tools in working groups made up of specialists from across the Oxfam Confederation. Minimum standards have now been developed, which will help ensure that we have sufficient resources such as staff and supplies to respond to emergencies.

Internally, we continue to strengthen the Oxfam Humanitarian Consortium Management Group, which co-ordinates all our emergency responses. The Consortium consists of selected affiliates, working together to provide strategic direction and support for Oxfam's humanitarian work. We will also continue to co-ordinate with other international agencies, using mechanisms such as the Steering Committee for Humanitarian Response, to share learning and strengthen humanitarian responses, and the UN cluster system, whereby UN agencies and partners adopt a 'lead organization concept' to cover critical gaps in providing protection and assistance.



A hygiene-promotion session in Carrefour, Haiti. Oxfam is well-known for its expertise in WASH (Water, Sanitation and Hygiene).

Carlos Cazalis / Oxfam



Caroline Gluck/Oxfam

## Section 7 Gender Justice

Our goal: Many more women will gain power over their lives and live free from violence.

Women from Nasapir Karamoja village in north-eastern Uganda, gather to plant tree seedlings. Recognizing the importance of women in local farming, Oxfam has provided more than a thousand saplings to women to plant



## 7. Gender Justice (NGO4)

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Oxfam envisions a safe and just world, where women and girls gain power over every aspect of their lives and live free from violence. We believe that systematic discrimination against women and girls is a pervasive cause and consequence of the power inequality that drives poverty. To achieve a world without poverty and injustice, gender justice is fundamental and we have specific programs in our work across the world.

Gender justice is considered core to our program quality and our program standards specifically require gender equality to be integrated into all of our programs.

We contribute to change by cultivating and encouraging shifts in women's and men's consciousness, challenging informal cultural norms and exclusionary practices.

Oxfam engages with a wide range of actors, including both women's organizations and mixed organizations working to advance gender equality. We especially value relationships with women's rights organizations and aim for our alliances and partnerships to be deeply inclusive because they are key agents of change. (NGO1, NGO6)



Sadaf Haruzel, 17, a member of the Girls's Boxing team in Kabul, photographed at The National Stadium. Boxing is making a comeback in Afghanistan after it was banned by the Taliban Regime. For the first time in the history of Afghanistan the country also now has an Afghan Amateur Women's Boxing Association. Oxfam is supporting the women's boxing team through Afghan peace-building organisation Co-operation for Peace and Unity.

Abbie Trayler-Smith/Oxfam

# 7. Gender Justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Gender based violence

Violence against women remains a global pandemic, with one in three women experiencing physical or sexual violence from men in their lifetime<sup>4</sup>. Oxfam's work aims to reduce the social acceptance of gender-based violence and eliminate its incidence.

### Gender-based violence in Papua New Guinea

In the rural province of East Sepik in Papua New Guinea, Oxfam works with local partners to create lasting solutions to violence against women. For many women in rural Papua New Guinea, domestic violence is a part of life. About 70 per cent of the female population has experienced some form of domestic violence, and 50 per cent have experienced forced sex. The situation is compounded by poverty and the practice of polygamy, which often cuts women and children out of a marriage and access to income. People in rural communities often lack awareness about human rights, contraception and sexually transmitted infections.

We are directly working with nearly 2,000 people to raise awareness about women's rights and to provide support in times of crisis. For over four years, we have worked with the Nana Kundi Crisis Center—a proactive crisis support service which, as the only

center of its kind in the district, is essential in supporting survivors of domestic violence. Around 90 per cent of Nana Kundi's clients found their counseling very helpful, with one client commenting: *"It resolved my problem with my husband and now we are living happily with our six children. I found that his habit of sexual abuse just stopped."* Legal services have also been successful, with 79 per cent of court cases penalizing the perpetrators of violence. Accommodation services have also played a crucial role. Two-thirds of Nana Kundi's past female clients noted that the violence perpetrated by their husbands stopped as a result of its services.

### Violence against women in Morocco

Oxfam is working with the Initiatives for the Protection of Rights of Women (IPDF) in Morocco to push for gender equality in law and practice. IPDF worked with the Moroccan government to establish a center in Fez to support women survivors of gender based violence. IPDF worked closely with survivors to develop an approach where women lead their own change processes, and are empowered to control their own destinies. The center provides legal services, counseling, medical support, and job assistance. Learning from this program has subsequently shaped our core principles and strategies around theories of change. The program has been replicated in other countries. (NGO1, NGO3)

### Putting policy into practice

In July 2010, United Nations member states made an unprecedented decision to advance the UN's goals on gender equality and women's empowerment, by setting up a new entity called UN Women. At the global level, many effective standards exist when it comes to women's rights and gender equality, yet they are not put into practice or enforced at local levels. UN Women is designed to close the gap between policy and practice and will combine policy-making with programming at country level.

The launch of UN Women in 2011 is a result of years of tireless campaigning by Oxfam and other NGOs working in coalition as part of the Gender Equality Architecture Reform (GEAR) campaign. In 2010, Oxfam worked with the UK Gender and Development Network (GAD Network) to conduct a survey with 100 women's rights activists from across the developing world. The survey looked at women's needs, aspirations and concerns regarding the operations of the UN in their countries, and specifically, their hopes for the impact of UN Women. *"We have been so privileged to receive the vast amount of ideas and encouragement which have generated an unparalleled amount of shared ownership"* said Michele Bachelet, Executive Director of UN Women and UN Under Secretary General. (NGO6)



Evelyn Dilyndiwi is on the Board of Nana Kundi Crisis Center.

Jacelyn Parlin/Panos/Oxfam

<sup>4</sup> UNITE to end Violence Against Women, Fact Sheet, United Nations <http://un.org/en/women/endviolence/pdf/VAW.pdf>



# 7. Gender Justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## A lifeline in South Africa

Many women and girls continue to have little control over their fertility, sexuality or marital choices. Our programs promote women's leadership and participation as a key strategy for development. In Durban, South Africa, Oxfam partner, Lifeline, is making a difference to the lives of former and current sex workers. Since 2002, Lifeline has been running a drop-in center and outreach program, providing information and support to sex workers who risk violence, rape, and HIV infection. The drop-in center is open during the day for counseling, HIV testing, condoms, refuge, referral and nutrition advice. Classes in hairdressing, sewing and beadwork also provide the women with skills to help them earn money.

Around the clock, teams of outreach workers are out on the streets speaking with sex workers and their clients. Sex workers are offered male and female condoms, individual counseling, information about HIV testing and other health issues. *"Most of these girls (sex workers) have run away from home after they've been sexually abused,"* says Vuyi Mbele, Lifeline Project Manager.

The program continues to provide important information, education and support for sex workers in Durban and surrounding areas in KwaZulu-Natal.

“

*Lifeline came in to provide education as well as awareness on HIV and AIDS and to make them realize they need to protect themselves.*

– Vuyi Mbele

”



Cedric Nunn/Oxfam

Outreach worker Zama (right) from the drop-in center in Durban, South Africa, demonstrates the correct way to put on a condom.

## Women's leadership

### Amplifying the voice of rural women

Women are the main producers of food in developing countries, yet they continue to be denied access and control over vital resources, such as land and credit.<sup>5</sup> This has implications for their empowerment and their ability to increase food for their families.<sup>6</sup>

Oxfam works with the Joint Women and Rights Program in Central America, to amplify the voice of rural women through the “Vamos al Grano” campaign. This campaign promotes the role of small-scale agriculture as a tool for reducing food insecurity and rural poverty in Guatemala, Honduras and Mexico. Oxfam conducted group sessions with campaign staff to identify areas where women's rights are being overlooked. The results showed that women are often not perceived as viable, legitimate or strong political actors. Male leaders lacked gender sensitivity and a more inclusive political positioning of women's demands. These perceptions marked the need to train those involved in the campaign on gender and communication. This in turn helped create a stronger campaign, one that was shared by both men and women. At every stage, Oxfam has ensured that women have been the voice of the campaign.

### LEARNING FROM OUR GENDER WORK

Oxfam's experience with “Vamos al Grano” has shaped a holistic learning process, for both partners and Oxfam, about the importance of including women's organizations in campaigns from the development phase up to and including implementation. (NGO1)

The learning from this campaign has informed campaign planning for Oxfam's GROW campaign work, particularly in Central America, but also more generally how we work with national and sub-national alliances. (NGO6)

We have embedded gender experts within our campaign for economic justice, leading to measurable improvements in campaign design and within national campaigns which have made the rights of women food producers explicit. This has been achieved through; developing gender policy change objectives; identifying women's rights organizations as key allies, working with allies to develop joint strategies, advocacy events and materials and implementing a gender-specific monitoring and an evaluation and learning plan. (NGO3)

<sup>5</sup> The SOFA Report 2011: Women and Agriculture: Closing the Gender Gap for Development, by the Food and Agriculture Organization

<sup>6</sup> International Fund for Agricultural Development

# 7. Gender Justice

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Preparing in case disaster strikes (NGO1)

Oxfam has worked hard to ensure that we have minimum standards on integrating a gender strategy into our humanitarian response, and has produced a handbook that provides examples of best practice. As well as responding to emergencies, Oxfam works with local communities to implement disaster risk reduction strategies to help communities react quickly when disaster strikes.

Understanding how gender relations shape the lives of men and women is key to disaster risk reduction. Unequal power relations between women and men may mean that women can be highly vulnerable in emergencies. Women in eastern Indonesia have been enthusiastic about joining in and leading activities on disaster risk reduction, seeing the importance of improving their knowledge on preparing for disasters. In joining Village Disaster Preparedness Teams, they identified how their skills can be used and why their contributions are important. Sabarni is a housewife who volunteered to become a member of her local team. If a disaster occurs, she will work in the field kitchen preparing food for those displaced from their homes by floods and landslides.

Her duties include collecting food during the onset of a disaster, preparing the food hygienically so as to limit the spread of disease, and, most importantly, monitoring the supplies of food during the immediate recovery period. In addition to volunteering in the team, Sabarni also took the initiative to motivate her friends and neighbors to prepare for possible disasters.

Some were inspired to attend first aid courses. Others were motivated to plant trees in the hills near their farms, so as to reduce the risk of landslides occurring. By discussing disaster preparedness in informal settings, Sabarni educates those in the village who would not otherwise have access to such knowledge and information. Her social networks provide valuable channels of communication among villagers. Sabarni and other team members have also had the chance to practice their responses in disaster simulations.

By recognizing women's important role in disaster response, the community increasingly value women's work. If a disaster strikes, women's contributions will be vital in helping people survive, and in reducing the losses incurred by the whole community.

## Looking forward

Oxfam understands that discrimination and injustice are major causes of poverty worldwide. Gender equality underpins all of our work across the world and we will continue to integrate gender issues in every aspect of our work, being careful to ensure that both women and men benefit equally. We're aware that there is no easy way to remove gender discrimination, as it is always specific to its context.

We will continue to help women campaign for legal reform in countries with laws that disadvantage women. We will also help women acquire functional literacy skills so they can work, and we will endeavor to raise the income of some of the world's poorest families through community finance programs targeted at women.

We will work with women to strengthen their voices in their communities, so they can become leaders and spokespeople, and we will help women to understand their human rights, so they will not have to accept violence as part of their lives.



Women participating in a community vulnerability analysis activity in Taung Tan village, Indonesia. Oxfam's disaster risk reduction work includes helping develop community action plans. "Our village is getting stronger. Almost all of the people listen to the weather report on the radio now," explains Daw Than Myint. "If another cyclone comes, we plan to run to the new concrete school built by Oxfam. It was designed to be a shelter in times of a cyclone".

Dedaye Team/Oxfam





Oxfam Hong Kong 2011 樂施毅行者

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運動支援贊助機構 Logistics Sponsors



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## Section 8 Fundraising & Income

Income growth and increased financial resources are necessary to support Oxfam's activities, allowing for expansion in our campaigning and programs which support Oxfam's strategic objectives.

## 8. Fundraising & Income

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Oxfam would not exist without the support of the millions of people across the world who donate, support the Oxfam shops, participate and organize events and buy gifts from Oxfam Unwrapped. The many generous donors, individuals, organizations and companies who support us year in and year out are crucial to our work in saving lives, developing programs to help people overcome poverty, and campaigning for social justice.

Thousands of Oxfam supporters across the world give a regular gift to Oxfam totaling €159m in 2010-2011. This is one of Oxfam's most important sources of income, as it enables us to plan ahead and use the funds where we know they will make the biggest difference. We owe tremendous thanks to our supporters<sup>7</sup>.

### Oxfam Unwrapped

Oxfam's alternative gift catalogue, "Oxfam Unwrapped", has been extremely successful across the Confederation: raising money for projects overseas; recruiting new Oxfam supporters; and generating publicity. Instead of the usual Christmas, Eid, Diwali, Chanukah, birthday or wedding gifts, Oxfam

supporters can buy virtual gifts either online or through a catalogue, such as goats, chickens, school books, bicycles, buckets, seeds and much more. The famous Oxfam goat remains one of the most popular gifts across the world. The goat even has his own Facebook page and is named Archie!

Brian Moody/Oxfam



“

*During my trips I've met some incredible people whose lives are changing because of Oxfam Unwrapped. I met a woman in Uganda who was able to start up a small business selling groundnuts – she is now making enough money to send her grandchildren to school.*

– Kristin Davis

Actress

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### Oxfam shops

Oxfam has over 1,200 shops run almost entirely by volunteers in eight countries across the world. Oxfam shops sell donated goods such as clothes, books, household goods and other valuable items. An estimated 35,000 people volunteer in Oxfam shops across the Oxfam Confederation and many millions of people donate goods every year.

We also have shops that specialize in selling Fair Trade products. Fair Trade has been one of the most successful civil society movements of recent years and Oxfam was one of the pioneers over 40 years ago. Fair Trade is about paying poor producers a fair price for their products, and helping producers to gain the necessary skills and knowledge to develop their businesses so they can work their way out of poverty.

Fair Trade also contributes to Oxfam's economic justice change goal, enabling Oxfam to provide an alternative sustainable development tool for marginalized producer groups to develop secure and sustainable livelihoods.

<sup>7</sup> The Secretariat does not collect data centrally on the numbers of supporters across the Confederation. We are in the process of developing systems to collect this kind of information. Supporter data for each Oxfam affiliate can be obtained directly from affiliates. (GRI 2.8)



## 8. Fundraising & Income

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

### Oxfam Trailwalker

Oxfam Trailwalker is one of the world's toughest team challenges and one of the most rewarding. With trails in 12 countries, and more planned for the future, Oxfam Trailwalker is becoming a global phenomenon. Since it began in 1981, thousands of walkers around the world have successfully taken on Oxfam's endurance challenge: to walk 100 kilometers in teams of four, in a limited time and with no sleep. Each team has to start together, stick together and finish together.

The event is not just physically demanding, but it is also a fundraising challenge, as each team is tasked with raising a minimum sponsorship amount for Oxfam's work across the world. The trails are located in spectacular locations across the world, including the mountainous landscape around Barcelona in Spain, the Australian bush, the Ganaraska hiking trail in Canada and the volcanically active Fuji-Hakone-Izu National Park in Japan. To date, over 32,000 teams (128,000 individuals) have collectively walked over 11.5 million kilometers (the same distance as walking around the world 287 times!), becoming great ambassadors for Oxfam's work and raising millions internationally.

“

*This event was extremely challenging, but also it was inspiring to witness the commitment of so many of our supporters and volunteers.*

– **Jeremy Hobbs**

Executive Director Oxfam International

”



Trailwalker participants in Barcelona, Spain.

Nili Bohigas/Oxfam

### Institutional fundraising

Oxfam receives grants from various institutions including the European Union, United Nations and from governments in many countries.

These grants, which make an enormous difference to Oxfam's impact around the world, are usually earmarked for a particular project, country, or area of work, and include grants for humanitarian emergencies. Institutional grants require detailed proposals from our staff, and also stringent reporting on the outcomes that have been achieved.

### Emergency fundraising

In 2010-11, Oxfam supporters were extremely generous in response to emergencies through public appeals. In total Oxfam spent €257.7m on strategic aim 'Life and Security'. Several of Oxfam's affiliates are part of humanitarian fundraising consortiums in their countries, including Oxfam Great Britain in the Disasters Emergency Committee (DEC) in the UK, Oxfam Canada and Oxfam Quebec in the Humanitarian Coalition in Canada, and Oxfam Novib in the Co-operating Aid Agencies in the Netherlands (SHO).

Being part of coalitions during emergencies can help members to raise more money, be more cost-effective and accountable, and ensure that emergencies are kept in the news as much as possible.

### Ethical fundraising (PR6)

Oxfam is committed to raising funds in an ethical way. We have signed up to the principles of ethical fundraising set out in the INGO Accountability Charter and all Oxfam affiliates are required to follow the Oxfam Guide to Working with the Private Sector and Ethical Screening, both for fundraising and campaigning. (NGO5)

The Guide outlines the principles for relationships between Oxfam and the private sector, and requires ethical screens to be conducted on all potential donors. We are also developing fundraising standards for restricted grants and we are looking more widely at community fundraising. At the national level, each affiliate must adhere to the codes and guidelines of the country in which they are based. For example, Oxfam Great Britain, as a member of the UK Fundraising Standards Board, must submit an annual complaint report to them.<sup>8</sup> Each affiliate is responsible for tracking and resolving complaints of breaches of standards for fundraising and marketing practices, and this information is shared within the Oxfam Confederation where necessary. We are currently looking into processes and systems for tracking the number of complaints across the Confederation.

<sup>8</sup> See Annex 1 for details of affiliate fundraising membership bodies.

# 8. Fundraising & Income

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Oxfam Confederation Income<sup>9</sup>

(GRI 2.8, NGO8)

These figures represent consolidated income across the Confederation (14 affiliates plus the Oxfam International Secretariat). Inter-affiliate (Oxfam) transfers have been not included.

**Reporting period: 1st April 2010 - 31st March 2011**

All figures in millions of Euro

Total Income	€894
Total Expenditure	€911
<b>Excess of Income over Expenditure</b>	<b>(- €17)</b>
Total Liabilities	€288
Net Assets	€319
<b>Total Assets</b>	<b>€607</b>

## Consolidated monetary value of funding received by source.

Revenue by Source	€ Million	%
<b>Institutional Fundraising Revenue</b>	<b>€356</b>	<b>39.8%</b>
UN and UN Institutions	€35	3.9%
EU and EU Institutions	€65	7.3%
Other Supranational Institutions	€1	0.1%
Home Government Institutions	€197	22.0%
Other Governments	€19	2.1%
NGO & Other	€39	4.4%
Associated organisations	€0	0.0%
<b>Community Fundraising Revenue</b>	<b>€353</b>	<b>39.5%</b>
Fundraising Events	€10	1.1%
Public Appeals	€109	12.2%
Regular Support	€159	17.8%
Bequests	€24	2.7%
Lotteries	€15	1.7%
Other Corporate & Trust Donations	€28	3.1%
Other Private and Public Fundraising Revenue	€8	0.9%
<b>Interest and Investment Revenue</b>	<b>€7</b>	<b>0.8%</b>
<b>Trading Revenue*<sup>10</sup></b>	<b>€159</b>	<b>17.8%</b>
<b>Other income</b>	<b>€19</b>	<b>2.1%</b>
<b>Total Revenue</b>	<b>€894</b>	<b>100%</b>
* Trading revenue figures are gross - no trading costs have been deducted. See table below for the Net Trading income figure.		
Trading Revenue	€159	
Trading Costs	€141	
<b>Net Trading Revenue</b>	<b>€18</b>	

## The six largest donors and the monetary value of their contribution.

Revenue by Source	€ Million
Home Government Institutions (Institutional Fundraising Revenue)	€197
Trading Revenue *	€159
Regular Support (Community Fundraising)	€159
Public Appeals (Community Fundraising)	€109
EU and EU Institutions (Institutional Fundraising Revenue)	€65
NGO & Other (Institutional Fundraising Revenue)	€39

(NGO7)

The Oxfam Financial Standards provide minimum standards that Oxfam affiliates must comply with to ensure adequate internal processes of financial controls. Compliance with minimum standards is monitored through a system of peer reviews, the next round of which is planned to take place in 2012.

Each affiliate is responsible for establishing and maintaining their own resource allocation systems and deciding how funds are spent. Further information is available in affiliate annual reports and financial accounts.

<sup>9</sup> This information is indicative and does not show the actual performance of any single affiliate. Affiliates should be consulted directly for specific information.

<sup>10</sup> Income from Oxfam shops and online trading.



# 8. Fundraising & Income

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Oxfam International Secretariat Income

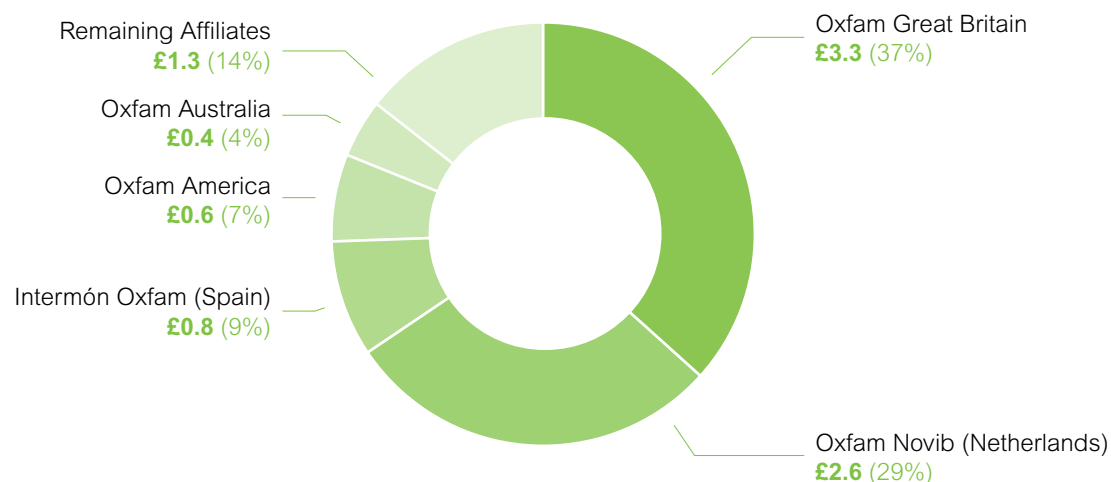
(GRI 2.8, NGO8)

The Oxfam International Secretariat is funded by contributions from Oxfam affiliates, based on each affiliate's total income and adjusted to exclude inter-affiliate funding and non-cash items. The contributors to the Secretariat's income are shown below.

Reporting period: 1st April 2010 - 31st March 2011

All figures in millions of GB Pound

**Total Secretariat Income for 2010-11: £9.0m**



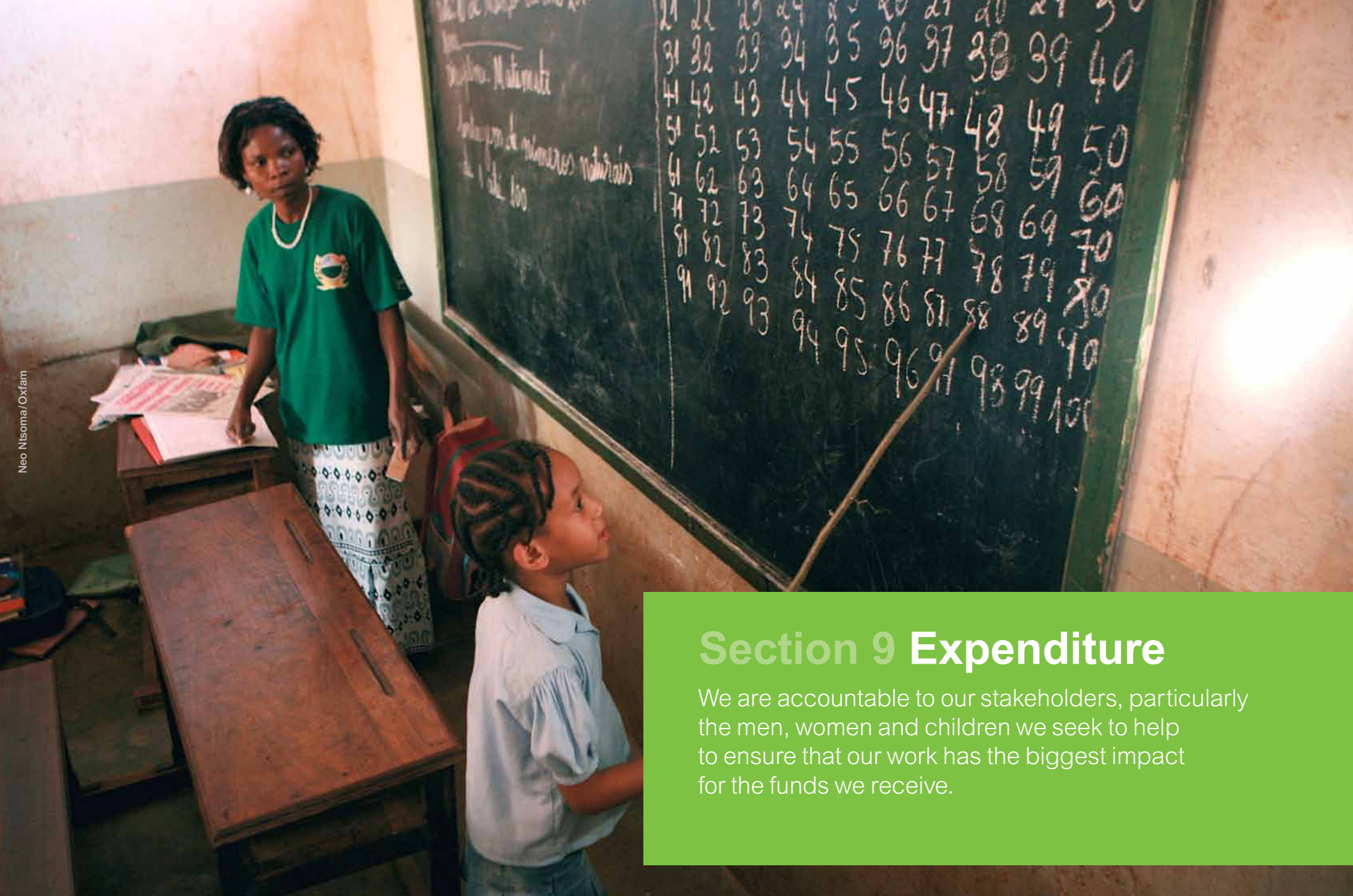
(NGO7)

The Oxfam International Secretariat is not directly involved with the donors, and therefore relies upon contributing affiliates to ensure that the source of their contributions does not infringe any restrictions imposed by donors. To facilitate this, we operate a system of budgetary control which requires affiliates to authorize expenditure plans. The Secretariat manages expenditure on core functions through internal policies which lay down a system of budgetary control.

Budgets are prepared annually, reviewed by the Finance and Audit Committee of the Board and then approved by the Board. During the year, progress against the budget is monitored on a monthly basis by budget holders, and reviewed quarterly by the Finance and Audit Committee. Adhoc funding for specific activities is controlled through specific agreements which outline the purpose of the funding. Each activity is monitored through a specific fund and has a specified budget holder.

In addition to the above measures, the Secretariat maintains a set of policies governing the authorization of expenditure, including authorization limits for procuring goods and services, as well as policies on allowable expenses. These policies apply to all jurisdictions where the Secretariat operates, and are made available to all staff through our intranet.

All Secretariat staff receive an induction which covers the main points of these policies as far as they are relevant to their duties. Budgets are also related to departmental and individual work plans which are monitored through objective setting and performance appraisals. The Secretariat prepares financial accounts which follow Generally Accepted Accounting Provisions (GAAP) as applicable to charities registered in the UK, and the accounts are externally audited according to International Auditing Standards (UK and Ireland).



## Section 9 Expenditure

We are accountable to our stakeholders, particularly the men, women and children we seek to help to ensure that our work has the biggest impact for the funds we receive.



# 9. Expenditure

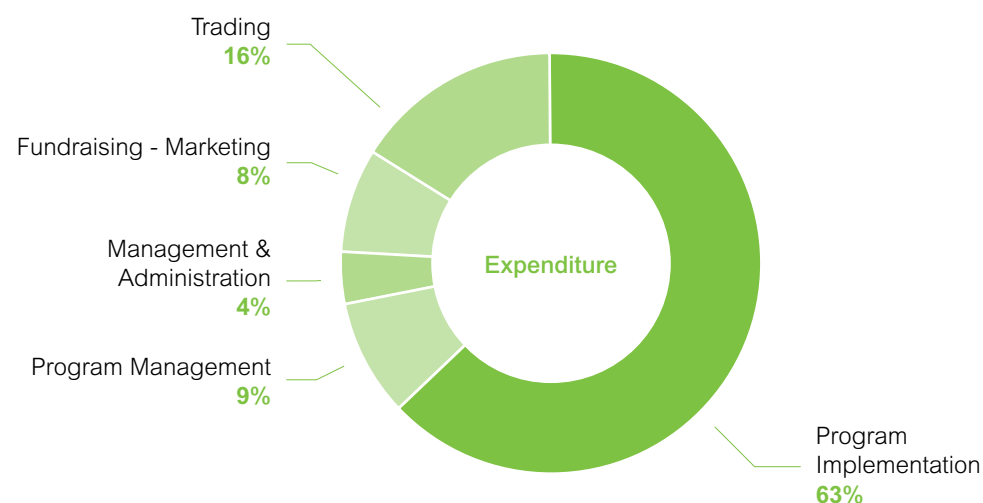
To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Oxfam Confederation Expenditure (GRI 2.8)

Reporting period: 1st April 2010 - 31st March 2011

All figures in millions of Euro

Category	€ Million	%
<b>Program</b>	<b>€€660</b>	<b>72%</b>
Program Implementation €	€€576	63%
Development & Humanitarian	€€€524	57%
Campaigns	€€€52	6%
Program Management €	€€€84	9%
<b>Non-program €</b>	<b>€€251</b>	<b>28%</b>
Management & Administration €	€€38	4%
Fundraising-Marketing	€€72	8%
Institutional fundraising	€€6	1%
Community fundraising	€€€66	7%
Trading	€141	16%
<b>Total Expenditure</b>	<b>€911</b>	<b>100%</b>



# 9. Expenditure

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Oxfam Confederation Expenditure (GRI 2.8)

Reporting period: 1st April 2010 - 31st March 2011

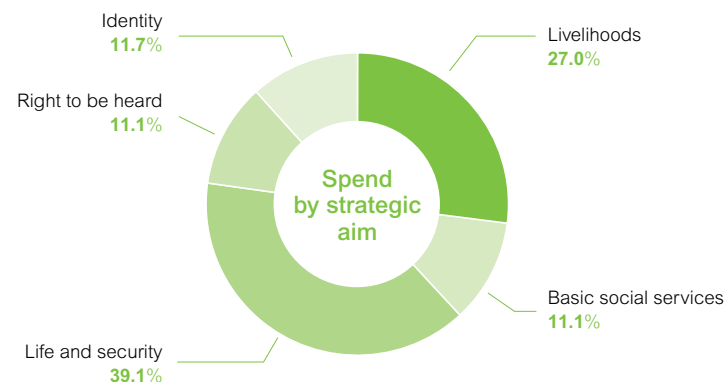
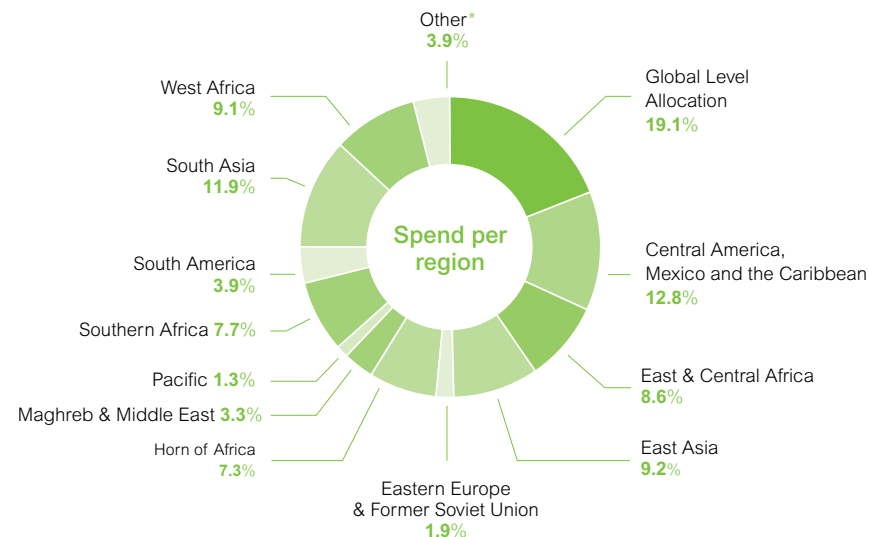
All figures in millions of Euro

### Program expenditure

Oxfam Regions	€ Million	%
Global Level Allocation	€€126.2	19.1%
Central America, Mexico and the Caribbean	€84.7	12.8%
East & Central Africa	€€56.7	8.6%
East Asia	€€60.6	9.2%
Eastern Europe & Former Soviet Union	€12.3	1.9%
Horn of Africa	€47.9	7.3%
Maghreb & Middle East	€€21.9	3.3%
Pacific	€€8.3	1.3%
Southern Africa	€€50.6	7.7%
South America	€€26.0	3.9%
South Asia	€€78.8	11.9%
West Africa	€€60.3	9.1%
Other*	€€25.7	3.9%
<b>Total</b>	<b>€€660</b>	<b>100%</b>

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

Aims	€ Million	%
Livelihoods	€€178.3	27.0%
Basic social services	€€73.3	11.1%
Life and security	€€257.7	39.1%
Right to be heard	€€73.5	11.1%
Identity	€€77.2	11.7%
<b>Total</b>	<b>€€660</b>	<b>100%</b>





# 9. Expenditure

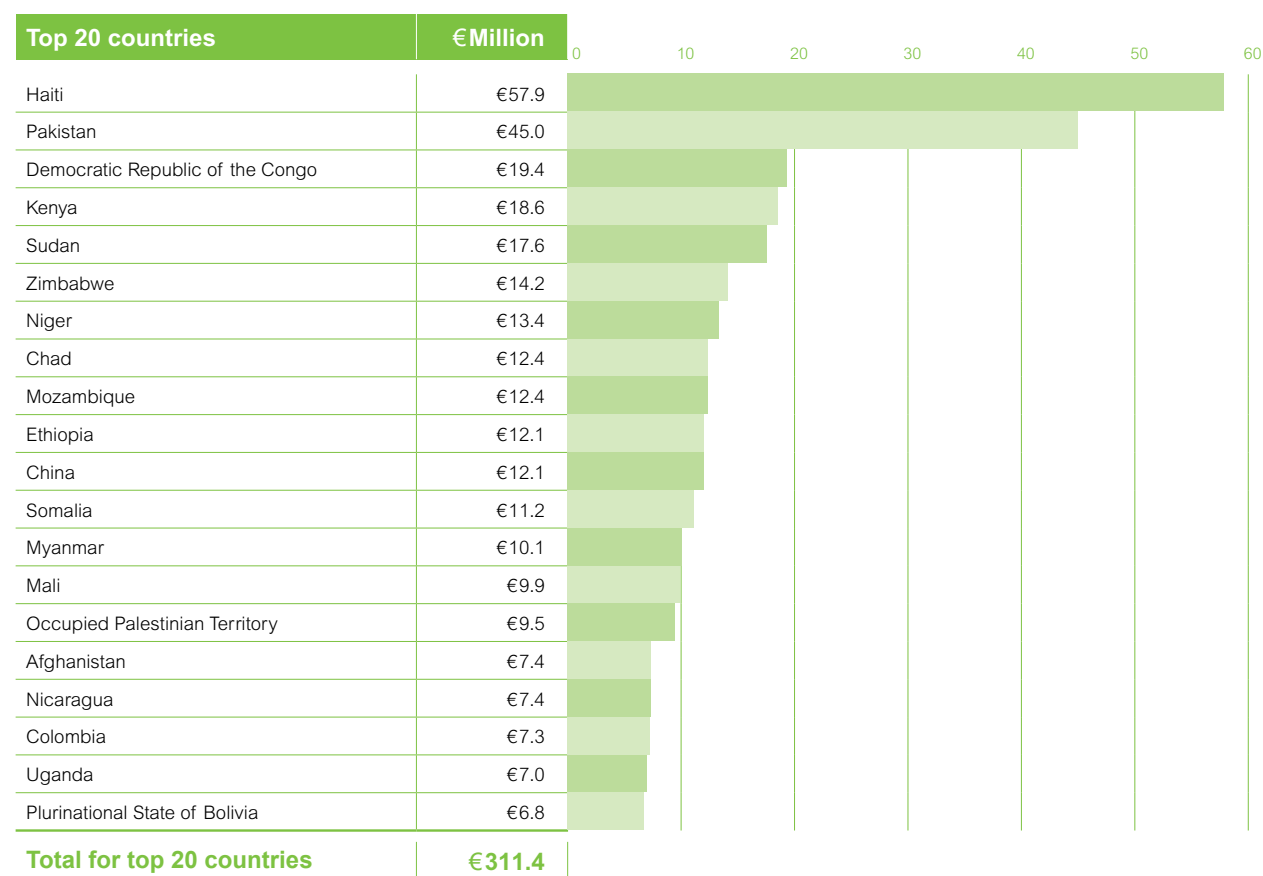
To find out more, visit [www.oxfam.org/en/about/accountability](http://www.oxfam.org/en/about/accountability)

## Oxfam Confederation Expenditure (GRI 2.8)

Program expenditure for the top 20 countries represents 311.4 million Euro or 47% of total Program expenditure.

Reporting period: 1st April 2010 - 31st March 2011

All figures in millions of Euro



# 9. Expenditure

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Oxfam International Secretariat Expenditure

(GRI 2.8)

The following are summary figures taken from Stichting Oxfam International's Financial Accounts for 2010-11, which relate to Secretariat operations. The Secretariat's main base of operations is in the UK, and therefore we use GBP as our reporting currency. Copies of our accounts are available in full on our website at [www.oxfam.org/en/about/accountability](http://www.oxfam.org/en/about/accountability).

**Reporting period: 1st April 2010 - 31st March 2011**

All figures in millions of GB Pound

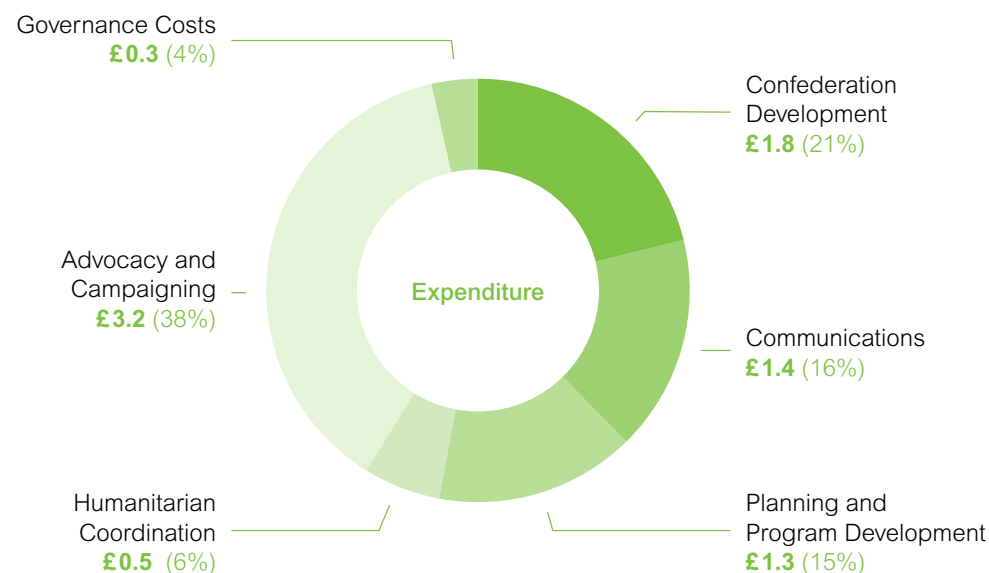
### Income and Expenditure

Total Expenditure	£8.5
Excess of income over expenditure	£0.5
<b>Total Income</b>	<b>£9.0</b>

### Balance sheet

Total Liabilities	£0.6
Net Assets	£2.2
<b>Total Assets</b>	<b>£2.8</b>

### Total Secretariat expenditure for 2010-11: £8.5m





## Section 10 Living Our Values

Oxfam is determined to meet the same social, labor and environmental standards that we demand of others and to live out our values in our working environment.

# 10. Living Our Values

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Our people (GRI 2.8)

As of 31st March 2011 Oxfam had 9,299 employed staff and 46,283 volunteers working in 92 countries. The active participation and development of our staff is integral to our success. While each Oxfam affiliate designs their own human resource policies, a number of policies exist at either a global, regional or country level which are common to all affiliates, such as the Oxfam Code of Conduct.

As a Confederation, we have adopted human resource standards which every affiliate must follow. These standards illustrate our first steps towards aligning our human resource policies and procedures across the Confederation.

## Demographics (LA1, GRI 2.8)

At present, we do not collect demographic information for the Confederation as a whole. Detailed demographic information for each of our affiliates can be found in their annual reports.

Oxfam International Secretariat has 77 staff and 6 volunteers, working in five offices or remotely. Staff members are employed on either a permanent or fixed-term basis. Our volunteers primarily work as interns on specific project work; volunteers are unpaid other than the provision of travel expenses to and from home and a meal allowance for those working longer than 5 hours a day.

### Oxfam International Secretariat:

total workforce, including volunteers, by type, contract and region (LA1)

Secretariat Offices	Number of permanent staff		Number of fixed-term staff		Number of voluntary staff	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Oxford	31	5	8	1	5	0
Brussels	6	0	4	0	1	0
Geneva	3	1	3	0	0	0
Washington DC	3	1	2	0	0	0
New York	5	0	2	0	0	0
Other (working remotely)	0	0	2	0	0	0
<b>Total</b>	<b>48</b>	<b>7</b>	<b>21</b>	<b>1</b>	<b>6</b>	<b>0</b>

### Oxfam International Secretariat:

composition of governance bodies and breakdown of staff per category according to gender, age group, minority group membership, and other indicators of diversity (LA13)

Grade of Secretariat Staff Member	Gender %	Age breakdown %	Nationality Statistics*	Disability %
<b>LEVEL A</b> Top leadership role 5 employees	Female 40% Male 60%	Under 30 0% 30 - 50 0% 50+ 100%	Australian 2 British 2 German 1	Disabled 0% Non disabled 100%
<b>LEVEL B</b> Senior manager or senior specialist 28 employees	Female 54% Male 46%	Under 30 11% 30 - 50 82% 50+ 7%	American 4 Brazilian 1 British 10 Dutch 1 Israeli 1 South African 1 Australian 1 Belgian 2 Canadian 2 French 2 New Zealander 1 Spanish 1	Disabled 4% Non disabled 96%
<b>LEVEL C</b> Line manager or professional specialist 23 employees	Female 78% Male 22%	Under 30 9% 30 - 50 91% 50+ 0%	American 3 Dutch 2 German 1 Norwegian 1 British 12 Filipino 1 Italian 1 Spanish 2	Disabled 9% Non disabled 91%
<b>LEVEL D</b> (1st line manager/ supervisor researcher or non-professional specialist) 13 employees	Female 85% Male 15%	Under 30 36% 30 - 50 45% 50+ 18%	American 1 French 4 Spanish 1 British 5 Slovakian 1 Swiss/French 1	Disabled 8% Non disabled 92%
<b>LEVEL E</b> Administrators, clerical and support staff 6 employees	Female 83% Male 17%	Under 30 66% 30 - 50 33% 50+ 0%	British 3 Greek 1 Canadian 1 Polish 1	Disabled 17% Non disabled 83%
<b>Oxfam International Board</b> 30 Members	Female 30% Male 70%	Under 30 0% 30 - 50 13.5% 50+ 86.5%	Irish 2 British 2 French 2 Australian 3 Dutch 2 American 2 French/Spanish 1 Chinese 1 Belgian 2 New Zealander 3 Canadian 5 German 2 Spanish 1 Mexican 2	This data is unknown at present

\* This year we are reporting our staff and volunteer diversity on the basis of self-identification of ethnicity/nationality. We believe this provides a more detailed and useful picture than before.



# 10. Living Our Values

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Quality of life (LA12)

We recognize the importance of relevant training, development and learning opportunities, both personal and professional, to help staff work effectively and professionally. We aim to instill a culture of learning in the organization so that our staff can share learning and develop together. Learning and training of staff is promoted across the Confederation. We have a global secondment policy to encourage staff movement within the Confederation and each affiliate is responsible for designing its own learning and development tools.

Within the Oxfam International Secretariat, all staff are subject to a formal 360 degree performance appraisal review which includes objective setting and development planning on an annual basis. Interim reviews are conducted mid-year to review progress against objectives and development plans. Regular one-to-one meetings are encouraged on an ongoing basis to monitor progress and address any performance issues.

As a Confederation, we are currently developing organizational learning and development across the Confederation, whereby all staff receive the same levels of induction, management and leadership training, ensuring that we make the most of the talent that is available to Oxfam.

### Oxfam International Secretariat:

average hours of training per year by grade level (LA10)

Grade level of Secretariat staff		Per year
Level A	Top leadership role	35 hours
Level B	Senior manager or senior specialist	67.75 hours
Level C	Line manager or professional specialist	49.5 hours
Level D	1 <sup>st</sup> Line manager or professional specialist	49.5 hours
Level E	Administrators, clerical and support staff	29.5 hours

## Diversity (NGO4)

Our policies and practices aim to attract and select a diverse workforce with the skills and capabilities to fulfil our requirements. Oxfam is committed to equality, diversity and inclusiveness because we believe that these core values drive our mission and help us attract and retain the best possible staff. Human Resource Directors from each affiliate are working together to identify and eliminate any systemic barriers to diversity and to develop a diversity policy for the Confederation. The Secretariat's recruitment toolkit reminds recruiting managers of their responsibilities in relation to equality and diversity during the recruitment process and throughout the employment relationship.

We understand that employing people from local communities can benefit the communities we work in and provide us with a better understanding of local needs. Secretariat practice is to recruit both locally and globally for more senior/specialist posts that require international experience. (EC7)

## Health & safety

The security, good health and safety of our staff are a prime responsibility of our organization. We recognize that the work of relief and development agencies often places great demands on staff in conditions of complexity and risk. The Secretariat has a health and safety policy which ensures that the health and safety risks that arise from its work activities are adequately managed. We aim to provide and maintain safe and healthy working conditions, equipment and systems of work for all staff, interns and volunteers; as well as the necessary resources, information, instruction, training and supervision to achieve this policy.

# 10. Living Our Values

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Whistle blowing (SO3)

Affiliates are required to follow Oxfam's policy on whistle blowing and complaints. Affiliates must also have explicit anti-corruption policies in order to meet the minimum requirements of Oxfam's financial standards. All Secretariat staff are required to read and understand the Secretariat's anti-corruption and anti-fraud policy as part of the induction process.

The Secretariat encourages Board members, managers, staff, interns and volunteers to report evidence-based instances of malpractice to their manager, the Oxfam International Executive Director, or if necessary the Chair of the Board or another Board Officer. This may be done in confidence and without fear of reprisal. The Secretariat will protect whistle blowers from victimization and dismissal, and if the matter relates to an affiliate, the issue will be directed to the appropriate manager or the Executive Director of the affiliate.

(NGO2)

## Staff engagement

As an international Confederation, communicating with our staff around the world is vital. We produce a quarterly Confederation newsletter "Speaking Out", which highlights Oxfam's programs and organizational changes such as the Single Management Structure, as well as current world events affecting our work. Staff also have access to an intranet system where they can share information and communicate using state-of-the-art information technology systems. While our external publications are always published in Oxfam's core languages, French, English and Spanish, we also aim to translate key internal documents in to these languages for our staff. In addition, we arrange regular lunchtime talks to allow staff to share information on subjects of interest in an informal setting. Within the Secretariat, there are a combination of regular departmental meetings, weekly e-newsletters and quarterly learning events to keep staff informed and to gauge and collect their views. Staff are consulted on any significant changes that affect them, or any proposed changes to terms and conditions. Any changes are managed in line with collective agreements or local legislation requirements and best practice. Staff can provide recommendations to the Oxfam International Management Team directly or through the staff satisfaction survey which was introduced in 2010.

(GRI 4.4)



Oxfam staff Emilio Huertas and Esther Guillaume, Haiti, at a canteen owners and beneficiaries end of phase feedback session.

Jane Beesley/Oxfam



# 10. Living Our Values

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Energy and resources

(EN16, EN18)

We strive to meet the same environmental standards that we demand from others. Oxfam is seeking reductions in its carbon emissions ranging from five per cent to ten per cent per year over the next five years, which will vary depending on the Oxfam affiliate.

In 2010-11, members of the Confederation estimated their combined emissions at 21,433 Tonnes CO<sub>2</sub> equivalent ranging from 34 tonnes CO<sub>2</sub> equivalent. to 11,643 tonnes CO<sub>2</sub> equivalent. This covers direct emissions from fuel use, such as vehicles, generators, boilers and other end-use equipment; and indirect emissions from purchased electricity and air travel. Each affiliate has its own policies and practices for carbon management. For more information please see affiliate websites and annual reports.

## Oxfam International Secretariat Emissions

At the Secretariat, we have been recording our Greenhouse Gas emissions for three years. By doing so we hope to demonstrate our commitment to Oxfam's core values, and to be able to identify steps we can take to become more carbon efficient. During the last three years we have made a number of changes to the emissions we record, and taken measures to reduce our emissions. These have affected the figures we produce, and instances of this will be explained as they arise. The recorded emissions – CO<sub>2</sub> equivalent (CO<sub>2</sub>e) – are Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>) and Nitrous Oxide (N<sub>2</sub>O). This is determined by the UK Department for Environment, Food and Rural Affairs Defra<sup>11</sup> as they are the source of our conversion factors.

We continually aim to reduce our air travel and have made strides in this direction. However due to the nature of our work, with staff required to travel to humanitarian crisis or to undertake planning for major projects it is not always achievable. To help us achieve our objectives for the future we will set reduction targets for the departments and introduce check points in our planning, in order that staff first explore all alternatives such as video conferencing or web and teleconferencing.

### Table 1

shows the sum of Oxfam International's greenhouse gas emissions over three reporting years.

### Scopes 1, 2 and 3

Refer to the divisions set by the Greenhouse Gas (GHG) Protocol, whereby:

#### Scope 1

Indicates emissions from the consumption of fuel by Oxfam International Secretariat itself.

### Scope 2

Indicates emissions we produce indirectly through the production of the electricity we purchase.

### Scope 3

Indicates all other emissions produced indirectly by Oxfam International Secretariat.

The majority of our emissions are indirect. We do not have company vehicles, and as such the only fuel we consume directly is gas for our central heating system.

### Table 1:

Oxfam International Secretariat Carbon Footprint, measured in tonnes of CO<sub>2</sub> equivalent

Emission Factors (Tonnes CO <sub>2</sub> e)	2008-09	2009-10	2010-11
<b>GHG Scope 1</b>			
Gas			11.84
<b>GHG Scope 2</b>			
Purchased Electricity	30.56	118.07	45.02
<b>GHG Scope 3</b>			
Paper Purchased	0.73	0.74	0.12
Waste to Landfill	0.54	0.29	1.75
Air Travel	485.68	450.92	525.00
Commuter Travel	6.03	6.06	4.91
Water			0.85
<b>Total</b>	<b>523.54</b>	<b>576.08</b>	<b>589.49</b>

<sup>11</sup> 2010 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting <http://archive.defra.gov.uk/environment/business/reporting/pdf/101006-guidelines-ghg-conversion-factors.pdf>

# 10. Living Our Values

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

The main contributors we have to total emissions are Purchased Electricity and Air Travel, and to a lesser extent Commuter Travel. We do not keep a record of other causes of emissions not included in **Table 1**, such as transport of goods or process related emissions, as these are not applicable to the Secretariat.

The reported figures account for the emissions produced by our main office based in Oxford as we do not run any shops. We have started collecting data for our advocacy offices, but do not yet have a complete set, so we intend to include them for the next reporting year. These measurements come from several different sources:

## **The paper purchased**

– estimate is a direct count of the number of reams ordered for our office. From this we infer the energy used to recycle it, making the assumption that any emissions from use of the paper itself will be accounted for by other measures i.e. printing emissions are reported as part of electricity usage. Prior to 2010-11 we used a conversion factor provided by Oxfam Great Britain that specifically measured this usage. This accounts for at least part of the decrease seen compared to 2009-10.

## **Waste to landfill**

– is based on the number of collections we have scheduled. The increased figure for 2010-11 is due partly to a similar change in conversion factor for the year 2010-11 and partly to a small increase in the number of collections.

## **Purchased electricity, gas and water**

– are based on meter readings. Updates to the conversion factors produced by Defra account for at least some of the discrepancy in figures for purchased electricity between reporting years. Gas and water figures have only been recorded from the start of the 2010-11 reporting year, so as yet we cannot make any accurate comparisons.

## **Air travel**

– was based on reported expenditure. We will move to using an estimation of the distance (km) between airports for each journey in the next financial year as this is a more accurate measure.

## **Commuter travel**

– is calculated as a rough approximation of the distance and means by which staff travel to work, taking into account the number of days that each staff member works.

Conversion factors are gathered from the Defra website where available. Shifts in electricity figures for previous years compared to the last report are caused by updates to these factors. We have used this data to implement a number of changes with the aim of increasing our carbon efficiency:

## **To limit paper purchased**

– we now use a printer which requires the manual entry of a code in order to work. This reduces the occasions when items are sent to print and forgotten, and so reduces the amount of waste. We also currently use 100% recycled paper.

## **We have introduced a house keeping policy**

– which advocates recycling and composting of waste within the office, in order to reduce waste to landfill. To this end we have recycling points set up across the office and a composting point in the kitchen.

## **To reduce purchased electricity**

– staff are prompted by signs to take measures such as switching off any unnecessary lights.

## **For air travel reductions**

– we uphold a travel policy which states that any journey that can be travelled by train door-to-door in less than eight hours, should be. We are also advocating the use of video-conference technology or other communication tools, where a face-to-face meeting is not strictly needed. We are also promoting video-conferencing to the other Oxfam affiliates, and hope to continue to increase its usage across the Oxfam Confederation.

## Section 11 Organizational Profile

Our Board is responsible for the Confederation's overall performance and compliance, providing strategic direction, effective governance and leadership to co-ordinate the Oxfam affiliates.



# 11. Organizational Profile (GRI 2.6, 4.1, 4.2, 4.3)

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

## Oxfam International Board

Stichting Oxfam International is registered as a Foundation in The Hague, Netherlands and as a foreign company limited by guarantee in the United Kingdom. Each affiliate is a member of the Foundation and subscribes to the Foundation's constitution through an affiliation agreement. The constitution consists of three documents: the Constitution which covers the objectives of Oxfam and the governance of the Board; the Code of Conduct which regulates the use of the Oxfam brand and criteria for membership of Oxfam and the Rules of Procedure which covers procedural aspects of the Board, the affiliation of new members and dispute resolution practice. Affiliates must also sign a trade-mark licence, which enables them to use the Oxfam brand as directed by Stichting Oxfam International.

The Foundation is governed by the Oxfam International Board which meets annually. The Board members are the 15 affiliate organizations and a Chair. Each affiliate is represented on the Board by the Chair and Director of the affiliate's Board. In March 2011, the Board agreed that the Chair should be an independent member who does not sit on an affiliate Board, and reconfirmed that the Chair is not an Executive Officer of the Foundation.

The Deputy Chair and Treasurer are elected from within affiliate Chairs only. Each affiliate holds one vote which is usually exercised by the affiliate Chair, but may be delegated to the affiliate Executive Director. All affiliate Chairs and the Chair of the Board are unpaid non-executive volunteers.

The Board delegates the power to manage the Secretariat to the Oxfam International Executive Director, who is selected by the Board and attends Board meetings in an advisory capacity. In turn, the Executive Director leads the Oxfam International Management Team who are all employed by Stichting Oxfam International.

### Board committees

There are currently two sub-committees of the Board: the Executive Committee; and the Finance and Audit Committee. The Executive Committee ensures that the Secretariat is equipped to deliver its part of the Strategic and Operational Plans and other such duties delegated by the Board and outlined in the Executive Committee's terms of reference. The Finance and Audit Committee ensures thorough financial oversight of the Secretariat, and makes recommendations to the Board in respect of the accounts, the budget and the audit. The process for the establishment of sub-committees is agreed by Board resolution. The Executive Directors of each affiliate also meet as a group bi-annually. The Oxfam International Executive Director works with the affiliates to reach consensus and make recommendations to the Board. They agree the operating architecture of Oxfam and have overall responsibility for initiating and implementing the Strategic Plan.

### Oxfam groups

The Global Team supports the agenda of the Executive Directors' Group, by providing strategic input and overseeing the operation of Oxfam within parameters agreed by the Executive Directors' Group and the Board. The Global Team consists of up to 16 senior staff, nominated by affiliates and selected on merit by the Executive Directors' Group.

The Global Team is accountable to the Executive Directors' Group. The Global Team is responsible for the implementation of the operational plan by directly supporting delivery groups in areas such as campaigning, advocacy, marketing and programs. The Global team promotes monitoring, evaluation and learning initiatives within Oxfam and assists in resolving problems as they arise.

A photograph of a protest in Brussels. In the foreground, a man dressed as Robin Hood, wearing a brown hat and a green tunic, holds a large white sign with a green border. The sign reads 'THE ROBIN HOOD TAX' in green capital letters, with a green arrow pointing downwards. Behind him, several other large green signs are visible, each with white text: 'DEVELOPMENT', 'CLIMATE', and 'HEALTH AND EDUCATION'. To the right, a woman in a pink and green sari is holding a small white dog. Next to her is a person in a large white polar bear costume. Further back, a woman in a nurse's uniform is visible. The background shows a city street with buildings.

THE  
ROBIN  
HOOD  
TAX

## Section 12 Contact Us

Oxfam is an international Confederation of 15 organizations working together in 92 countries to find lasting solutions to poverty and injustice. We work directly with communities, and we seek to influence those in power to ensure that poor people can improve their lives and livelihoods and have a say in decisions that affect them.

# 12. Contact us (GRI 2.3, 2.4, 3.4)

To find out more, visit [information@oxfaminternational.org](mailto:information@oxfaminternational.org) [www.oxfam.org](http://www.oxfam.org)

## Oxfam

is an international Confederation of 15 organizations working together in 92 countries to find lasting solutions to poverty and injustice: Oxfam America, Oxfam Australia, Oxfam-in-Belgium, Oxfam Canada, Oxfam France, Oxfam Germany, Oxfam Great Britain, Oxfam Hong Kong, Oxfam India, Intermón Oxfam (Spain), Oxfam Ireland, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib (Netherlands), and Oxfam Québec.

The Oxfam International Secretariat provides co-ordination and support to the Confederation. For further information about this report contact: [information@oxfaminternational.org](mailto:information@oxfaminternational.org) or visit [www.oxfam.org](http://www.oxfam.org) To find out more about our affiliates visit their websites, or contact them on the addresses shown here.

Oxfam is committed to being transparent about its activities and we publish vast amounts of information online. We welcome requests for information and feedback on our work.

There may be circumstances where we are unable to disclose information, for example for reasons of security, confidentiality or because of the sensitive nature of our internal documents. In the event that we are unable to disclose information, we will provide reasons for non-disclosure.

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# Annex 1

Affiliate fundraising bodies

Ashma, 23 gave birth to Edwina in the hospital and after a smooth delivery and went home later the same day. While pregnant Ashma attended the pre-natal clinic three times, all her treatment and medicines have been free.

## Affiliate fundraising bodies

### **Oxfam America**

is a member of the Better Business Bureau's Wise Giving Alliance and meets their high standards of operation, spending, truthfulness, and disclosure.

### **Oxfam Australia**

is committed to the Fundraising Institute of Australia's (FIA) Principles and Standards of Fundraising Practice, and the Australian Direct Marketing's Association Code of Practice.

### **Oxfam-in-Belgium**

is member of VEF-AERF (Vereniging voor Ethiek in de Fondsenwerving Association pour une Ethique dans la Récolte de Fonds), which guarantees the quality of fundraising in Belgium and the transparency of accounts.

### **Oxfam Canada**

subscribes to Imagine  
– Canada's Ethical Code Program.

### **Oxfam France**

is a member of the Comité de la Charte, which looks at management, the quality of communication, fundraising activities and financial transparency.

### **Oxfam Germany**

has the DZI (Deutsches Zentralinstitut für soziale Fragen) Seal of Approval.  
– The goals of the Seal are: donor protection; protection of donations and protection of state revenue. The German Foreign Office as well as the Federal Ministry on Economic Development and Co-operation for example refer to the Seal when checking whether an NGO can receive public subsidies.

### **Oxfam Great Britain**

is a member of the Fundraising Standards Board and is a member of the Institute of Fundraising in the UK.

### **Oxfam Hong Kong**

awaits the charity law being considered by their government at the moment, but currently follows: the Reference Guide on Best Practices for Charitable Fundraising Activities from the Social Welfare Department of the Hong Kong government (May 2011), the new guidelines on public fundraising; and the ICAC's (Independent Commission Against Corruption) Best Practice Checklist for the Management of Charities and Fundraising Activities (2009).

### **Oxfam India**

is exploring the possibility of establishing common codes of conduct for fundraising in India. There are no official fundraising bodies in India.

### **Intermón Oxfam (Spain)**

adheres to the Code of Conduct for Fundraising in Spain as well as internal organizational policies on transparency and rendering of accounts.

### **Oxfam Ireland**

is in the process of signing up to the Fundraising Standards Board in Northern Ireland and adhering to the Republic of Ireland's Statement of Guiding Principles for Fundraising.

### **Oxfam Italy**

has individual fundraisers who are part of the National Fundraising Association.

### **Oxfam Japan**

maintains a good relationship with the Japan Fundraising Association which publishes developments in fundraising laws.

### **Oxfam Mexico**

is careful to follow Mexican law and tax rules as they apply to NGOs, bank accounts and data handling. There are no national fundraising bodies in Mexico.

### **Oxfam New Zealand**

is part the Fundraising Institute of New Zealand (FINZ), which operates under best practice and national fundraising guidelines.

### **Oxfam Novib (Netherlands)**

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 CFI, which teaches high standards in fundraising.

### **Oxfam Québec**

follows several codes including the Code of Conduct for Canadian Philanthropic Organizations, and the AFP (Association of Fundraising Professionals) Code of Conduct.

## Annex 2

INGO Accountability Charter – GRI Content Index



# Annex 2

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Strategy and Profile Disclosures	Section in Annual Report	Comments
<b>Strategy and Analysis</b>		
1.1 Statement from the most senior decision-maker of the organization.	- <b>Our Year</b> (p7,8)	
<b>Organizational Profile</b>		
2.1 Name of the organization.	- n/a	<i>Oxfam</i>
2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).	- <b>About Oxfam</b> (p4,5)	<i>"Oxfam" is the primary brand for the Confederation. It includes the Oxfam logo, the name "Oxfam" and our visual identity which prescribes the use of a particular font, layout and colour. We communicate under that brand for all external materials, including our annual report, press releases, websites and policy papers.</i>
2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	- <b>Contact us</b> (p58)	
2.4 Location of organization's headquarters.	- <b>Contact us</b> (p58)	
2.5 Number of countries where the organization operates.	- <b>About Oxfam</b> (p4)	
2.6 Nature of ownership and legal form.	- <b>Organizational Profile, Oxfam International Board</b> (p56)	
2.7 Target audience and affected stakeholders.	- <b>Listening to our Stakeholders</b> (p10,11)	
2.8 Scale of the reporting organization.	- <b>About Oxfam</b> (p4) - <b>Fundraising and Income, Footnote 7</b> (p40), <b>Oxfam Confederation Income</b> (p42) - <b>Oxfam International Secretariat Income</b> (p43), <b>Oxfam Confederation Expenditure</b> (p45, 46, 47), <b>Oxfam International Secretariat Expenditure</b> (p48) - <b>Living Our Values, Our People</b> (p50), <b>Demographics</b> (p50)	
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	- <b>Our Year</b> (p7)	
2.10 Awards received in the reporting period.	- n/a	<i>None</i>
<b>Report Profile</b>		
3.1 Reporting period (e.g., fiscal/calendar year) for information provided. information provided.	- n/a	<i>1 April 2010 - 31 March 2011</i>
3.2 Date of most recent previous report (if any).	- n/a	<i>1 April 2009 - 31 March 2010</i>
3.3 Reporting cycle (annual, biennial, etc.).	- n/a	<i>Annual</i>
3.4 Contact point for questions regarding the report or its contents.	- <b>Contact us</b> (p58)	
<b>Report Scope and Boundary</b>		
3.5 Process for defining report content.	- n/a	<i>In determining the GRI content of this year's annual report, we have followed the requirements of the INGO Accountability Charter and reported on the Profile Section components and the 18 core indicators included in the GRI NGO Reporting Template. Within this framework we have been able to address Oxfam's purpose and experience, and to reflect upon the impact and effectiveness of our programs as well our levels of stakeholder engagement. In combining our annual and accountability reports, we expect this year's report to be read by a wide audience, including our partners and allies, staff and volunteers, donors and supporters, coalitions and alliances, suppliers, governments, the private sector, academic institutions and the wider public.</i>

# Annex 2

To find out more, visit [www.oxfam.org](http://www.oxfam.org)

Strategy and Profile Disclosures	Section in Annual Report	Comments
<b>3.6</b> Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	- n/a	<i>This report focuses on the activities of the Confederation. In some areas we have referred the reader to individual Affiliate annual reports or websites for further information. The report also provides information on Secretariat activities.</i>
<b>3.7</b> State any specific limitations on the scope or boundary of the report.	- n/a	<i>Oxfam does not produce a single set of financial accounts for the Confederation because Affiliates are independent legal operating entities. Confederation financial information included in this report is indicative and does not show the actual performance of any single Affiliate. Specific Affiliate financial information is available in Affiliate annual reports or websites.</i>
<b>3.8</b> Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	- n/a	<i>Information regarding Affiliate joint ventures etc. can be found in Affiliate annual reports. The Secretariat has outsourced some specialist services, for example information technology support and payroll. The reason for outsourcing is primarily to facilitate access to expertise which is not available in-house.</i>
<b>3.10</b> Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers / acquisitions, change of base years/periods, nature of business, measurement methods).	- n/a	<i>There are no restatements of information.</i>
<b>3.11</b> Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	- n/a	<i>Last year we published a standalone accountability report using the GRI NGO Reporting Template. This year we have combined our accountability and annual reports, and have, where possible reported on human resources and environmental activities across the Confederation.</i>
<b>3.12</b> Table identifying the location of the Standard Disclosures in the report.	- <b>Annex 2</b> (p62, 63, 64)	
<b>Governance, Commitments, and Engagement Governance</b>		
<b>4.1</b> Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight for information provided.	- <b>Organizational Profile</b> (p56)	
<b>4.2</b> Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and or executives.	- <b>Organizational Profile, Oxfam International Board</b> (p56)	
<b>4.3</b> For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.	- <b>Organizational Profile, Oxfam International Board</b> (p56)	
<b>4.4</b> Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	- <b>Living Our Values, Our People, Staff Engagement</b> (p52)	
<b>Stakeholder Engagement</b>		
<b>4.14</b> List of stakeholder groups engaged by the organization.	- <b>Listening to our Stakeholders</b> (p10,11)	
<b>4.15</b> Basis for identification and selection of stakeholders with whom to engage.	- <b>Listening to our Stakeholders</b> (p10,11) - <b>Economic Justice, Rice Farming in Vietnam</b> (p15)	

Strategy and Profile Disclosures	Section in Annual Report
<b>GRI Performance Indicators</b>	
<b>NGO1</b> Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	<ul style="list-style-type: none"> <li>- <b>Listening to our Stakeholders</b> (p10, 11), <b>Economic Justice, Rice Farming in Vietnam</b> (p15), <b>Looking Forward</b> (p19)</li> <li>- <b>Essential Services, Young People and HIV/AIDS in Thailand</b> (p22), <b>School Building in Cambodia</b> (p23), <b>Aid Effectiveness</b> (p25)</li> <li>- <b>Rights in Crisis, Pakistan Floods, Oxfam's Response</b> (p28), <b>Listening to Local Voices</b> (p29), <b>Building a Sustainable Future</b> (p29)</li> <li>- <b>Haiti Earthquake, Rebuilding the City</b> (p30), <b>Haiti: the Future</b> (p30)</li> <li>- <b>Gender Justice</b> (p35), <b>Violence Against Women in Morocco</b> (p36), <b>Learning from our Gender Work</b> (p37), <b>Preparing in case Disaster Strikes</b> (p38)</li> </ul>
<b>NGO2</b> Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	<ul style="list-style-type: none"> <li>- <b>Listening to our Stakeholders, Involving Local Communities</b> (p10), <b>Working with Partners</b> (p10), <b>Encouraging Feedback</b> (p11)</li> <li>- <b>Essential Services, School Building in Cambodia, Evaluating our Programs</b> (p23)</li> <li>- <b>Rights in Crisis, Pakistan Floods, Listening to Local Voices</b> (p29), <b>Real Time Evaluations</b> (p32)</li> <li>- <b>Living Our Values, Our People, Whistle Blowing</b> (p52)</li> </ul>
<b>NGO3</b> System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	<ul style="list-style-type: none"> <li>- <b>Listening to our Stakeholders, Involving Local Communities</b> (p10), <b>Working with Local Partners</b> (p10)</li> <li>- <b>Economic Justice, Climate Change Campaign</b> (p17), <b>Women Leading in Agriculture</b> (p18), <b>Learning from our Work</b> (p19)</li> <li>- <b>Essential Services, School Building in Cambodia, Evaluating our Programs</b> (p23), <b>Campaigning for Health and Education, Evaluating our Campaign</b> (p24)</li> <li>- <b>Rights in Crisis, Pakistan Floods, Oxfam's Response</b> (p28), <b>Listening to Local Voices</b> (p29), <b>Real Time Evaluations</b> (p32)</li> <li>- <b>Gender Justice, Violence Against Women in Morocco</b> (p36), <b>Learning from our Gender Work</b> (p37)</li> </ul>
<b>NGO4</b> Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.	<ul style="list-style-type: none"> <li>- <b>Listening to our Stakeholders, Involving Local Communities</b> (p10)</li> <li>- <b>Economic Justice, Integrating Gender</b> (p18)</li> <li>- <b>Essential Services, Young People and HIV/AIDS in Thailand</b> (p22)</li> <li>- <b>Rights in Crisis, Pakistan Floods, Listening to Local Voices</b> (p29)</li> <li>- <b>Gender Justice</b> (p35, 36, 37, 38)</li> <li>- <b>Living Our Values, Our People, Diversity</b> (p51)</li> </ul>
<b>NGO5</b> Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. Identify how the organization ensures consistency, fairness and accuracy.	<ul style="list-style-type: none"> <li>- <b>Our Year</b> (p8), <b>Listening to our Stakeholders, Uniting Globally</b> (p11)</li> <li>- <b>Economic Justice</b> (p13), <b>Looking Forward, Building our Campaigns</b> (p19)</li> <li>- <b>Learning from our Work</b> (p19)</li> <li>- <b>Essential Services</b> (p21), <b>Evaluating our Campaign</b> (p24)</li> <li>- <b>Rights in Crisis</b> (p27)</li> <li>- <b>Fundraising and Income, Ethical Fundraising</b> (p41)</li> </ul>
<b>NGO6</b> Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organization is not duplicating efforts?	<ul style="list-style-type: none"> <li>- <b>Our Year</b> (p7), <b>Listening to our Stakeholders, Uniting Globally</b> (p11), <b>Fostering Collaboration in the NGO Sector</b> (p11)</li> <li>- <b>Economic Justice, Food for Life</b> (p15), <b>Climate Change Campaign</b> (p17), <b>Women Leading in Agriculture</b> (p18), <b>Looking Forward</b> (p19)</li> <li>- <b>Essential Services, Campaigning for Health and Education</b> (p24)</li> <li>- <b>Rights in Crisis, Pakistan Floods, Building a Sustainable Future</b> (p29), <b>Haiti Earthquake</b> (p30), <b>Looking Forward</b> (p33)</li> <li>- <b>Gender Justice</b> (p35), <b>Putting Policy into Practice</b> (p36), <b>Learning from our Gender Work</b> (p37)</li> </ul>
<b>NGO7</b> Resource allocation.	<ul style="list-style-type: none"> <li>- <b>Fundraising Income, Oxfam Confederation Income</b> (p42), <b>Oxfam International Secretariat Income</b> (p43)</li> </ul>
<b>NGO8</b> Sources of funding by category and five largest donors and monetary value of their contribution.	<ul style="list-style-type: none"> <li>- <b>Fundraising Income, Oxfam Confederation Income</b> (p42), <b>Oxfam International Secretariat Income</b> (p43)</li> </ul>
<b>EC7</b> Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Our People, Diversity</b> (p51)</li> </ul>
<b>EN16</b> Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related greenhouse gas emissions.	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Energy and Resources</b> (p53, 54)</li> </ul>
<b>EN18</b> Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Energy and Resources</b> (p53, 54)</li> </ul>
<b>LA1</b> Total workforce, including volunteers, by type, contract, and region.	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Our People, Demographics</b> (p50)</li> </ul>
<b>LA10</b> Average hours of training per year per employee by employee category. If you can't report on average hours of training, report on training programs in place.	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Our People, Quality of Life</b> (p51)</li> </ul>
<b>LA12</b> Percentage of employees receiving regular performance and career development reviews.	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Our People, Quality of Life</b> (p51)</li> </ul>
<b>LA13</b> Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Our People, Demographics</b> (p50)</li> </ul>
<b>SO1</b> Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. This indicator was designed to talk about the positive/negative side effects of what you do, not about your main purpose.	<ul style="list-style-type: none"> <li>- <b>Listening to our Stakeholders, Involving Local Communities</b> (p10), <b>Working with Partners</b> (p10)</li> <li>- <b>Essential Services, School Building in Cambodia</b> (p23), <b>Campaigning for Health and Education, Evaluating our Campaign</b> (p24)</li> <li>- <b>Rights in Crisis, Pakistan Floods, Listening to Local Voices</b> (p29), <b>Building a Sustainable Future</b> (p29)</li> </ul>
<b>SO3</b> Percentage of employees trained in organization's anti-corruption policies and procedures.	<ul style="list-style-type: none"> <li>- <b>Living Our Values, Our People, Whistle Blowing</b> (p52)</li> </ul>
<b>PR6</b> Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.	<ul style="list-style-type: none"> <li>- <b>Fundraising and Income, Ethical Fundraising</b> (p41)</li> <li>- <b>Annex 1</b> (p60)</li> <li>- <i>Oxfam does not sell products which are banned in certain markets and, as far as we are aware, our products have not been the subject of stakeholder questions or public debate.</i></li> </ul>