

OXFAM

ANNUAL REPORT

2012 - 2013



OXFAM

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ABOUT THIS REPORT

Our Annual Report provides an overview of the work of the Oxfam Confederation from April 2012 – March 2013. The Report covers the work of the Oxfam International Secretariat, details the joint work of the Confederation and also illustrates work from our affiliates. Financial figures are provided for both the Confederation as a whole and for the Secretariat.

Oxfam supports increasing calls for greater accountability from Non-Governmental Organizations (NGOs) to donors, governments, partners and communities. This Report complies with the International NGO Accountability Charter and the Global Reporting Initiative (GRI). As a founding member of the Charter, we are part of an ongoing process to set up common standards for International NGOs and to create mechanisms to report, monitor and evaluate compliance with those standards.

INGO ACCOUNTABILITY CHARTER GRI CONTENT

Throughout this Report you will find bracketed references to each of the GRI requirements, and blue boxes describing in more detail our approaches to accountability.

These examples demonstrate how we strive to comply with the principles of the Charter. See Annex for details.



[GRI 1.1]

MESSAGE FROM THE EXECUTIVE DIRECTOR

I am proud to present the 2012 – 2013 Annual Report, reporting on activities that were undertaken before I took up duties in May 2013, but that will have an impact well into the future.

Most notable, after a great deal of shared thinking, consultation and refinement, Oxfam published a new Strategic Plan that will guide all of our work for the next six years. This Plan, 'The Power of People against Poverty',

is Oxfam's fourth Strategic Plan but is, crucially, the first Plan to bring all parts of the Confederation together behind the same development objectives. In the past, each affiliate had its own distinct Strategic Plan. Now, for the

first time, the 17 affiliates discussed together, listened to colleagues and partners in our program countries, looked at how the world was changing and came up with a single consolidated strategy. Each affiliate will draw from the overarching goals set out in the Strategic Plan to set its own priorities at the affiliate and program country level.

With active citizenship and gender equality at its heart, the Plan sets ambitious development goals and defines how Oxfam can best contribute to fighting the injustice of poverty. It focuses on empowering people so that they can participate in the political decisions that affect them and search for new opportunities to rise out of poverty. Such major long-term goals demand a coordinated approach, as set out in the new Plan. By working more closely together across the affiliates, we will ensure that our

efforts are aligned to have the maximum impact, and that we truly function as one Oxfam across the 93 countries in which we work.

Apart from the six goals that became our shared approach to making a difference in the world, the Plan sets out shared goals for our internal operations as well. The strength of the Confederation rests on the clear guidance of how we will work through to 2019, striving to build and improve sustainable practices in our work in all areas.



In the context of the Plan, I look forward to serving as a voice for people living in poverty and adding value as a steward of the Plan and ensuring recognition for the work of Oxfam. I look forward to working with Oxfam teams around the world and I would like to thank all of our supporters, donors, partners, staff, volunteers and campaigners for their contributions.

In particular, I thank Jeremy Hobbs who did so much to consolidate our planning and governance into a single management system and to develop the Confederation over the last 11 years at the helm of Oxfam International. With the growth in the Confederation and the increase in the number of southern affiliates, we have been able to campaign more vigorously and credibly than ever before on critical global issues. And by anchoring our work in the principles of sustainable development we are helping to enhance well-being for the years ahead.

To name just one of those successes of the past year, the conclusion of the Arms Trade Treaty to control global arms sales will live on as an historic achievement. It was a high point of a year that was particularly challenging, with growing global inequality and an unprecedented number of humanitarian crises. Throughout the pages of this Report, I invite you to reflect on the huge range of Oxfam's activities, through its emergency response work, campaigning and development programs, to help people lift themselves out of poverty and find greater equality.



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EXECUTIVE DIRECTOR OXFAM INTERNATIONAL





[GRI 2.2, 2.3, 2.5, 2.8]

ABOUT OXFAM

Oxfam is a world-wide development organization that mobilizes the power of people against poverty. We are a confederation of 17 organizations working together in more than 90 countries.

One person in three in the world lives in poverty. Oxfam is determined to change that world by mobilizing the power of people against poverty.

Around the globe, Oxfam works to find practical, innovative ways for people to lift themselves out of poverty and thrive. We save lives and help rebuild

livelihoods when crisis strikes. And we campaign so that the voices of the poor influence the local and global decisions that affect them.

In all we do, Oxfam works with partner organizations and alongside vulnerable women and men to end the injustices that cause poverty.

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

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

Within this framework we have been working on narrower goals – the specific areas in which we aim to achieve positive change.

ECONOMIC JUSTICE:

More women and men will realize their right to secure and sustainable livelihoods.

ESSENTIAL SERVICES:

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 and affordable health care, education, water and sanitation.

RIGHTS IN CRISIS:

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 or how they are affected, in a manner consistent with their human rights.

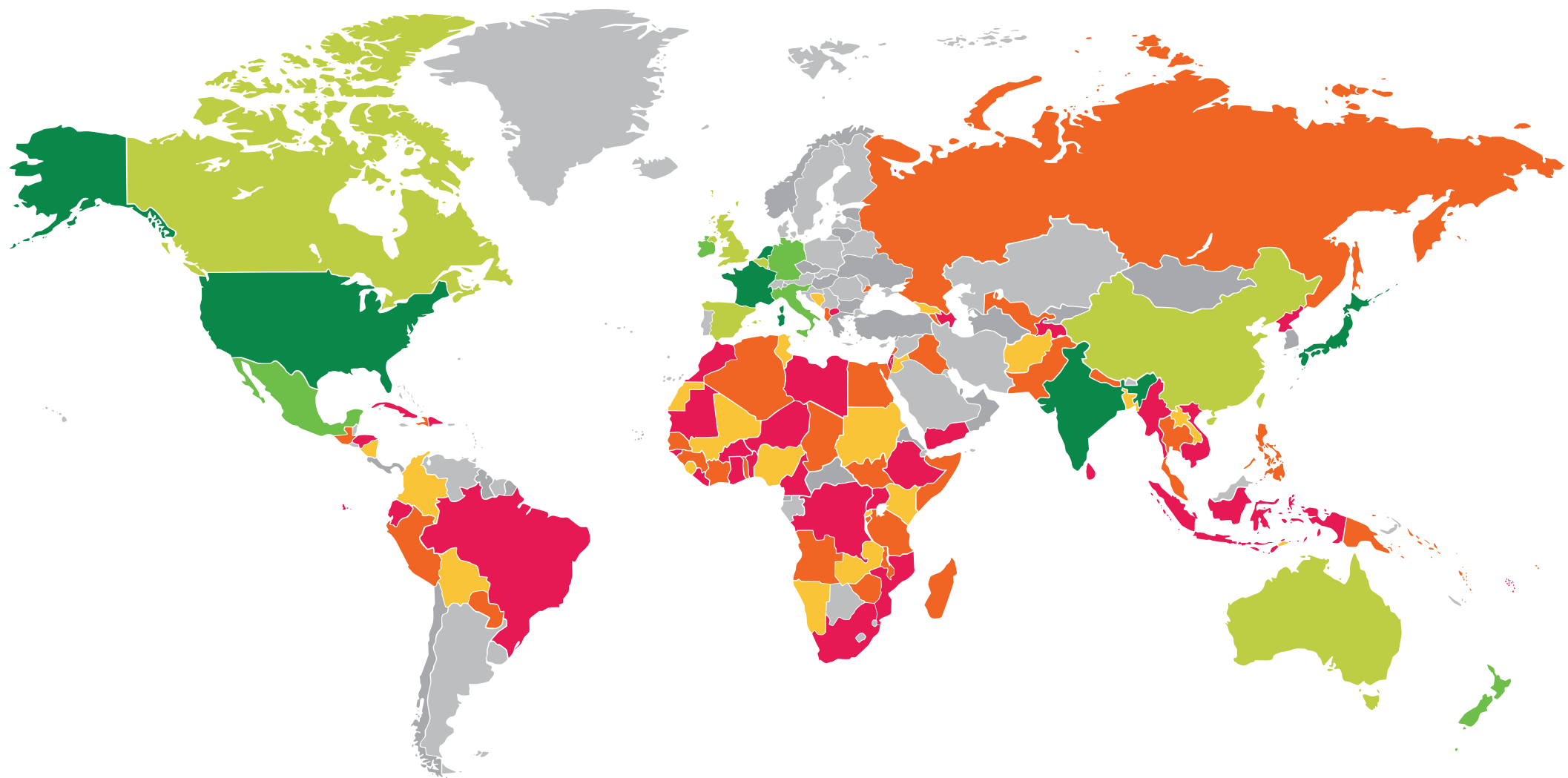
GENDER JUSTICE:

Many more women will gain power over their lives and live free from violence through changes in attitudes, ideas and beliefs about gender relations, and through increased levels of women's active engagement and critical leadership in institutions, decision-making and change processes.

Oxfam's new Strategic Plan 2013 – 2019, 'The Power of People against Poverty', was adopted by the Board in March 2013 and our 2013 – 2014 Annual Report will report against the priorities set out in the Plan [GRI 2.9].

WHERE WE WORK [GRI 2.3, 2.5, 2.7]

We work in 93 countries around the world. See the map on the next page.



AROUND THE WORLD, OXFAM MOBILIZES THE POWER OF PEOPLE AGAINST POVERTY

OXFAM HEADQUARTER COUNTRIES

COUNTRIES WHERE WE WORK



[GRI 2.9]

OUR YEAR

We are a confederation of 17 Oxfam affiliates, working together around the world as 'One Oxfam'. All affiliates now share a global brand identity and a Single Management Structure (SMS) is in place in most countries where we work.

We have recently agreed a single Strategic Plan setting out our collective goals. Countries and teams will use this shared agenda to choose the approaches and themes of work that will enable them to achieve the most

impact in their specific contexts. The Oxfam International Secretariat coordinates the Confederation and keeps it operating as One Oxfam, ensuring that everything from operational strategies to the branding

and identity of all parts of the Confederation are in unison. People everywhere will see and experience a unified, global organization.

Over the past year we've been implementing fundamental organizational changes at all levels of the Oxfam Confederation. We believe that these changes are enabling us, as an even stronger international organization, to fight injustice and poverty more effectively.

By March 2013, 66 countries had developed their country strategy and operating model, with one affiliate managing Oxfam's overall presence in that country. As part of the SMS process we have now recruited almost all of our new Country Directors – a group of leaders who are also bringing a stronger voice from the program into all that we do.

All of these changes have required extra energy, flexibility and support from thousands of Oxfam staff and volunteers. We believe that these changes will increase the effectiveness of Oxfam's program – and make us a more useful organization for the partners, communities and individuals we serve.

These changes, which have predominantly been at a country level, have also inspired transformations elsewhere in the Oxfam system. We are now acting on the opportunities that have emerged from working more closely together to streamline for greater impact and to make us more cost-effective. We have also been able to secure many larger grants from institutional donors for our program work. Indeed we have trebled the funding from such "joint" applications from €14m a year in 2010 to over €50m this year.

OXFAM STRATEGIC PLAN 2013 – 2019: THE POWER OF PEOPLE AGAINST POVERTY

In bringing our work together at a country level, we have been able to develop a new Oxfam Strategic Plan. This is the first time that all Oxfam affiliates have agreed one single Strategic Plan. It sets out our shared goals for 2013 – 2019 and it takes a ‘bottom up’ approach, as it is driven by the local country context and strategies. The Plan has been developed from a review of our successes and failures over the last six years and is very much informed by inputs from allies, partners and critical friends. [GRI 4.17, NGO1]

Oxfam’s new Plan is built on a clear recognition that the different affiliates and all their partners across the world and especially the citizens with whom we work, have a critical and complementary role to play in order to rid the world of poverty and injustice. The deliberate effort to link citizens

in the global south and global north as part of one movement presents an important opportunity for Oxfam to attain lasting impact.

This Plan will not change our organizational aims and purpose – these remain the same and are as important as ever. The Plan will set out how we will best achieve these aims and our purpose over the next six years.

Our work is underpinned by integrating all of our work, from saving lives to helping build livelihoods to enabling communities to speak out. We seek to connect local issues to the global agenda and solutions, acting as a convener, by bringing together likely and unlikely actors, parties and organizations to overcome poverty.

In order to support Oxfam’s vision of a just world without poverty, we have set an ambitious agenda for 2013 – 2019 with six goals to change the world:

RIGHT TO BE HEARD

People claiming their right to a better life. More women, young people and other poor and marginalized people will exercise civil and political rights to influence decision-making by engaging with governments and by holding governments and businesses accountable.

ADVANCING GENDER JUSTICE

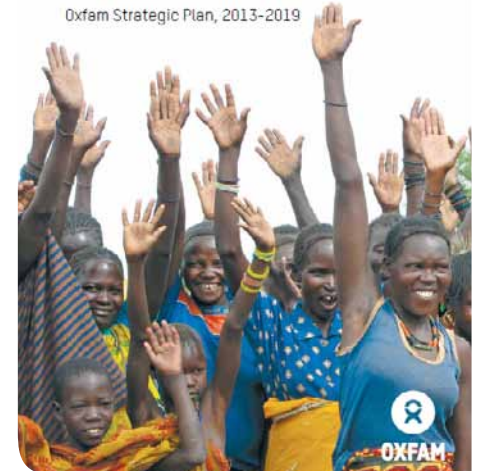
More poor and marginalized women will claim and advance their rights through the engagement and leadership of women and their organizations. Violence against women will be significantly less socially-acceptable and prevalent.

SAVING LIVES, NOW AND IN THE FUTURE

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

THE POWER OF PEOPLE AGAINST POVERTY

Oxfam Strategic Plan, 2013-2019



SUSTAINABLE FOOD

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

FAIR SHARING OF NATURAL RESOURCES

The world’s most marginalized people will be significantly more prosperous and resilient, despite rising competition for land, water, food and energy sources, and stresses caused by a changing climate.

FINANCING FOR DEVELOPMENT AND UNIVERSAL ESSENTIAL SERVICES

There will be higher quality and quantity of financial flows that target poverty and inequality, and empower citizens, especially women, to hold governments, donors and the private sector to account for how revenue is raised and spent. More women, men,

For Oxfam to be the most effective, we also need to adapt to the change around us and the new ways of influencing, by building on our experience and evolving. We have identified six Operational Goals that will change the way we work together. Our programming, use of learning, skills in working with diverse stakeholders, our

"SIX GOALS TO CHANGE OUR WORLD AND TO END THE INJUSTICE OF POVERTY"

girls and boys will exercise their right to universal quality health and education services, making them full participants in their communities and strengthening the economic, social and democratic fabric of their societies.

policy development, how we get and spend our income and how we hold ourselves accountable will all need to adapt to the challenges of the period to 2019. Achieving these six 'enabling' Operational Goals will help transform Oxfam from ad hoc collaboration to a truly international, joined-up Confederation in all areas of our work.

The financial context of this Plan will be challenging for many Oxfam affiliates. Global financial realities compel us to plan prudently for limited or no growth in core fundraising. We plan to release extra money through cost-effectiveness and new income generation initiatives.

The biggest part of our program spending will be allocated to our humanitarian work saving lives (about 35 – 40 per cent), and to sustainable food systems and the fair sharing of natural resources (about 30 per cent). The other three goals will account for the remaining 30 – 35 per cent. It is important to note that ensuring gender justice and enabling active citizenship will run through our work in all six goals. In support of our commitment to accountability and constant learning, we will use several tools to monitor, evaluate and learn throughout the Plan period.



ABOVE RIGHT: Elisabeth Tamara, 10, with Nevado Huascarán - the highest mountain in Peru - in the background. This area of Peru is already affected by glacial retreat. Locals, who depend on melt for their water supplies, say the level of ice and snow on the mountain is retreating. In Utupampa, the community has introduced drip irrigation to help with the efficient use of water in the dry season. PHOTO © Gilvan Barreto | OXFAM



ENSURING ACCOUNTABILITY WITHIN OXFAM [NG01]

Oxfam is in keen anticipation of the implementation of our new Strategic Plan 'The Power of People Against Poverty'. We have drawn on the recommendations of the 'Sense Making Review' for our current Strategic Plan 'Demanding Justice', to ensure that accountability will be accorded even greater significance in our future work, receiving renewed focus as one of six new internal Operational Goals. Our commitment to improving the quality of our programs through self-assessments will feature strongly in our work under this new Accountability Operational Goal. This will ensure that all affiliates are mutually accountable for maintaining and improving work as measured against our Program Standards.

We recognize that building a single Stakeholder Engagement policy will consolidate and strengthen our engagement with partners, supporters, alliances, suppliers, governments, the private sector, and the wider public.

The new Accountability Operational Goal will give focus to our on-going discussions with other INGOs and stakeholders as we adapt to the demands of a changing world. Our efforts to transform our model for influencing policies and practices to align with these demands will be guided by the new Worldwide Influencing Network Operational Goal. We hope that this transparent model of a holistic approach to addressing demands will allow us to realize benefits in other areas, especially those to be encompassed by our Cost Effectiveness

Operational Goal. Looking forward, a new consolidated partnership policy will support our internal and external assessments. [NG05]

Building on our efforts towards a 'One Oxfam' culture and identity, including the achievements of SMS and our global identity brand launch, all of Oxfam's work will be captured by 'The Power of People Against Poverty'. Likewise the Oxfam International Board has approved a new governance structure with oversight of all Oxfam joint work. A Supervisory Board of Chairs will focus on approving strategies and budgets and will oversee the Confederation, holding a separate body of the Executive Directors (EDs) to account for implementation of agreements through affiliates and coordination across the Confederation. [GRI 4.1]



ECONOMIC JUSTICE

More than five years after its impact was first felt, the global economic crisis continues to be headline news. The repercussions have included not only political unrest but also volatility in food prices across world markets.

The last year has also seen drought in areas of the US and Russia, pushing up prices for some food staples, and a food crisis in the Sahel region of Western Africa leading to thousands of people going hungry. Oxfam believes that we can build resilience to shocks

of this kind by empowering small-scale producers who are already feeding their communities. We work with small-scale farmers focusing on farming techniques, tools, access to markets and adapting to the effects of climate change. We're also working with

partners and allies across the globe, to create changes in practices, policies and attitudes at local, national and international levels that support food security and resilience through our development programs and our GROW campaign.

Our GROW campaign to tackle the failings in the global food system is working in 50 countries across the world, pushing for changes at international and national levels. We want to build a future where everyone on the planet has enough to eat, always. We are focusing on four interlinked aspects of the global food system that exacerbate world hunger, particularly for women: land rights; agricultural investment; climate change; and food price volatility. But we are not working alone.

We believe one of our primary strengths is our ability to use our experience and scope to support national civil society movements across the globe. A key

aim of the GROW campaign is to work with new and established allies and partners to build a global movement to end hunger. GROW is an ambitious campaign but, in an age where we're more connected than ever, we've seen the changes that people can achieve when acting together.

Following its launch in June 2011, the GROW campaign this year has focused internationally on land grabs, and the role of the private sector in the food system. Our country teams continue to tackle the campaign themes that are most relevant to their circumstances, with many focusing on support for small-scale farmers, fishing communities and other agricultural workers in food production chains. We have advocated for increased investment in agriculture, and helped raise the voices of women to decision-makers, emphasizing their role in food production.



LAND GRABS [NG06]

Land grabs – where land is sold off without fair treatment or compensation – can be a major contributor to food insecurity. Whole communities have been evicted, sometimes forcibly, from land that they have farmed for generations. Often the land then lies idle or is replanted with crops for biofuel or other export crops, rather than food that can support

local communities who, in any case, no longer have the income to buy at market prices. From October 2012 to April 2013, the GROW campaign challenged the World Bank on its role as a global player in large-scale land acquisitions, not only as an investor, but also as an influencer of government policies, and a key global standard-setter. We launched a paper – ‘Our Land, Our Lives’, approached our supporters to sign a petition to the

World Bank, and worked with the band Coldplay to produce a video to their song ‘In my place’. The video, which compiled video clips and photos sent in by Coldplay fans, raised awareness of the impact of land grabs on people’s everyday lives. Public and media interest led the World Bank to agree to several of the changes we called for: land issues will be included in a review of its safeguarding rules; and the Bank is to follow the UN Voluntary Guidelines on Land Tenure (currently the only global standards on land tenure and rights).

LAND GRABS IN GUATEMALA AND THE PHILIPPINES [NG01, NG05, NG06, S01]

In March 2011, 769 poor farming families were evicted by force from the Polochic Valley, Guatemala, in a clear example of land grabbing. The land was acquired by private interests with the intention of producing ethanol from sugar cane for export, and the evictions were implemented by private and public security forces. Homes and crops

were burned and three farmers died in the resulting violence. Although the government had undertaken to allocate land to the affected families, the land offered was unsuitable for crops or housing. In January 2013, regional Oxfam teams and allies including CLOC, La Via Campesina, ActionAid International’s Campaign in Guatemala, and the International NGO Forum in Guatemala (FONGI), launched an innovative campaign demanding justice and support to resolve the situation for the families. Campaign actions included a flashmob and choir, media stunts and interviews. The campaign was represented at a National Assembly during the Indigenous and Peasant March, at the International Land Coalition, in meetings with the Guatemalan Minister of Agriculture, and through a petition that gathered more than 107,000 signatures from 55 countries. In April 2013 the Minister for Agriculture agreed the communities’ claims were legitimate and committed to finding a solution for the families and a development policy for the Polochic

Valley. Oxfam and partners continue to provide support to the Polochic communities, demanding that the government of President Perez Molina honors this commitment.

the changes on their livelihoods, with several hundred fishing families already having been forced from their homes by the construction of an air strip close to a vital fishing ground. Oxfam supported

“RECENT GROWTH IN LAND GRABS IS LEADING TO DISASTROUS CONSEQUENCES FOR POOR PEOPLE”

In the Philippines, an initiative called APECO is being challenged by local communities. APECO is a so-called ‘special economic zone’ in the Casiguran municipality of the Philippines. Set up in 2007 by local politicians, the intention is to position the zone as an industrial and commercial center to bring investment to the region. The surrounding environment, forests and waterways, are relatively untouched, and the development has been sold as eco-friendly ‘modernity with a touch of green’. Thousands of farmers, fishing communities and indigenous people are concerned about the impact of

124 farmers, fishers and indigenous people on a 300km ‘Walk for Justice’, aiming to draw attention to the issue and open a dialogue with the President of the Philippines and his cabinet. The President agreed to a review of APECO within seven days, but many of the issues around the claims to agricultural land remain unresolved. Oxfam in the Philippines continues to support a broad alliance of farmers, fishers and indigenous people’s groups, church groups, and Civil Society Organizations who are calling on the national government to recognize their right to the land, water and forests.



LOOKING ‘BEHIND THE BRANDS’ [NGO4, NGO5]

While approximately one in eight people go to bed hungry, the ten biggest food and drinks companies make \$1 billion a day between them. Those ten companies – Nestlé, PepsiCo, Unilever, Mondelez, Coca Cola, Mars, Danone, Associated British Foods (ABF), General Mills, and Kellogg’s – are behind many of the brands seen and recognized on supermarket shelves across the globe.

The ‘Behind the Brands’ initiative asks the public to take action, providing people who buy and enjoy these products with the information they need to hold the ‘Big 10’ to account for what happens in their supply chains. Central to the campaign is a score-card, launched in February 2013, which ranks their policies on their sourcing of agricultural commodities from developing countries. Consumers are invited to find out more about the companies’ policies on themes such

as land rights and access, water use, transparency, and the treatment of farmers and supply chain workers, particularly women. They can then sign up to take action on their chosen brands, encouraging the companies to take the critical next steps to create a just food system.

There are already positive results. Over Easter 2013, a major period for chocolate consumption, we highlighted the treatment of women in the cocoa supply chain. As a result Mars, Mondelez, and Nestlé – who between them buy more than 30 per cent of the world's cocoa – committed to sign up to the UN Women's Empowerment Principles (WEP), a huge step forward for the empowerment of women in their supply chains.

TACKLING BANK SPECULATION ON FOOD IN EUROPE [NG05]

Our affiliates, Oxfam France, Oxfam-in-Belgium (Oxfam Solidarité), Oxfam Germany and Oxfam Novib (The Netherlands) are tackling the role of banks in speculating on food markets. The link between speculation and the cost of food is complex, but there is growing evidence that it can lead to volatility and distortion of food prices, hitting poor people the hardest. Our campaigns, targeting the banks' policies on food speculation have had real results: BNP Paribas announced the closure of two funds speculating on food commodities; Crédit Agricole the closure of three; and Société Générale the closure of a further three. There was more good news from the French government, with the Minister for Economic Affairs and Finance



promising the National Assembly an amendment to the draft French bank reform, aimed at limiting speculation on food commodities. In the UK, Barclays announced it would stop speculating on agricultural markets and Commerzbank, Germany's second largest lender, has also committed to quit its participation in market

speculation on basic food prices, and four more banks (Volksbanken in Austria, and the German banks – Deutsche Bank, DekaBank, and Landesbank Baden-Württemberg), announced similar measures. Oxfam is continuing to monitor and report on speculation and food price volatility.



RAISING THE PROFILE OF WOMEN'S ROLE IN FOOD PRODUCTION [NG04, NG05]

GROW continues to innovate, finding new ways to raise women's voices across the planet and to engage the public to appreciate women's contribution to food production.

In 2011, Oxfam in Tanzania launched the first Female Food Heroes competition, with over half the country exposed to the competition via radio, newspapers and other media. During 2012, Tanzania not only continued to innovate, but Female Food Heroes was rolled out across several other countries – each adapting the idea to their own context.

In Tanzania, the Female Food Heroes for 2012 teamed up with Maisha Plus, a national TV reality show. The finalists joined the show's urban contestants in their specially constructed 'village' to set them tasks based on their own experiences – from cultivating vegetables to setting up a small village business – and through that to give the viewers an insight into their daily lives. The Female Food Heroes winner, Sister Martha Mwasu Waziri, a farmer from Dodoma in central Tanzania, was chosen at a final ceremony, which was broadcast live on a national TV channel. The event was attended by the Tanzanian Deputy Minister of Communications, Science and Technology, who said: "As government we've got the message from this initiative. Women need to be at the center of agricultural policy and programming."

Other countries have adapted the idea. Ethiopia and Nigeria followed the competition format, and offered

training to the participants, including guidance on marketing, farm management, and leadership; Oxfam in Georgia and Armenia used a Facebook app and videos on YouTube to tell the stories of their female food heroes; Indonesia selected seven candidates for the inspiring stories of how they have produced food for their families and communities in the middle of cultural, social, economic, and policy challenges; Oxfam Canada has created an online platform, introducing Female Food Heroes and asking the public to nominate their own; and in Latin America and the Caribbean, the GROW teams are taking Female Food Heroes into a whole new realm – developing comic book superheroes based on real women producers, to be aimed at young urban audiences. The 'super heroínas de la comida' will start to appear later this year in Peru, Paraguay, Nicaragua, Colombia, Honduras and the Dominican Republic.

LEARNING FROM OUR WORK [GRI 4.16, 4.17, NG02, NG03, S01]

The GROW campaign has maintained an ambitious Monitoring, Evaluation and Learning (MEL) system since 2011. Our efforts to monitor, document, review and improve the international campaign in real-time across such a large campaign has been a ground-breaking exercise which we continue to learn from. The backbone of MEL is the GROW monitoring system. All teams working in GROW focus countries and at international level are required to report on their work every six months. Campaign teams report with a summary of changes in campaign context, progress against their objectives, lessons they have learned, and their future plans. Data is compiled, summarized and posted to the intranet for access to all staff across Oxfam, so that everyone has transparent access to learning and

insight from countries and teams across the international campaign. In some countries, monitoring reports are shared openly with partners and allies – a demonstration of accountability and transparency to others. Summary findings are discussed by the GROW campaign management team, enabling them to provide feedback to teams or to use evidence-informed corrections to adjust their course. We are also seeing successful shared learning between countries and across contexts, with our team in Brazil sharing experiences and ideas with West Africa teams on food security.

We conduct internal ‘after-action reviews’ on key areas of joint work, such as the international Land Freeze Initiative targeting the World Bank, and our campaigning and advocacy work during the Sahel food crisis in West Africa in 2012.

We are also committed to external evaluation of our work, and have just completed an independent mid-term evaluation of the GROW campaign. The analysis draws on consultation with partners, stakeholders, campaign targets, external experts and staff. The evaluation dives deep into the campaign using case studies on GROW work in Burkina Faso, Bangladesh, Guatemala and The Netherlands, and on the Land Freeze Initiative. The evaluation analyzes and summarizes the progress of the campaign as a whole to date, and draws out key lessons to inform our future direction. We aim to produce short summaries of the overall Report and each of the case studies in local languages, so that findings can be shared with stakeholders. The results of the evaluation will be discussed at senior management level across Oxfam and made public on our website.

The evaluation found that we successfully influenced the policies of governments on agriculture, on food security issues, and on land in some 20 countries, winning commitments to change policies from large food companies. We also influenced the World Bank, and increased media exposure and access to decision-makers for women farmers in 15 countries. The evaluation indicates that GROW linked well and supported Oxfam programming in many countries, but that there can be discrepancies between campaign priorities in countries in the South with those that resonant with supporters in the North. To build a truly ‘global’ movement is far from easy. In future, challenges will be to ensure the sustainability of the work underway and in finding themes that resonate with audiences in both the South and North.



ADAPTING TO CLIMATE CHANGE IN BOLIVIA [NG06, S01]

Poor women and men throughout Bolivia are experiencing the consequences of climate change. Local communities have shown how they are responding to the challenges of the changing climate, some drawing on centuries-old traditions of managing risk. These efforts should be supported. In addition, a change in the approach

to mitigating and adapting to climate change in terms of national policy is necessary to help small-scale farmers adapt to climate change.

A well-organized alliance of social movements and national and international NGOs are working together as a pressure group on climate change. Known as the Platform of Social Organizations against Climate Change, the coalition aims to press for and

help formulate national climate change policies. It also seeks to give a voice on the international stage for poor and vulnerable Bolivians affected by climate change, as well as to raise popular awareness.

One of the Platform ideas was an insurance scheme against climate risks. The scheme has had a bumpy journey, with initial plans criticized by

advocacy, with evidence from local pilot schemes, but critically offering the technical knowledge of how to design an agricultural insurance scheme and analyze climate risk nationally. Introducing both transparency and accountability have been effective in ensuring that small-scale farmers have been involved in the process and have confidence in the scheme. The challenge for the next five to ten

“CLIMATE CHANGE IS HITTING FARMERS HARD. LEFT UNCHECKED, IT WILL DEVASTATE OUR ABILITY TO GROW ENOUGH TO EAT”

those the program intended to benefit, as favoring big soya exporters, and some also said that the proposal was not built in a participative manner. The plan was reactivated in 2011 through a three-month consultation process with a range of farmer representatives. This resulted in a broad endorsement, and the legal framework required to implement a universal, agricultural insurance scheme now exists. Different strategies were used throughout the process, combining high-level

years is to ensure a national scheme managed by insurance companies. This will be funded by a mix of premiums from larger farms and long-term government support, so that the scheme can maintain universal access, even for the poorest. The first stage of implementation, led by a government body, has reached nearly 57,000 families in the poorest districts. Last year, 4000 farmers claimed \$50,000 in payouts from the fund.



A PLACE AT THE TABLE IN ARMENIA [NG01]

In Armenia there is a massive disparity between urban and rural areas. And it is women, particularly refugees, from small, remote agricultural communities who are most vulnerable. Increasing natural disasters and climate change-related risks are badly affecting their crops and livelihoods, and many

live in poverty, facing inequality and discrimination, without access to the agricultural support that they need.

In the regions of Tavush and Vayots Dzor, Oxfam has developed various strands of work that has resulted in influencing national policy. At the local level, Oxfam built the capacity of several agricultural cooperatives to reduce the vulnerability, in particular, of small-holder farmers. Producer-owned cold storage facilities were set up, and new climate-adaptive technologies

were introduced, such as polyethylene green-houses equipped with drip irrigation alongside non-traditional, resistant and high value crops. Businesses and social enterprises were established, and agreed to allocate a part of the profits of the cooperative to community social issues. This work has demonstrated a successful model of small producer-led investment that adapts to climate change and other socio-economic pressures. Similar work in fruit processing and collecting wild fruit is supported by the construction of a fruit processing factory in Ayrum, Tavush region. This has involved changing the trading model with more than 1,000 wild fruit collectors who are mainly women, to gain premiums from sales from the producer-owned processing factory.

Through our work, collecting analysis and creating alliances and platforms for dialogue, we have been able to open up space for rural producer groups to have a say in national debates that affect their livelihoods.



SEEDS FOR SALE [NG06]

Surkhet District is in one of Nepal's most insecure food regions. Farmers struggle to grow enough food for their families. Access to finance to get training or to expand their business is impossible without a credit history, paperwork or proof of their ability to repay any loan. Rural Nepalese women in particular have low levels of literacy, income, access to land and awareness of their rights. They face widespread discrimination and have little influence

ABOVE LEFT: Naira Mnatsakanyan, the President of Hermon Women's Agricultural Cooperative in the Hermon community of Vayots Dzor, Armenia, with the rosehip crop. PHOTO © OXFAM

ABOVE RIGHT: Kalpana Oli, a member of Pavrita co-operative, is a farmer in Jarkate Village and she produces vegetable seeds. "I learned the skills for seed production from the Pavrita cooperative. They provide training, equipment and knowledge." Pavriat co-operative is Oxfam's partner in Surkhet District, Nepal. PHOTO © Aubrey Wade | OXFAM

in the decision-making processes that affect their lives. In some areas, up to 70 per cent of the men have gone abroad to look for work, leaving the women to buy or grow enough food for the family, as well as to find money for school fees and health care. In many

of its seed production. Nepal imports seeds for farming from India and China so there's a gap in the market for home-grown vegetable seeds. Annual sales through the cooperative have risen from a few hundred kilograms a few years ago, to 36 metric tons.

"MAKING AGRICULTURE WORK FOR FARMERS LIVING IN POVERTY"

cases, husbands no longer send money back, and women have become the sole income earners for extended families of ten or more people. In this challenging environment, Oxfam has been working with the Pavrita Farmer's Cooperative, whose members produce vegetable seeds for commercial sale. The last couple of years have seen the Pavrita cooperative grow its membership, its income and the quantity and quality

Moreover, working together, the Oxfam team and the cooperative have developed strategic relationships with private sector partners including a major national bank (which now provides finance to farmers), national seed buying companies, and professional business mentors.

LOOKING FORWARD

In 2013 – 2014 our work with rural communities around the world will focus on subsistence farmers and small-scale producers, both men and women, to promote scalable agricultural production systems that sustainably increase yields, and enhance their resilience and adaptation to climate change. In our campaigning, we will continue to actively address issues around agriculture and food production chains. Our national teams will continue to support communities, push for investment in the small-scale producers that are feeding those communities, and raise the voices of women across the sector. Internationally, we are prioritizing our work on the private sector through our 'Behind the Brands' initiative, revising the companies scorecard and looking

in-depth at a series of issues based on their policies. We are also preparing research into the links between food production, food security and climate for a major campaign in early 2014, continuing through 2015.

We will aim to maximize opportunities around world events, in particular, meetings of the UN bodies – including the Committee on World Food Security (CFS), and the United Nations Framework Convention on Climate Change (UNFCCC). We will continue to maintain our global focus on the UN's eight Millennium Development Goals (MDGs), which include the aim to halve extreme poverty rates by 2015. We are also prepared to mobilize a campaign should another food crisis develop during the year.



ESSENTIAL SERVICES

Health care and education are rights, not luxuries. But often these rights are turned into questions of availability and cost and it is the poorest and excluded groups who are the first to miss out.

Through a universal system, access can be provided to all ensuring that rights are realised and social cohesion is attained when the amount of income you have does not determine the service you get. Oxfam believes that no one should have to weigh up whether

they can afford to visit their doctor or send their child to school. An unequal service that divides society between those who can afford quality against those who cannot is not sustainable. We work alongside people who are speaking up and demanding their rights to health care and education.

Oxfam considers that how essential services are funded is as important as what the money is spent on. Progressive tax systems where those with more money pay in more than those with less money is the fairest and most sustainable way to get funding for public services. When governments provide services with public money, people are able to see where their money is being spent. This means they can hold their governments to account but they can also see the direct benefit of paying taxes. Through a publicly provided, nationally planned system, citizens are able to see the distribution of goods and benefits and engage in democratic processes that give them voice on where services and investment should occur. Without governments providing services, the social contract in a country can become defunct undermining the rights base and foundation of democracy.

Donor countries and institutions need to play their part too, more so in a post financial crash world. In countries where there is not enough funding from taxes, governments need supportive

aid so that they can provide essential services. Oxfam realizes that budgets are tight for donors. However, each crisis hits poor people the hardest, which is why we are continuing to campaign for more and better aid. Oxfam believes austerity cannot apply to aid budgets and supports strong moves by some governments to increase their envelope in these tough times. We aim to protect aid budgets, encourage donors to follow the lead of countries that have reached the 0.7% mark and ensure that aid is delivered in the most effective way to fight poverty.

It is also important to ensure that global tax practices are not rigged against the poorest countries. Governments need to strengthen their revenue collection systems and companies need to pay their fair share. According to Oxfam's research, money hidden in tax havens creates a loss of tax revenue of more than \$156 billion every year, which is enough to lift everyone out of extreme poverty twice over. By working together we can ensure governments have the money they need to deliver health and education to all of their citizens.



UNIVERSAL HEALTH CARE IN GHANA [NG02]

In 2011 Oxfam and partners launched a joint Report 'Achieving a Shared Goal: Free Universal Health Care in Ghana'. Ghana has a National Health Insurance Scheme (NHIS) that has been praised as a model for financing health in developing countries. Oxfam and partners knew that the reality told a different story. Ghana is considered "off-track" on progress towards key health Millennium Development Goals.

The Report found that 18 per cent of the population was covered by the NHIS which is a third of the coverage claimed by the authorities. It also examined the efficiency of the NHIS and proposed ways the Ghanaian government could increase revenues from fair taxes.

When the Report was released it sparked national debate on the issue. However, the bodies which the Report had called on to make changes, the Ghanaian Government and the National Health Insurance Authority, used Oxfam's involvement as an excuse to dismiss rather than engage with its findings. Oxfam listened and responded to this feedback and we have worked to keep a dialogue open. We also continued to support partners in a coalition campaign for national elections at the end of 2012. While health did not become a central election issue, we did see the impact of the joint Report. In February 2013, health ministers from across the world were brought together by the

World Health Organization (WHO) and the World Bank to examine progress towards Universal Health Coverage. The Chief Director of the Ghanaian Ministry of Health publicly stated:

"The Report declared that coverage of the NHIS was as low as 18 per cent. This was actually very helpful and prompted us to revise our figures... In Ghana, we are now doing a lot more to improve our monitoring and evaluation and, in this way, civil society is helping us." [GRI 4.17]

The campaign also produced other results. The National Health Insurance Authority is instituting measures to improve the system, and in the 2012 budget, the government implemented three key recommendations from the Report. There is still a long way to go before health care for all is a reality in Ghana, but this campaign shows that with the right evidence you can challenge the status quo.

HOLDING HEALTH CARE PROVIDERS TO ACCOUNT IN INDIA [NG04, NG05, NG06]

A year-long investigation by Oxfam, NGOs and other civil society groups hit the headlines in early February 2013. India has one of the lowest levels of government investment in health in the world – in 2010 spending on health was just one per cent of Gross Development Product (GDP). There has been a rapid increase of private health care providers caused by the gap left by the public health system and the government's preference for them. From an initial eight per cent of facilities in 1949, the private sector now accounts for 93 per cent of hospitals and 85 per cent of doctors. These high numbers of private providers are often unregulated and not accountable.

It is the poorest and most marginalized groups, including women, who are vulnerable to these unregulated providers. The findings revealed that under-privileged women from poor communities are being left



with crippling debts and poor health after being incorrectly advised by private clinics to have unnecessary hysterectomies. Kaushalya, a farm laborer had her uterus removed after a check-up for stomach problems. “I still have the stomach pain, and now I can’t work,” says Kaushalya. “I didn’t have any money so I had to borrow... so far I have not even been able to pay even the interest.” External medical experts found that most of the women interviewed in Rajasthan should not have undergone a hysterectomy.

Oxfam has highlighted this situation through our Global Health Check blog, BBC news, and many national Indian media outlets, including the Times of India, which is the most widely read English-language publication in the world. Since the story broke, the Indian Minister of Health has made a commitment to hold these particular private providers accountable and there has been pressure to investigate further cases.

SPOTLIGHT ON MALARIA MEDICINES [NGO1]

Access to medicines is a vital aspect of quality health care. Many people around the world do not have the drugs they need either because they are too expensive or simply because they are not available locally. Oxfam has been working to improve access to medicines for many years.

In October 2012, Oxfam published the Report ‘Salt, Sugar and Malaria Pills’. The Report examines the ‘Affordable Medicine Facility – malaria’ (AMFm) scheme, which has been set up so that sophisticated malaria medicines can be sold in local shops. While this might appear to improve access to medicines, in fact it brings high risks, such as the danger of misdiagnosis and worsening drug resistance if the full course of treatment is not taken. Oxfam believes

that sick people need to be seen by trained health workers so they can get the right diagnosis, the right treatment and the right follow-up care. The Report concludes that the scheme is unproven and a potential distraction from more effective solutions such as investing in community health care.

The Report received much media coverage and Oxfam also worked to gain the support of southern civil society groups. At the Global Fund meeting in November 2012, the Board agreed to stop the separate subsidy for AMFm and instead requested that any money for malaria medicine should go through the normal Global Fund grant process. This means that countries that receive the grant can decide on the best way to spend the money, based on their own local context.

ABOVE LEFT: Sukhbai, age 40 and a mother of three from Khedlo village, India, went to a private clinic when she was in labour with her fourth child. They told her she needed a cesarean, even though she was confident she could have a natural birth. Sadly during the operation her daughter died. The operation was not done properly. After three or four operations to correct this Sukhbai has massive debts of over two lakh rupees (around \$3900) and no idea of how she will repay them. PHOTO © Sarah Dransfield | OXFAM



MAKING COMPANY TAX TRANSPARENT IN DEVELOPING COUNTRIES [NG06]

Fair tax systems are needed so that governments have the money to provide health care and education for everyone. However, it is not just collecting taxes from citizens that is important; large corporations operating in developing countries need to pay their fair share as well. The research organization Global Financial Integrity has suggested that for every \$1 developing countries receive in aid, \$10 flows out of the country illicitly.

Transparency is an important step to a fair tax system. Governments need to be clear what is owed to them, and citizens should also be able to find out how much is being paid to their governments so they can demand it gets spent properly.

"TRANSPARENCY IS AN IMPORTANT STEP TO A FAIR TAX SYSTEM"

In the European Union (EU), Oxfam worked on advocacy with the coalition 'Publish What You Pay', during the revision of accountancy and transparency directives. A good compromise has now been reached between the European Parliament and the European Council: EU companies (in the forestry and extractives sectors) will have to disclose information about what they pay for each project they run in every country where they operate. This directive is comparable to the US

Dodd-Frank Act passed in 2010 which requires a similar level of transparency from US companies.

By working with the coalition, we ensured our efforts did not duplicate others, and we influenced a greater

number of targets than we would have been able to reach alone. As a group, we were able to secure the removal of many loopholes from the final text. The European Commission is keen to extend country-by-country reporting to all sectors, so there will be more work from the coalition to ensure greater transparency of big corporations in the years to come.



TAX JUSTICE MOVEMENT IN THE DOMINICAN REPUBLIC [NG06]

Over the last 50 years the Dominican Republic has seen one of the most rapid increases in wealth across Latin America, yet 40 per cent of its population still live in poverty. The country's tax system is largely dependent on consumption taxes – which are unfair because the poorest people pay more as a percentage of their income than the richest. This means that the tax system does not fulfill its role of fighting inequality.

In May 2012, after the presidential elections, it was discovered that the re-elected government had created a huge deficit in the budget (8.2 per cent of GDP). Their response was to propose new unfair taxes which would

have placed more of the burden on the poorest people. The government did not explain how it would re-adjust spending and eliminate corruption which had led to the deficit. The injustice of the situation brought together civil society organizations, youth movements, and NGOs including Oxfam, under the banner “Tax Justice Movement”.

The movement sought to establish a dialogue with government to negotiate a fairer solution to the deficit problem. It developed technical proposals setting out an alternative vision for funding priorities. It also raised awareness through the national

media, and successfully engaged 11,000 people in a rapidly organized demonstration.

While a fairer tax system has still not yet been achieved, the movement did force the government to release previously hidden information about the deficit. It also helped to establish an understanding in the public about the importance of financial issues and not just how the budget is spent but where the money comes from. Oxfam is now working with Civil Society Organizations to document the learning from this campaign and to develop tool-kits that can be used in other countries in Latin America. [NG03]



ENGAGING YOUNG PEOPLE: ‘MY RIGHTS, MY VOICE’ [NG01, NG03]

My Rights, My Voice is an innovative global program engaging marginalized children and young people, and supporting them as they claim their rights to health and education services. The program is a three-year initiative funded by the Swedish Development

Agency (SIDA) working in eight countries across the world. My Rights, My Voice challenges the traditional view of young people as recipients of services and development initiatives; instead it actively engages them in ways that strengthen their voice and rights to health care and education. This was the first year of the grant and projects are still in early stages. The team held a learning event in Vietnam which was attended not just by Oxfam staff and partners, but also by young people involved in the program. The presence of these young people added to the conversation, and ensured stakeholders are involved in the ongoing evaluation of the program.

ACTING FOR EDUCATION [NG01, NG04]

Sixty one million children are not in primary education. To get them there and to ensure all children receive equitable, good quality basic education, \$26 billion is needed. Oxfam

works with donors and institutions to press for more funding for education, primarily working in countries with communities to improve the situation for their children.

In Niger, nearly two-thirds of its people live below the poverty line. Young people have no choice but to drop out of school in order to work, which means they cannot gain qualifications for a decent job. It is clear to local NGOs and CSOs that reforms will only work if they involve everyone affected – from young people and parents to school teachers and government.

Oxfam and partners are involved in a three-year campaign, ‘2015 is Tomorrow, Act for Education’. It aims to ensure that the government keeps its promises to allocate more funds to education, and to facilitate community involvement in holding local government to account. While

the promise to increase the education budget has not yet taken place, the campaign has achieved engagement at the community level, and Oxfam has convened civil society actors who are now working together for a joint cause.

In Pakistan, a similar ongoing campaign aims to ensure greater access and better quality of education, especially for girls. Pakistan has the second highest number of out-of-school children in the world and the majority of these are girls. The campaign, which was founded on alliances and networks at national and local level, was built in a participatory way at every stage. This approach has included the mobilization of young people as informed citizens who can claim their rights. Local communities and education officials have been trained in how to track budgets and mobilize even more people into the process. The campaign has worked to sensitize and train district



officials on gender issues related to education financing, in order to meet the needs of girls in school. So far, all political parties have agreed to place girls' education as top priority for the national elections in 2013. Civil society is now leading budget analysis in all target districts, and the campaign has developed platforms through which citizens can articulate their demands based on the right to education.

CAMPAIGNING FOR MORE AND BETTER AID [NG03, NG05]

In 2012, for the second year running, aid levels dropped according to the figures from the Organization for Economic Cooperation and Development (OECD). Oxfam realizes that budgets are tight for donors. However, each crisis hits poor people the hardest, which is why

we are continuing to campaign for more and better aid. We aim to protect aid budgets, and ensure that aid is delivered in the most effective way to fight poverty.

"HEALTH CARE AND EDUCATION ARE VITAL TO BREAK THE CYCLE OF POVERTY."

We are also working to ensure our campaigning on aid is as effective as it can be. In 2013, our evaluation of a grant from the European Commission on aid campaigning found that we contributed to 'holding the line' on aid within the global agenda, despite the economic and political challenges.

The team carried out many activities and reached over 4.8 million Europeans with messages. An additional two million Europeans engaged in campaign activities.

Oxfam achieved the objectives of the grant; however, it is imperative that we bring the recommendations of the evaluation into future campaigns. One of the key lessons we have taken away is the importance of tailoring our messages on aid to the specific audience we hope to reach. We are already capitalizing on this recommendation with the development of the tax campaign, and we are conducting research to find out what issues will be most relevant for the audience.



HOW WE WORK WITH OTHERS [NGO6]

Oxfam works with many different actors to influence decision-makers at the international, regional and national levels for pro-poor change, to hold governments accountable to their citizens and to empower those citizens to raise their voices against the injustice of poverty.

CIVIL SOCIETY

In 2013 Oxfam, as part of the Control Arms coalition of civil society organizations, helped secure a legally-binding Arms Trade Treaty (ATT.) The ATT was officially signed in June at the United Nations (UN) in New York, where Oxfam represented civil society. The signing was the culmination of a decade's hard work. Since 2003, we have partnered with allies ranging from Amnesty to the West African Action Network on Small Arms to deepen knowledge, communicate key messages and engage with millions of supporters on this crucial issue. All the while we've ensured the voices of the survivors of armed violence have been amplified and that they have had

the platform to speak directly to world leaders including the United Nations' Secretary General Ban Ki-Moon. The adoption of an ATT by overwhelming majority vote at last gives global controls on the arms trade, making it much harder for unscrupulous gun runners and human rights abusers to access weapons.

DONORS

Oxfam engages with international donors like the World Bank who play an important role in driving the global rules and regulations which protect the poorest people. October's 'Our Land, Our Lives' report, describing the increasing problem of land grabs and detailing policy recommendations, got excellent media coverage globally. This was followed by impactful and innovative campaigning at the Bank's high-profile meetings in Tokyo and Washington, including a fantastic public campaigns video project with Coldplay. This work has led to World Bank President Jim Yong Kim making a high profile public statement on land rights, highlighting the risks which come with big land deals, saying: "Efforts must be made to build capacity

and safeguards related to land rights." The Bank has also committed itself to a new UN standard on how land is governed, meaning they'll work to ensure that the world's most vulnerable people have their land rights respected. There will also be an independent review of the impact of their programs on people's land rights. All of this is great news.

ALLIES

Working with others and allying our strengths with those of our partners can achieve amazing results. We've teamed up with Development Finance International (DFI) to deliver the Government Spending Watch (GSW) report, database and website. This means civil society can – for the first time ever, incredibly – answer how much money is being spent on development, who it's coming from and where it is going. This data allows grassroots NGOs to hold governments to account more robustly and makes it easier for global, regional and national stakeholders to advocate and campaign for higher spending on the Millennium Development Goals. We will continue to extend GSW's data and analysis, promoting it as a core tool in

the Post-2015 debate and encouraging country teams and partners – many of whom have already engaged with us through our work on the Robin Hood Tax campaign and the Global Campaign for Education – to utilize this resource to turn numbers into nurses.

When working in collaboration, Oxfam aims to ensure the processes for planning, monitoring and evaluation are clearly defined so that we don't duplicate efforts of other actors but create opportunities for shared learning and maximum impact. We ensure our approach to working with others is never extractive but instead empowers and values our partners' perspectives.

To ensure the sustainability and accountability of campaigns we are involved in, we build our exit plan into the design phase and consult and communicate well in advance with partners and allies so that our exit does not jeopardize the campaign nor put them in difficulty. All our campaigns are time-bound so there is clarity for all concerned. In the past year all senior leaders in advocacy and campaigns have received training in exit-planning.

HOW WE CAMPAIGN [NG05]

Oxfam has well-defined processes for arriving at the positions we take on global issues. Each campaign has a policy lead who co-ordinates development, planning and implementation. Our positions stem from research, input from field staff, analysis by policy leads and experts on the issues and consulting with external stakeholders. Policy positions are approved at the highest level with consideration given to quality, coherence with existing campaigns, tone, sensitivities to stakeholders and targets, brand risk, consistency with our values and impact on poverty reduction.

We are deepening our role as a thought leader on poverty, social and gender justice and sustainability as part of our new Strategic Plan. We will improve even further our use of internal and external data and continue to support campaigns, advocacy and programs with robust evidence. This commitment

to underpinning all our work with rigorous research already contributes to our reputation in general terms but we want to go further in generating and communicating this evidence to deliver change for the people we serve. We will continue to publish our briefing notes, campaign reports and policy papers on the Policy and Practice website and elsewhere, as well as promoting them through social media.

Change is increasingly happening at national level and our work across all three campaigns reflects this (the fantastic Female Food Heroes work in Tanzania is one of many examples.) Influencing is becoming an integral element of our programs and national staff and partners are some of Oxfam's most powerful advocates. To empower them we're providing new tools in the form of templates and guidelines, new training in the form of skills development and new resources to allow them to deliver transformational change.

This new order requires our processes to be both robust and rapid. Our monitoring, evaluation, learning and accountability systems are evolving to allow us to learn and adapt in real-time. To ensure agility while still maintaining discipline, we have updated our Policy Sign-Off Handbook and refreshed our internal database on High-Level Representation. It can also bring with it higher risk so the risk-management of our high-impact 'Behind The Brands' campaign (which targeted the ten biggest food and beverage companies in the world) was detailed, tight and signed-off at Executive Director level. In June this year the Financial Times said the campaign's briefing paper "reflects a new era in the relationship between companies and campaigners" and described the campaign strategy – which included early and honest conversations with the companies named – as "sophisticated." This builds on our existing mechanisms which encourage the feedback of lobby targets and facilitates prior consultation. As well as influencing

influential bodies such as multi-national corporations and governments across the globe, we also engage our supporters in a number of creative and impactful ways. Audience-testing our framing and messaging means we really get our message across in a crowded communications environment. From putting out press releases and briefs (our note on inequality released on the eve of the World Economic Forum in Davos generated eight times more traffic to our website than any other press release in the previous 12 months) to organizing stunts (a replica helicopter on a New York rooftop overlooking the UN certainly caused a stir) to reality TV (in Tanzania, Female Food Heroes reached audiences of millions and is now being rolled out in five more countries), there's countless examples of innovative campaigning across the world which allow our supporters to speak out and bring pressure to bear on decision-makers to build a world free from the injustice of poverty.



LOOKING FORWARD

The financial crisis continues to affect funding available for essential services in rich and poor countries alike. And inequality is a growing trend between countries and within countries as well. But there is always hope.

Oxfam will be working more and more on tax justice to ensure governments can raise funds for services in a sustainable and fair way. This needs to happen nationally, but also at an international level, so that companies pay the right amount in the developing countries where they work. We will be calling for money to be moved out of tax havens, so it can be taxed properly and used to fight poverty and inequality.

We will continue to put pressure on donor governments to stop cutting aid budgets. Promises to the world's poorest people for a better life must not be broken. We will champion bright ideas such as the Robin Hood Tax campaign – which can raise money for development through a simple tax on the banks.

Oxfam will be working with people so they can hold their governments to account and ensure public funds are spent where they are most needed. Health care and education are vital to break the cycle of poverty. They can change individual lives and they can help transform countries. We are working to ensure everyone can access the services that they need.



RIGHTS IN CRISIS

Oxfam works for the safety and dignity of all people in times of crises. We help people to stand up for their rights, and to recover and rebuild their lives. In the last year, Oxfam simultaneously responded to 11 acute emergencies involving more than 30 countries for those responses alone.

In 2012 – 2013 we responded to an unprecedented number of major disasters, including conflict in Syria and the food crisis in the Sahel. In both cases, we delivered life-saving assistance and we campaigned for

change. Throughout 2012, conflict, political instability and generalized violence forced an average of 23,000 people per day to flee their homes, leading to a total of 45.2 million people displaced worldwide – the

largest number since 1994. Violence and instability escalated in Mali, the Democratic Republic of Congo and particularly in Syria. According to the United Nations, the situation in Syria has sadly become the worst humanitarian crisis of the past two decades. Natural disasters have increased in numbers and intensity over the years, and according to scientists this trend is likely to increase further, particularly as a result of climate change. An increasing number of people are living in areas vulnerable to sudden-onset natural disasters, causing them to suffer the consequences and forcing them to move elsewhere. In 2012, over 32 million people were displaced because of floods, earthquakes and other disasters – a number nearly twice that of 2011.

In 2012, global humanitarian funding was the lowest for a decade, with only 62.7 per cent of UN¹ funding requirements met. Despite this worrying

trend, Oxfam was still successful in fundraising for our responses, thanks to our supporters.

Oxfam increased campaign efforts to address the immediate needs of conflict and disaster-affected communities; We campaigned on the Sahel, Great Lakes, Afghanistan, Yemen, Mali and Occupied Palestinian Territory crises. We continued to advocate at a national and global level for improvements to the humanitarian system, particularly through a greater emphasis on national and local capacity to respond to crises, and for more effective Disaster Risk Reduction (DRR), including an improved Hyogo Framework for Action (HFA) on DRR.

1. Consolidated Appeal Process (CAP) Funding

SYRIA CRISIS

The Syria crisis has continued to spiral out of control, to become the largest refugee crisis of the past two decades. For over two years, it has continued to affect people's lives severely. More than 100,000 people have been killed – an average of at least 5,000 people a month. More than four million people – one in five of all Syrians – have been forced to flee their homes, and are displaced within the country. Over 1.7 million people have fled across the Syrian borders, with both Lebanon and Jordan hosting more than 500,000 people each.

Since October 2012, Oxfam has been responding to the effects of the Syrian crisis. In Lebanon and Jordan, we have responded to the water, sanitation and food security needs of the refugees fleeing the conflict and, through partners, we have also responded to the needs inside Syria. So far we have helped over 200,000 people living in Lebanon and Jordan with different projects, such as the construction

of toilet, bathing and laundry blocks. With such a high influx of refugees in Lebanon, the burden for host communities has translated into high rental prices and competition for work. Oxfam has been providing cash grants for rent and vouchers to help refugees and host families buy basic essentials.

By the end of 2013, Oxfam expects to reach 650,000 people in Jordan, Lebanon and Syria.

ADVOCATING FOR MORE AID AND A POLITICAL SOLUTION

As the crisis in Syria has grown, Oxfam has been advocating for donor countries to commit more funds to match the rise in need, resulting in additional pledges.

Through global campaigning, Oxfam has also been seeking to change the debate over Syria, from a military focus to the need to address the hardships and tragic realities faced by millions of Syrians affected by the conflict. To this end, Oxfam prepared a Report: 'Overtaken by need: The world's failure

to meet Syria's humanitarian crisis'. The Report makes the case for a quality humanitarian response, in parallel with a political solution to end the ongoing bloodshed.

PROVIDING ESSENTIAL WATER AND SANITATION [NG01, NG02, NG06]

In Jordan, Oxfam, together with UNICEF, has been working in Za'atari refugee camp – providing people with access to water and sanitation facilities, and coordinating hygiene training to prevent the spread of life-threatening diseases. Our Public Health Promotion team has been working closely with the refugees to ensure their involvement in the design and use of these facilities. We have constructed 48 toilet, shower and laundry blocks, providing safe and appropriate facilities for around 9,000 people. In each block, there is a special area for elderly people and people with disabilities, as well as a Wudu area, for washing prior to prayers. Our community mobilizers hold regular meetings with street leaders, who are community focal points for the refugees, and also with women who are generally excluded

from discussions and decision-making. These meetings provide feedback, both positive and negative, about Oxfam's work, which is reported to the appropriate team. The meetings are also an opportunity to introduce and make referrals to other agencies, particularly those working in the areas of disability, protection and health.



YEMEN [NG04]

Over the last year in Yemen, persistent political stalemate and civil unrest, coupled with high food and fuel prices, have contributed to an increase in poverty and food insecurity, further deteriorating an already severe humanitarian situation. Over ten million people (44.5 per cent of the population) do not have enough to eat, and more than half of the children are chronically malnourished. As a result of political instability, 300,000 people were displaced in Aden (in the south-west) and 250,000 in Sa'ada (in the north). Women are particularly vulnerable, as they generally have limited access to education, health care, and economic opportunities.

Oxfam's response started in April 2011 and is currently in the recovery phase, which is due to end in December 2013. Our focus is now on rebuilding livelihoods by offering agricultural input, for example by providing goats and fodder. We are also helping with vocational training, especially for marginalized women.

Since July 2012, Oxfam helped almost half a million people through water, sanitation and hygiene activities and through cash transfers – for families suffering from hunger so they can buy food and reduce malnutrition. For the first time, Oxfam set up a system to proactively disseminate accurate and reliable information about emergency services and referral pathways so that those affected by violence



and abuse can access services quickly and safely. The project was implemented in partnership with the Yemeni Women's Union – a nationwide women's organization that works in partnership with Oxfam on women's legal protection. [NG06]

In 2012, international donors pledged to provide \$7.5 billion in aid to Yemen. A few donors, including the UK, European

Commission and Saudi Arabia, were quick to commit funds, but months later billions of dollars of aid remained unpaid. Oxfam successfully advocated for governments to meet these commitments alongside partners, such as the Yemen Relief and Development Forum and Yemeni civil society. Today, the UN humanitarian appeal stands at over 43 per cent funded, as we continue to engage with donors.



CONFLICT IN MALI AND REFUGEES IN NEIGHBORING COUNTRIES [NG01, NG04]

Over the past year, Mali and neighboring countries have suffered simultaneously the impact of the conflict in the north of Mali, and the aftermaths of the food crisis that affected 18.7 million people across the Sahel in 2012. The northern rebellion and foreign military intervention in Mali have displaced over 350,000 people inside the country and forced 175,000 to flee violence into neighboring countries.

Oxfam supported more than 170,000 people affected by the consequences of the conflict in Mali, Mauritania, Burkina Faso and Niger. Our teams have been working with partners to improve the living conditions of affected populations. We have been working with vulnerable communities

in Mali, ensuring their food security and livelihoods. In refugee camps in neighboring countries, we have been carrying out water, hygiene and sanitation activities. This included repairing broken water pumps, constructing sanitation facilities and promoting public hygiene, as well as

people can have their voices heard. In Mali, we also conducted an analysis to better understand gender dynamics in affected communities, and protection issues for women and men. This will help us ensure our programs are appropriate and adapted to specific needs.

"OXFAM IS PROVIDING HUMANITARIAN ASSISTANCE AND PUSHING FOR LONG- TERM SOLUTIONS"

raising awareness on issues such as child labor and gender-based violence. Communities themselves, through a participatory process, determined who was to receive assistance and what their own priorities were. We always try to adopt an inclusive approach when designing activities, and when hiring workers and committee managers, so that vulnerable and marginalized

Oxfam advocacy and campaigning contributed to an improved humanitarian response. Our intense advocacy work at the UN Security Council, the African Union and elsewhere, to influence the resolution on the African-led International Support Force in Mali (AFISMA), resulted in our main recommendations being adopted in a United Nations Security Council Resolution in December 2012.



GREAT LAKES REFUGEE CRISIS

Twenty years of conflict in the Democratic Republic of the Congo (DRC) has claimed the lives of millions of people, and resulted in mass movements of people within the country and across its borders. Congolese people are under the constant threat of attack, violence and forced recruitment, and their lives have been hugely affected – food shortages and malnutrition are widespread,

children have been unable to attend school, and health care, water, and sanitation facilities are generally insufficient.

Since the beginning of 2012, a surge in violence across eastern Congo resulted in the displacement of more than 2.2 million people inside the country, and 70,000 people fled into Rwanda and Uganda.

The most urgent need is still to get humanitarian assistance to people affected by the conflict. However, the underlying causes of the conflict – such as poverty, the need for army reform, tensions over land and resources, and an international response adapted to local solutions – must also be addressed urgently. DRC is the biggest country in sub-Saharan Africa and the crisis continues to destabilize the entire region.

Oxfam has been responding to the ongoing crisis in the country for some time. We have now stepped-up our work to meet the enormous needs caused by the fighting in and around Goma since late 2012. Helping more than 300,000 people, our teams have been delivering clean water, constructing new latrines, showers and cleaning points, and developing sustainable water systems. We have also been working with committees in camps and children's groups to raise awareness on how to prevent the spread of cholera. In other parts of North and South Kivu, Oxfam has been providing water, sanitation facilities, and cash so that people can buy food.

Coordinating with other actors, we also set up community services in Goma camps to help displaced people improve their well-being and realize their rights. This has consisted primarily of mapping social and referral services so that communities know which service to go to when they need it.

Follow-up surveys have shown that up to 80 per cent of our beneficiaries were aware of these services. We have also conducted an evaluation to assess our program effectiveness in DRC. [S01]

SUPPORTING REFUGEES IN UGANDA AND RWANDA

Since the start of the renewed crisis in 2012, about 45,000 refugees from DRC have fled across the border into south-west Uganda. Oxfam has reached 30,000 people there through our emergency response in the Rwamwanja refugee settlement.

Oxfam teams have drilled boreholes to provide people with a source of safe water. They have also constructed nearly 1,000 latrines to improve sanitation, and carried out public health campaigns to prevent diseases. "Cash for work" was provided to laborers from 8,000 families, for

improving the local roads. In addition to generating income for refugees this also benefited the local community who are hosting the influx of so many people. Oxfam also worked with a local mobile phone company to provide money to help the most vulnerable families buy food.

About 20,000 refugees have fled DRC into Rwanda. They initially took shelter in a camp close to the DRC border, where Oxfam carried out sanitation work and hygiene promotion. As this camp exceeded its capacity, refugees were moved to a larger camp, where Oxfam set up a water and sanitation infrastructure, and trained hygiene groups to improve public health. Oxfam then handed over most of our work in the camps to local partner organizations. However we continue to provide technical support and monitor the situation in case more people arrive. [S01]

VOICING THE CONCERNS OF THOSE AFFECTED BY VIOLENCE [NG05]

In October 2012, Oxfam released a briefing paper, 'Commodities of War', which painted a grim picture of the continued abuse of power by militias, the Congolese army and other government authorities. It called on the government to strengthen its efforts to reform the security sector, to increase accountability in the FARDC (Armed Forces of the Democratic Republic of Congo), and for MONUSCO to step up its efforts to protect civilians.

In the midst of renewed violence after the fall of Goma, the briefing paper received significant attention about the scope of insecurity across eastern DRC, and the impact of the army mutiny both nationally and internationally. Oxfam provided journalists and the international humanitarian and diplomatic community with further information on immediate civilian protection needs – which were responded to at the highest level by the relevant authorities. Oxfam also

provided insight into the spread of the crisis beyond those areas directly affected by the fighting in North Kivu since 2003, and on the importance of a longer-term solution in DRC.

The publication of an Oxfam lobbying paper entitled 'For me, but without me, is against me: why efforts to stabilize DRC are not working' was welcomed by key officials and policy-makers and has had an impact in shaping thinking and policy on stabilization in DRC. Work conducted on protection issues in DRC is part of the wider advocacy activities Oxfam conducts as part of its agenda to protect civilians in armed conflict.

Oxfam welcomed the appointment of former Irish president and former Oxfam International Honorary President, Mary Robinson, to the role of UN Special Envoy to the Great Lakes. This is an important step towards engaging in a political dialogue involving all countries concerned, to take steps for a regionally sustainable solution to the crisis.

INDIA – ASSAM CONFLICT AND FLOODS [S01]

Assam, a north-eastern state of India, was hit by floods in June 2012, and suffered devastating conflict a month later. These two, almost simultaneous crises, left nearly three million people in need of assistance. Oxfam responded through intensive humanitarian programs.

Oxfam's initial response focused on life-saving support to affected communities, providing safe water and sanitation facilities, help with shelter and livelihoods, and cash to meet people's immediate needs. The program, funded by ECHO (European Community Humanitarian aid Office), supported more than 48,000 people, and was implemented in close collaboration with ActionAid and Christian Aid.

Through direct cash payments to families, Oxfam supported those

who did not have enough money, were struggling to find work, or had accumulated debt. Unconditional cash payments and cash for work were particularly focused on women, as they generally play a crucial role in ensuring food security at the household level.

Then, in July 2012, violence broke out between the Bodo tribe and the resident Muslim community in Assam. This continued until September 2012, claiming more than 100 lives and displacing 450,000 people from their villages.

Working with partners, Oxfam supported more than 53,000 displaced people in 40 camps. We provided hygiene kits, emergency shelters, and helped install clean water supply systems and safe sanitation facilities. Oxfam also worked with local volunteers to promote public health, and to ensure health risks were minimized for the displaced people. Our emergency livelihood program played a vital role with short-term

injections of cash, the distribution of vouchers, and cash grants for traders to revive small-scale trading in the conflict-affected area.

Since March 2013, our response to the conflict crisis has changed into a medium-term recovery program. Early recovery initiatives include the restoration of water and sanitation facilities, and supporting people

returning to their homes to rebuild their lives and livelihoods. The project covers more than 21,600 people across 21 conflict-affected villages.

An evaluation was carried out during the emergency response to assess and adjust the program in real time, and to gauge the effectiveness of working as a consortia with other humanitarian agencies. [NG03]





RESPONSE TO THE SAHEL FOOD CRISIS [NG05]

In the Sahel in 2012, Oxfam supported 1.3 million vulnerable people affected by the consequences of the droughts in the region. We worked in seven West African countries (Chad, Mauritania, Burkina Faso, Niger, Mali, Senegal and

Gambia) helping the most vulnerable people by providing food, water, sanitation facilities and assisting with livelihoods.

In October 2011, when signs were pointing towards another food crisis in the Sahel, Oxfam's policy, advocacy and media work successfully led

the discourse around the need for both an early response to the impending crisis, and sustained engagement in building resilience. A six-country project to monitor and improve the implementation of the ECOWAS (Economic Community Of West African States) Charter on Food Crisis Prevention and Management provided a strong tool to strengthen national responses. In addition, Oxfam's international offices ensured powerful lobbying and the circulation of program analysis and policy positions at international level. Working with celebrities such as Baaba Maal, Seydou Keita and Damon Albarn, Oxfam's campaigning secured over 600,000 signatures world-wide, demanding action to prevent the crisis becoming a catastrophe.

The results are clear and tangible. Examples at national level include the scale-up of government support to vulnerable areas in Chad following

a visit of British and Chadian MPs, as well as Al Jazeera, and reforms to the government's food security mechanisms in Niger. At a regional level, research on community-based food reserves contributed strongly to plans to develop a region-wide system of food stocks to better prepare for crises in the future. At a global level, five donors reported that they were directly influenced to increase their financial contributions by Oxfam's advocacy work.

Over the 16 months of crisis-response, Oxfam distributed \$16 million through cash-based interventions and 85,000 tons of food, helping 80 per cent of targeted families to have at least two meals per day. Oxfam met 83 per cent of the required funding, raising over \$48 million.

Some notable achievements were the distribution of over 216 tons of seeds to more than 60,000 households, the vaccination of 20,000 animals, and the distribution of more than 10,000 gardening or livelihoods kits to 60,000 people.

Community-based committees were set up to improve the management of water sources. More than 340 water points were rehabilitated and 13 new boreholes or wells were built, providing safe water to more than 154,000 people. Hygiene has improved through the distribution of 20,000 hygiene kits to 159,000 people, along with hygiene promotion sessions, training, and household visits.

LEARNING FROM THE SAHEL CRISIS [NG03]

Oxfam conducted evaluations in real time in all the countries where we worked. At the end of the response, we organized a regional learning event to bring all the response managers and technical people together in order to use the lessons learned to make improvements to future programs. Oxfam and partners felt that we were able to identify the crisis early-on and build up our responses quickly. Even though this worked quite well, we feel we can improve by working closer with longer-term programs to help improve the resilience of communities, play a stronger coordination role, and continue to build the emergency capacity of our partners.

BUILDING RESILIENCE: HELPING COMMUNITIES TO WITHSTAND SHOCKS

As part of our humanitarian response work, Oxfam is helping communities to withstand external shocks, such as rises in food prices or unforeseen climate change. Resilience is much more than just surviving, coping or 'bouncing back' after a crisis. Whilst Disaster Risk Reduction is an important element, resilience-building needs to go further. It needs to consider a broader range of risks – including conflict, and long-term stresses such as climate change. Actions to foster resilience need to recognize the role of power and politics – people are vulnerable to these risks because they are politically, socially or economically excluded, and hence have little access to resources, influence, information or decision-making power. Inequality is hard-wired into disasters, so that poor people and poor countries suffer much more.

SENEGAL - LESS RISK, GREATER RESILIENCE

The World Food Program (WFP) has been working with Oxfam and Swiss Re to develop a program enabling poor households to strengthen their food and income security through a combination of risk management strategies. The program integrates interventions that reduce risk through: helping people to manage their resources effectively; providing people with access to insurance; promoting sensible risk-taking through micro-credit mechanisms; and encouraging people to keep savings where possible, to generate reserves. The program was first launched in Ethiopia – where it has already delivered substantial dividends for communities. The program is now being expanded to a handful of countries where communities face problems of chronic food insecurity and vulnerability. The roll-out in Senegal will begin later this year.



CHAD - FROM HUMANITARIAN RESPONSE TO A RESILIENCE VISION

In 2012, Oxfam's program in the Guéra region of Chad provided emergency assistance to more than 160,000 people. As the humanitarian response winds down, the intention is to establish a resilience program with a long-term vision of at least seven years. The program will involve a broad set of interventions, including prevention of malnutrition, investment in market gardens, and support for value chains and food reserves. It will also seek to maintain humanitarian expertise so that if a crisis threatens, the team will be among the first to be aware and will have the flexibility and agility to respond. Sharing best practice and lessons learned with the government may help the model to be replicated elsewhere. The project will aim to promote producers and citizens as agents for change, working in synergy with Oxfam's global GROW campaign.

NIGER - A COMMUNITY-DRIVEN APPROACH TO RESILIENCE [NG01]

Oxfam's program in Niger commissioned a piece of research in order to improve our understanding of the resilience of agro-pastoral communities. Through a series of focus groups, the research identified key benchmarks for resilience – as defined by the communities themselves – and the areas of intervention these communities believed would best boost their capacity to withstand shocks. This methodology will be used to inform future resilience program approaches. The first program based on this methodology will be launched in Ouallam region over the coming months. Depending on the outcome from consultation with communities, the program aims to include an ambitious set of interventions focused on reducing vulnerability, such as support for local level early warning systems, livelihood diversification, and promoting more sustainable use of resources.



ARMS TRADE TREATY ACHIEVEMENT [NG05]

In April 2013, Oxfam welcomed a fantastic campaign achievement, with the adoption of the Arms Trade Treaty (ATT) by an overwhelming majority at the UN General Assembly. When the Treaty was opened for signature on June 3, 2013, 72 states signed in the first 24 hours, with a steady increase of joiners ever since.

The ATT is the first internationally-binding agreement to regulate the \$85 billion annual trade in arms and ammunition. It will help bring the arms trade under control and protect millions of people living in daily fear of armed violence and at risk of rape, assault, displacement and death. One person dies every minute as a result of armed violence, with millions more seeing their lives and livelihoods destroyed.

For Oxfam and our partners around the world, the strong link between conflict and armed violence and poverty is the reason we have worked so hard for global controls on the arms trade. We estimate, for example, that Africa alone loses \$19 billion a year as a result of armed violence. The patchwork system of arms controls around the world has made it all too easy for weapons to fall into the wrong hands, fuelling conflict and exacerbating poverty.

Since we launched the campaign with allies ten years ago, Oxfam has played a lead role in the Control Arms Coalition. At that time, the idea of an Arms Trade Treaty, conceived by Nobel Laureates and NGOs, was supported by only three countries. Many more told us the idea was too idealistic and could never happen.

In 2006, we persuaded the UN to begin work on the Treaty. Since then, we've driven tanks round London, ridden camels in Mali and rowed dragon boats in Cambodia to raise awareness.

We've run workshops and seminars in 100 countries to deepen knowledge and explore ideas. We've given media interviews and written articles to communicate. And we've analyzed papers, suggested Treaty text, and lobbied around the clock to persuade governments to make the Treaty a reality.

The Treaty covers conventional arms and ammunition – everything from fighter jets and warships to guns and bullets. It requires governments to authorize or deny all arms transfers that enter or leave their territory against a set of criteria including international humanitarian and human rights law, and factors including the risk of gender-based violence, organized crime, corruption, or terrorism.

“The power of campaigning by ordinary people has sent a clear message to unscrupulous arms dealers, dictators and human rights abusers – your days of easy access to weapons and ammunition are over,” said Anna

Macdonald, Head of Arms Control at Oxfam. “The world is watching, and the world will hold you to account. This Treaty now makes governments take responsibility for every arms transfer that enters or leaves their territory, and requires that they put human rights and humanitarian law, not profit, at the heart of every decision.”

The Treaty will become international law 90 days after 50 states have ratified it. The next stage for the Control Arms Coalition is to make this happen by the end of 2014, and to then ensure that governments live up to their promises and implement the Treaty effectively, so that it really does save lives.

LOOKING FORWARD

With the growing humanitarian impact of the Syria crisis, and the threat that this will develop into an even larger regional conflict, Oxfam will mobilize additional resources to scale-up the life-saving work inside Syria and with refugees and host communities in neighboring countries. We will campaign for enough aid for those affected, and for a political solution to the conflict.

Global trends show that the proportion of the world’s poor living in violent and fragile areas will grow to more than 40 per cent. The rising number of climate-related disasters may be the main humanitarian concern in the 21st century. Food crises will continue, affecting some of the 870 million hungry people. Despite austerity, Oxfam will continue to build the capacity

of its partners and our own teams, particularly in high-crisis risk countries and regions. We will respond to the growing number of humanitarian crises.

In 2013 – 2014, Oxfam will be working to integrate humanitarian and development work more closely. We aim to ensure communities are more resilient to potential shocks, and that partners and Oxfam teams are better prepared to respond in times of crisis.

We have launched a new pan-African campaign to support long-term security and peace, gender justice and sustainable livelihoods in conflict-affected countries. This will continue to drive our work in the coming years. Oxfam’s teams are raising perspectives and voices from countries torn apart by years of violence, such as the Democratic Republic of the Congo, Somalia, and South Sudan. Oxfam is conducting research and protection

surveys, and building the capacity of our partners in country to press for better governance, accountability and security sector reform.

Through to 2015, Oxfam’s Rights in Crisis campaigning will help to ensure that men, women and children most at risk will have their immediate protection and assistance needs met, and the cause of their vulnerability addressed. We will contribute to reinforcing national capacity to respond to emergencies. We will work to ensure that people most at risk will have their right to clean water, food and sanitation facilities and other fundamental needs met, that they will be free from violence and coercion, and that they can take control of their own lives in dignity. Standing at the core of our campaigning and advocacy will be greater gender justice and respect for women’s rights in crisis-affected countries.



[NG04]

GENDER JUSTICE

Oxfam envisions a safe and just world, where women and girls gain power over every aspect of their lives and live free from violence.

Oxfam will work to ensure that more poor and marginalized women are empowered to claim and advance their rights, and to make violence against women significantly less socially-acceptable and prevalent. Achieving gender justice means achieving full equality between women and men in all spheres of life.

Globally, women and girls are exposed to many forms of violence, and are denied a voice. Too often, women's work is not recognized or is undervalued, and women's contribution to food production is not matched by access and control over vital resources like land and water. Legal protection

in many countries is not gender equal, and women lack opportunities to represent themselves or be part of decisions that affect their lives, homes, communities, countries and the world. Women's rights activists, organizations and movements continue to face threats and impediments to their important work.

Oxfam aims to contribute to gender justice in all of our work, through strategies, programs, campaigns and advocacy initiatives that put women's rights at the heart of all we do.

We have an ambitious new Strategic Plan, which outlines key objectives to guide our work on gender justice through to 2019. As part of this Plan Oxfam is committed to strengthening our own learning about what works best to end violence and empower women. Ultimately, we aim to ensure that all of our development, humanitarian response and campaigns

reflect this learning and incorporate these strategies. In this work, we seek to offer support and to contribute to the work of a range of partners and allies, movements and activists, including both mixed and women's rights organizations.

Strengthening the sustainability of women's movements and networks is a critical part of our shared work, and we aim to be deeply inclusive and collaborative in these efforts. We learn from them, and we seek to contribute to their work because they are key agents of change to deliver gender justice. Through our shared work, we imagine a fair world where women and men, boys and girls, are equally able to demand and exercise their rights.

ENDING VIOLENCE AGAINST WOMEN: AN OXFAM GUIDE

Why does violence against women happen? What does it have to do with development? What does Oxfam do to end violence against women? What does it mean to work with a transformative approach?

Violence against women is a violation of women's rights, a barrier to women's active citizenship, and hence, a fundamental constraint to poverty alleviation. "Ending Violence Against Women: A Guide for Oxfam Staff" addresses these questions in order to provide our staff and partners with a common framework for programming and learning on the complex issue of ending violence against women.

SUPPORTING WOMEN'S POLITICAL PARTICIPATION IN SIERRA LEONE

When women assume decision-making positions through processes of community inclusiveness, they

can be powerful forces for change. They can challenge oppressive attitudes, behaviors and values, and transform the way power is exerted and perceived.

In the Koinadugu and Kailahun districts of Sierra Leone, Oxfam's project 'Supporting women's political participation, voice and inclusive governance' has done just that. The project, funded by the Open Society Institute, helped enhance the leadership of elected women to carry out their mandate effectively. It increased women's confidence and strengthened their decision-making. Spaces for marginalized women to participate, to voice their rights and influence the decision-making processes opened up. A culture of inclusiveness and responsiveness was promoted, building on existing governance systems. The women elected at district level have launched initiatives recognized by institutional and traditional authorities as fundamental for the development of the whole district, and not just for women



or women's rights. This is reflected in the words of a traditional leader of Wara Wara Yagala Chiefdom in Koinadugu:

"Women tend to solve not only their own problems but also [those of] others, also problems affecting men. They see things we do not see, and make suggestion for solutions to be brought up to government. Men tend to put money in their own pockets, or benefit their own family; women here are very development orientated, looking for educational facilities, or services that can benefit everybody. So men have come to realize that women play a very important role that can benefit the whole community. We [used] to have men elected before, and they have not made any change; now when we have an elected woman, we see change happen."

The project has helped women who are normally marginalized from local governance processes. Individually and collectively, they have built self-confidence and skills, and they can

rely on each other for support and solidarity. This project has shown that this positively influences their leadership style, making it more inclusive, participatory and community orientated. Processes that enhance gender inclusiveness not only respond to our aim of promoting gender equality and justice, but can pave the way for changes that produce a positive and sustainable impact on the power dynamics.

RAISING HER VOICE

How can we change the power dynamics that exclude women from roles as decision-makers? How can the barriers be overcome that prevent women from exercising their rights as equals to lead, to propose and to call to account? In partnership with 17 Oxfam country teams, 45 partner organizations and 450 coalition members, the Raising Her Voice program sets out to find practical answers to these questions. More than 700,000 women in 17 countries have benefited from the results.



Working in partnership with the Aurat Foundation in 30 districts in Pakistan, the Raising Her Voice program has organized 1,500 women activists who are living and working in their communities, into '50 Women's Leaders Groups'. The aims of these Women's Leaders Groups is to promote activism within their communities; to defend and promote women's rights; to represent marginalized women; and to raise women's collective voice at local and district levels, as well as, with The Aurat Foundation's support, at the provincial and national level.

Among the program's remarkable achievements, honor killings were banned by the panchayat (traditional form of local self-government) in Attock; 116,000 women have gained national identity cards which enable them to travel, vote and access loans; and there is evidence of more women in decision-making structures. Ninety Women's Leaders Group members ran for political office in the 2013 elections, and the first ever national Women's Manifesto, made by a united women's collective, called on political parties to make changes and include a 50

per cent minimum quota for women's political representation in legislative structures. These are just some of the many successes of the program.

The experiences and achievements of the Women's Leaders Groups, with their strong national partnership and focus of community-level activism, contain valuable insights for anybody working to promote women's political participation and leadership in volatile and complex environments. The evaluation provides useful insights for how Oxfam and others can learn from this model of change.

ENGENDERING CHANGE IN CUBA

Since 1993, Oxfam and local partners have been working in Cuba supporting sustainable agriculture, providing farmers with training and resources, building resilience to natural disasters, and ensuring equal opportunities for women. The results have been impressive: in many cases, food

production has doubled, and the number of women cooperative members has increased substantially. Forty-year-old Gloria lives with her husband Alberto and their two daughters on the outskirts of Jiguaní, a small town in the mountainous region of Granma province in south-east Cuba. Gloria was able to expand her chicken coop with wire fencing she received through Oxfam's Engendering Change program – a multi-year initiative co-funded by the Canadian International Development Agency and private donors. Engendering Change aims to build the capacity of local partner organizations to advance women's rights. The program, started in 2009, has helped partner organizations in Cuba fight violence against women, and increase women's participation in agricultural cooperatives and their access to much-needed resources.

"I started participating in the project a year and half ago," says Gloria. "With the wire fencing I received I separated and expanded the chicken coop so I



could produce eggs and breed more chickens. It makes feeding my family much easier and balances our diet with protein from meat and eggs. The eggs that are left over I sell to the cooperative for income, but also give to our neighbors. It benefits the community as much as it benefits me and my family.”

Other women in the community see her as a leader. By working with local cooperatives and partners such as the National Association of Small Farmers, Oxfam is helping women like Gloria become stronger farmers and develop their own sustainable sources of income.

The Engendering Change program also aims to change attitudes and behaviors through co-educational gender equality

workshops on topics such as gender-based violence and the distribution of labor in the fields and at home.

“We have always been good at sharing work, but now we do so more than ever because of workshops from the cooperative,” says Gloria’s husband Alberto. “We have had meetings where many families got together to discuss and talk about experiences and attitudes. This has brought couples in the community closer. To be successful, you need to be equal, to work together and cooperate.”

Gloria has high hopes for the future. She and her husband recently installed a much-needed irrigation system, and they have planted bananas, beans, greens, and onions. The extra money will help them improve their house and further expand their farm.

LEARNING FROM REVIEW: WHAT MAKES A STRONG GENDER-JUST ORGANIZATION [NG03]

At the strategic mid-point of the Engendering Change program, Oxfam identified the need to engage in a dynamic reflective exercise to more systematically capture the strategic learning and results that the program had generated.

To meet this need, Oxfam carried out the Mid-Term Learning Review, in order to deepen our understanding of organizational capacity building for women’s rights and gender equality, and to strengthen our shared understanding of how Engendering Change seeks to increase gender justice.

The review was comprised of three workshops in the Americas, Southern Africa, and the Horn and East Africa in which approximately 30 partner organizations participated. One practical outcome was a list of ten characteristics of an effective gender-just organization.

WOMEN RAISE THEIR VOICES ON LAND ISSUES [NG01, NG06]

In May, Oxfam participated in the workshop, “Improving Access to Land and Strengthening Land Rights of Women in Africa,” organized by the African Union Land Policy Initiative in collaboration with the East African Community.

The workshop set out to convince the African Union (AU) and its member states to adopt more specific measures to advance women’s land and property rights. It could give organizations such as Oxfam, and women themselves, greater leverage to argue for enhanced rights, and could shift the discourse on women’s rights. The workshop drew on Oxfam’s project on women’s land and property rights in Tanzania, Uganda, and Kenya as well as other Oxfam research. This was enriched by the active participation of women from across Africa who shared their experiences concerning land issues. Together with Action Aid and the Huairou Commission,



a joint proposal was put forward for a civil society platform to continue to engage with the AU on women's land rights issues.

The Female Food Heroes, who are the winners of a national 'reality TV-style' competition which aims to raise awareness of the incredible achievements of female food producers across the country, have become

stronger local leaders and national and international ambassadors for women food producers, in part because the high profile Female Food Heroes awards have made others more receptive to their message. They have met with law-makers from five states, urging more support for women farmers and advocating for a better-run system of food aid that would benefit African farmers and build a more sustainable future.

Through this work, women, especially rural women, are speaking out for themselves, engaging with local and international decisions-makers on land and property rights. This engagement, with the support of Oxfam's gender justice program, has led to real results: a number of local land cases have been taken up at the village level following land dialogues.

AZERBAIJAN: "LESS VIOLENCE, MORE PARTICIPATION"

In Azerbaijan, Oxfam has launched a new project aimed at promoting a culture of zero tolerance for domestic violence among both men and women.

As in most countries, women in Azerbaijan are frequent victims of violence - which is still seen as a "private matter" and frequently concealed or even justified. With this in mind, Oxfam launched its "Less Violence, More Participation" project, piloting innovative activities

aimed at creating a culture of zero tolerance for domestic violence. The project was implemented in four target communities in Barda, Aghdam, and Tartar districts and lasted from December 2012 until March 2013.

Initially, all-male and all-female focus group discussions were held in each community in order to assess to what extent community members considered domestic violence to be a crime or a negative influence on women's daily activities in and outside the home. The findings showed that women in the target communities mostly face economic and psychological oppression, rather than physical violence. This is through men's control of women's income and decisions concerning work and education, as well as their underestimation of women's knowledge and capacity. The focus groups also revealed that women and men still do not give much recognition to women's active engagement in market activities and do not value

women's income. Women's roles are viewed as being limited to that of housewives, mothers, and unpaid family laborers.

The second activity facilitated by the project was the organization of forum theaters in which individuals played roles based on stereotypes and traditionally-accepted social norms, roles and behaviors. This allowed community members to observe their discriminatory behaviors and attitudes towards women on stage. It opened the space for both women and men to express their opinions and argue publicly about gender equality, a topic which is not often discussed in rural areas.

Training on the importance of women's participation at the economic and social level was conducted in the four communities to increase awareness of the benefits of gender equality and women's active engagement in community life.

In addition, a minibus covered with illustrations and slogans condemning violence and calling for equality traveled through the target communities. Three volunteers distributed booklets on gender, gender equality, and violence against women, as well as t-shirts calling for gender equality.

MEN AND MEDIA: CHANGING ATTITUDES

In June 2012, Oxfam launched a campaign called "Men – Rise to Stop Violence Against Women" in partnership with the Panos Institute of Southern Africa (PSAf). This campaign aims to address the escalating violence against women in Zambia. It involves male champions from different communities who appear on national television and radio to discuss early marriages, dowry, alcohol consumption, sexual assault, beating, and men's roles as fathers, protectors and providers.

To ensure that the media are active players in this campaign, Oxfam held a briefing for journalists and editors in September 2012 in Lusaka. The meeting showed the journalists a fresh and more specific way of reporting violence against women, with men as change agents, whilst focusing on positive attitude change among men in society.

During the meeting, PSAf Executive Director, Lilian Chigona challenged the media to call the good men to action when they write and produce their stories. "We cannot overlook your vital role in this campaign," said Lilian. "Therefore, it is important that when you go back to the newsroom, you not only report on violent cases but you also dig deeper and provoke credible men to bring an end to this type of violence."

LOOKING FORWARD

When women and girls face discrimination and injustice, it is often both a cause and a result of the inequality that drives poverty. In the coming year, Oxfam will build on the significant progress to make sure that women's rights are upheld and advanced. This requires change on many levels – on legislation and policy, access to resources, cultural values and norms, and individual attitudes and beliefs about gender power relations.

Our new Strategic Plan outlines key objectives to guide our work on gender justice through to 2019. Oxfam will work with our partners and allies to ensure that more poor and marginalized women occupy key positions of power and influence in their communities and organizations. Through our shared work, more women will secure greater access to, ownership and control

of productive resources. Women will benefit from positive changes to attitudes and beliefs, enhanced standards, legislation and regulations to safeguard women's rights, including the right to speak out for themselves and live free from violence. We will work to improve women's access to

Our programming and policy work will continue to evolve to reflect complexities and emerging trends; we will continue to learn and grow from the knowledge we gain about what works to advance women's rights. Growing evidence supports the idea that when women themselves are empowered

"WE WILL SUPPORT WOMEN TO DEVELOP THEIR OWN VISIONS AND STRATEGIES FOR CHANGE"

essential services, including those related to gender based violence and sexual and reproductive rights, and ensure they are delivered in ways that support the empowerment of women. Finally, we will strive to ensure that more women and men, civil society and private sector organizations and governments are actively engaged in advancing women's leadership, women's rights and eliminating violence against women.

to take action, women's rights will be achieved and sustained. In the coming years, Oxfam will continue to focus on supporting women to develop their own visions and strategies for change. We will support the organizations and movements that advance women's rights and put gender equality at the heart of the development agenda.



ABOVE RIGHT: Lillian is a single mother, from the Turkana region of Kenya, whose husband left her. She has been in business for 6-7 months, selling beads, salt and sugar. She was originally given a loan by Oxfam to start up the business, and has since been a part of the business training run by Oxfam. PHOTO © Richard Simpson | OXFAM

[GRI 2.7, 4.14, 4.15, 4.16, NG01]

LISTENING TO OUR STAKEHOLDERS

In our humanitarian, development and campaigning work, we aim to help people in poverty to know and demand their rights, and to hold to account those in power. For Oxfam to call for greater accountability from others, we must be accountable ourselves.

Oxfam is primarily accountable to people living in poverty but we take our accountability to all stakeholders seriously, and we strive continuously to balance the needs of different stakeholders. These include partners and allies, staff and volunteers, donors and supporters, coalitions and

alliances, suppliers, governments, the private sector, academic institutions and the wider public. We believe that stakeholder engagement and feedback can inform our work and bolster our efforts towards greater impact and efficiency.

STAKEHOLDER CONSULTATION

In the development of the recently approved 2013 – 2019 Strategic Plan, we undertook an external consultation around the world with sector specialists, staff and a selection of allies and other development actors, on the proposed areas for Oxfam to focus on in the next Plan period. It is important that the strategy we develop and the role we describe for Oxfam is both one that is useful to other actors and one that we can credibly fulfill. Multiple levels of external consultation were undertaken on our thinking on the context, analysis and our role, and on the proposed areas for Oxfam to focus on over the next six years.

Our country teams, in consultation with partners and other local actors, have also been developing a country analysis and strategy in each of the countries

where Oxfam works. This has provided a “bottom up” analysis and input to our global thinking. The suggested ideas about our role and areas of work over the next six years are very largely the result of the collective country-level thinking.

The information from the consultations and the country analyses were used to help write the Oxfam Strategic Plan.

STRENGTHENING ACCOUNTABILITY ACROSS OXFAM

The new Strategic Plan aims to strengthen our methodologies and tools to enhance accountability and learning processes, including complaints-handling, open information policies, communications, social and environmental issues and mutual internal accountability within the Oxfam Confederation. We will work



in partnership with innovators in this field to gather evidence and undertake community accountability pilots, to be able to demonstrate that strengthened accountability contributes to greater impact.

LOCAL COMMUNITIES

We believe that by being more accountable to communities, we can produce higher quality programs with a more sustainable impact. Our 'Program Standards' promote the participation of people and communities in program identification, planning and delivery – ensuring that decisions about how we use our resources are shaped by the priorities of people living in poverty. We require explicit procedures to be in place to ensure that women and other marginalized groups (such as those who may be excluded because of their age, ethnicity or HIV status) can significantly influence our work. Participants are selected by communities, partners and Oxfam and on the basis that they are deemed

to represent the voice of the whole community, including the female voice. We endeavor to engage with community representatives prior to entering communities and throughout the life of a program. Our programs start with Oxfam or partners engaging with those who are likely to be affected by our programs. The risks and assumptions of programs are assessed, where possible, in conjunction with partners and the communities that the program is targeting.

In assessing the impact of a particular program, we work with partners and, where possible, with local communities to gather information on our progress against targets. We collect feedback from those directly benefiting from our programs, and we look particularly for any unintended consequences of our programs. This information will determine our decision to modify or discontinue a program, and will inform exit plans which are generally developed at the planning stage. [S01]

IMPROVING OUR PROGRAM PRACTICE TOGETHER [NG03]

The Oxfam Program Standards represent a mandatory benchmark for our rights-based work. They set out both how we will work, as well as the outcomes. But how do we make sure that we are accountable in terms of our adherence to our set standards and, more importantly, that we improve our practice over time?

To ensure that we gradually improve our adherence to our program standards, we have developed a learning process in which all country teams participate. Step one is a self-assessment of our current practice against our standards; we call that the baseline of our adherence to the Oxfam Program Standards. The Program Standards Self-Assessment helps us critically assess our program practice against our common Oxfam standards. It is

primarily an opportunity for discussion and reflection, to ensure shared understanding about how programs are developed and implemented, and to identify areas where there is room to improve practice. It helps us discuss questions such as: What does program quality mean to us? What are the practices and views of the different affiliates involved? What do our partners think about the quality of our programs? What aspects are we good at and which aspects could be improved? What kind of support do we need?

Between April 2012 and July 2013 more than 70 per cent of our country programs went through this baseline assessment. Depending on the complexity and size of each program, this took between half a day to two days. More than 800 colleagues were involved; in one-third of programs, partners participated in the exercise.

For various reasons it is not always possible or appropriate to involve partners in the baseline assessment.

Based on this assessment, program teams can develop a detailed action plan for improving program practice in prioritized areas. Action plans are then reviewed and revised on a yearly basis. The results are not only used at the country level. They also inform the design and improvement of regional and global program quality support structures.

“The assessment provided a point in time for reflection and seeing the program as a whole, in a ‘bigger’ light. Staff members speak about the program all the time but frequently assessments are done on partners on components of the work and not the whole. This was therefore the first time that Oxfam staff were ‘on the other side of the table’.” (Reflection from Southern Africa)

LOCAL PARTNERS [NG06]

Partnerships lie at the core of how Oxfam understands the world and our role in working for change. Our ‘Partnership Principles’ ensure that our relationships with partners are based on impact and mutual growth. In selecting our partners, we seek to identify common goals and ensure that our combined efforts bring about change. Oxfam is privileged to be able to partner with thousands of local civil society organizations – organizations that we believe are crucial in supporting the actions of poor and marginalized people in the development of lasting, locally-owned solutions, and in raising their diverse and locally-grounded voices for equitable development at home and world-wide. Oxfam understands partnerships as mutually empowering relationships, which are aware of power imbalances and focused on mutual

growth, organizational development, institutional strengthening and above all, on achieving impact. We believe that programs implemented in partnership increase the collective knowledge, skills, reach and experience applied to an issue or challenge. We specifically look to local partners when: developing our country strategies; evaluating our work by collecting data (including information disaggregated by sex); and undertaking research (including from a gender perspective) to assess the impact of our programs. Our 'Southern Campaigning Guidelines' also ensure that we support partners and allies in their advocacy and campaign strategies, because they have primary legitimacy in their own countries, and because we believe that this will have most impact in terms of promoting long-term, sustainable change.

Similarly our partners are involved in evaluating our humanitarian responses through Real Time Evaluations (RTEs), which are undertaken between six and ten weeks after the response has started. RTEs maximize opportunities for early corrective action to shape the program and encourage accountability to the affected population and other stakeholders. When 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 beneficiary communities to evaluate initial impact and to capture their feedback on their participation in the design and implementation of activities.

CAMPAIGNERS AND SUPPORTERS

Oxfam's supporters are the lifeblood of our work. To support our campaigns, our activists organize and participate in campaign events, attend forums, sign petitions and pledges and write letters, postcards and emails to governments, parliamentarians and large corporations. We have an annual survey on our website at www.oxfam.org, which provides us with data about the types of audiences we attract and their information needs, as well as helping us identify areas for development. Supporter numbers are currently collected by individual affiliates, and where possible, centrally for global campaigns.



STAKEHOLDER FEEDBACK AND COMPLAINTS MECHANISM [NGO2]

Our 'Program Standards' promote good practice whereby feedback and complaints systems are designed with stakeholders, building on respected local ways of giving feedback. Systems encourage the most marginalized groups to respond, and all feedback is acknowledged and followed-up where necessary. Trends should be monitored and learning fed to the wider organization, with staff seeking continual improvements in the quality and use of the complaints mechanism. One way of providing feedback is through Oxfam websites. Our affiliates currently have different approaches to accountability and monitoring and evaluation. Two affiliates use the

Keystone INGO partnership survey approach; others have carried out global partner surveys; another affiliate holds effectiveness reviews each year.

In the new Oxfam Strategic Plan 2013 – 2019 we have a shared goal on strengthening accountability which includes the development of Confederation-wide accountability methodologies, tools, policies and processes, including complaints-handling. Affiliates also have individual feedback mechanisms which can be accessed through affiliate websites.

Our complaints mechanism is set out in the Oxfam International Board Accountability Policies document, available on our website.

SECTOR STAKEHOLDERS [GRI 4.12, S01]

As a shareholder in the International Civil Society Centre, Oxfam works with other NGOs to develop tools for measuring the impact and effectiveness of development work. Oxfam, until recently, was also Chair of the Board of the INGO Accountability Charter which is a self-regulatory code of conduct for International NGOs. Former Oxfam International Executive Director Jeremy Hobbs remains in the Chair, as an independent. 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.

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). We are also a member of the International Council of Voluntary Agencies, a global network of non-governmental organizations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice. It is the largest international humanitarian NGO network, of which Oxfam is currently Chair.

We are also a member of the Sphere Project, the main humanitarian standards-setting initiative. In addition, most affiliates are members at both national and international levels of similar sector bodies which promote peer learning and opportunities to coordinate with others.

[GRI 2.8]

FUNDRAISING AND INCOME

During 2012 and 2013, in a challenging economic climate in many countries, Oxfam affiliates had to work harder than ever to raise funds for our work fighting poverty and injustice in the world. How and where Oxfam raises income has become a top priority.

During 2012, staff from across the Oxfam Confederation came together to think about how Oxfam can fundraise more globally, strategically and efficiently. This resulted in a global income growth plan being presented to the Executive Directors of Oxfam and

the Oxfam International Board in March 2013. The plan was agreed and forms part of the new Oxfam Strategic Plan for 2013 – 2019. This new strategic direction for income will enable Oxfam to: broaden our income base by becoming less dependent on European

countries and raising more money in emerging regions; build best practice in public fundraising in all affiliate markets; strengthen our institutional fundraising across the Confederation; and raise more restricted and unrestricted funds.

Oxfam's life-changing work is only possible because of the millions of supporters that are part of our global movement. Their financial assistance comes in many forms: regular monthly donations; organizing and taking part in events; choosing Oxfam Unwrapped gifts; taking part in the Oxfam Trailwalker; buying from the 1,200 Oxfam shops around the world; and leaving us a gift in their will.

Our loyal donors also generously responded to several emergency appeals during 2012 – 2013, helping to save lives in several countries

including Syria, West Africa, Yemen, and the Democratic Republic of the Congo. Oxfam is deeply grateful for the continued and generous support of all of our donors. Their commitment and passion is an inspiration.



MIKE

SUPPORTER FROM VICTORIA, AUSTRALIA:

"I started supporting Oxfam while I was at university and 23 years later I am still donating. The way Oxfam works is smart, clever and respectful of the people it works with. I like the way Oxfam engages with local communities, finding local, practical solutions that get a result."

OXFAM TRAILWALKER

Trailwalker is Oxfam's epic endurance event for teams of four, who walk or run 100 km in a limited time frame to raise funds for Oxfam's work. They battle exhaustion and rough terrain, usually getting a few blisters along the way. Despite Oxfam Trailwalker being both a tough personal and team challenge, many participants repeat their amazing feat each year, often choosing to do a second Trailwalker in a different country. In 2012 – 2013 there were 15 trails in 11 countries across the world, including Ireland, Hong Kong and France. Australia has three separate

events, in Brisbane, Sydney and Melbourne, to keep up with the demand. The Oxfam Hong Kong Trailwalker event is the longest established – celebrating its 31st anniversary in 2012. The event is so popular, that entry is by lottery, and every year it receives far more applications than places available.

Oxfam's Trailwalker is a true test of stamina and teamwork, and is a rewarding way to have fun, make new friends, and raise funds for Oxfam's work. Thousands of volunteers, Oxfam staff, sponsors and support crews help out with the Trailwalker events, which raise millions for Oxfam each year.



DYLAN (FAR LEFT)

PART OF AUCKLAND BASED TRAILWALKER TEAM

"I have truly gained a huge amount and grown as a person in my experience doing the Oxfam Trailwalker. I learnt a little about the amazing work that Oxfam does and the enormous difference that they make in people's lives."



ABOVE RIGHT: A Trailwalker team walking together at dusk. PHOTO © Karen Robinson | OXFAM

ABOVE LEFT: PHOTO © Marathon Photos

OXFAM UNWRAPPED

Oxfam Unwrapped is Oxfam's alternative gift catalogue, which enables people all over the world to give unusual and inspirational gifts to their friends and family. People buy Oxfam Unwrapped gifts for all sorts of occasions, Eid, Easter, Diwali or Chanukah, or for an anniversary, birthday or wedding. People love the quirky nature of Oxfam Unwrapped gifts – these gifts with a difference can transform the life of someone who really needs it. When you give an Oxfam Unwrapped gift, your friends or family receive an Oxfam Unwrapped card telling them about

the life-changing gift that you have made to Oxfam and the good that the donation is doing. For example, 'giving a goat' can help a whole family free itself from poverty: providing milk for nourishment, manure for the harvest and baby goats to sell to other families at the market. Oxfam Unwrapped has been a real hit in the media, helping to raise Oxfam's profile. We landed on the front page of the Wall Street Journal, for example, thanks to a story about Billy and Nicole Claire, a couple who loved the concept so much that they requested Oxfam Unwrapped gifts for their wedding list, using our wedding registry service with Oxfam America.



BILLY & NICOLE

NEWLY MARRIED COUPLE FROM USA:

"Our friends in the UK had done Oxfam Unwrapped as their wedding list and we decided to give it a try as well. We enjoyed receiving our wedding 'gifts' through Oxfam and it was great to know that we were able to help others."



OXFAM SHOPS

There are more than 1,200 Oxfam shops run almost completely by volunteers in nine countries. People donate clothes, books, music, wedding dresses and so much more to the shops, which help to raise millions for Oxfam's work. In addition to donated goods, many of the Oxfam shops also sell fair trade goods, including crafts, food and drinks. The Oxfam shops are much more than just places for selling second-hand clothes

and fair trade goods. As well as places to bring people together, Oxfam shops are used to demonstrate what Oxfam stands for: whether it is a photography exhibition about Oxfam's work, or a musical evening with local bands to raise funds or awareness of a campaign issue.

An international trading and shops working group will work together to drive best practice across Oxfam. It aims to maximize branding opportunities, share learning, and agree common strategies.

ABOVE RIGHT: The grand reopening of the newly redesigned Oxfam Shop, Broadway, Sydney. PHOTO © Michael Myers | OXFAM

ABOVE LEFT: PHOTO © A J Purcell

INSTITUTIONAL FUNDRAISING

Oxfam has partnerships with, and receives grants from, a large number of institutions including the European Union, United Nations agencies and governments in many countries. These grants are usually earmarked for a particular project, country or area of work. Oxfam applies for institutional funding by submitting proposals that are in line with our Strategic Plan, and provides reports and other feedback to the donors. Through building long-term partnerships with our institutional donors, we are able to hold strategic dialogues with them, and help to influence the allocation of international aid in the interests of the poorest and most vulnerable people.

Through our Single Management Structure (SMS) initiative, Oxfam has been increasing the number of successful large-scale joint affiliate fundraising applications for institutional funds. For example, in October 2012, Oxfam received a three-year grant totaling €3.2m from the European Union. The objective

is that multi-thematic Civil Society Organization (CSO) networks across Brazil, Mexico, India, Indonesia, Russia, China and South Africa have collective capacity to engage in multi-stakeholder dialogue and influence global policy-making, with a particular focus on issues of inequality. This complex grant is being delivered by four Oxfam affiliates – Oxfam Hong Kong, Oxfam GB, Oxfam India and Oxfam Mexico – and several civil society networks in seven countries. Oxfam aims to ensure that the rights and needs of poor people are put at the center of global debates on critical issues such as livelihoods, education, food security and economic development, by bringing the voice of CSO networks into global policy-making processes. For example, the Brazilian Network for the Integration of Peoples has together with other civil society actors, established a formal dialogue with the Brazilian government on Brazil's foreign policy regarding the G20. This grant will facilitate the sharing of experiences between networks so that they can advocate for the replication of successful policy and practice between countries.



JANET

SUPPORTER FROM WIGAN, UK:

Janet visited Cambodia to see the difference monthly gifts can make: "I remember when I started donating to Oxfam – I found it hard to believe that the small contribution I was making actually had the power to change lives. But now I know that it does."



RICKY

A POLICE OFFICER BASED IN HONG KONG:

"I've been an Oxfam donor since 2010. I have helped with many events such as Oxfam Trailwalker and the Oxfam Rice Sale. With our assistance, people can improve their lives with new skills and knowledge."



CHRISTEL

FROM OXFAM GERMANY'S SHOP TEAM:

Well-known German country rock band "The Boss Hoss" visited the Oxfam shop in Mainz to support our campaign. After publically signing our petition against speculation in food, they spent some time giving autographs.

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 (NG05). The Guide outlines the principles for relationships between Oxfam and the private sector, and requires ethical screening to be conducted on all potential donors.

At the national level, each affiliate must adhere to the fundraising codes

and guidelines of the country in which they are based. For example, Oxfam Great Britain must submit an annual complaint report to the UK Fundraising Standards Board. Individual affiliates are responsible for tracking and resolving complaints of breaches of standards for fundraising and marketing practices. There are no plans at this stage for complaints within the Confederation to be tracked or collated centrally as this is better managed by individual affiliates.

‘Oxfam Confederation Membership to International and National Codes and Charters.’

LOOKING FORWARD

Oxfam will continue to look for ways to increase our income. As part of the new Strategic Plan, a new internal growth strategy has been developed, outlining our vision and priorities for fundraising. We will reinforce our fundraising by expanding into new markets, and by pursuing new opportunities in institutional funding, and a co-ordinated best practice approach to humanitarian fundraising, committed giving and shops.



JANIE

A BELGIAN NURSE :

“Oxfam, in my view, represents dignity, equality and justice. When I was approached by a fundraiser in the street who explained to me what Oxfam does, I very quickly decided to become a donor.”



JUDITH (LEFT)

FROM THE DUTCH NATIONAL POSTCODE LOTTERY:

“Oxfam Novib promotes the self-reliance of people in developing countries and succeeds in empowering them. Together with the 2.5 million loyal participants of the Dutch Postcode lottery, we are very proud to support Oxfam Novib.”



OXFAM CONFEDERATION INCOME [NG08]

Reporting period: 1st April 2012 – 31st March 2013

All figures are in millions of Euros.

Figures represent consolidated income across the Confederation (16* affiliates plus the Oxfam International Secretariat). Inter-affiliate transfers have been eliminated. This information is indicative and does not show the actual performance of any single affiliate. Affiliates should be consulted directly for specific information.

Oxfam's Financial Standards provide minimum standards that affiliates must apply to areas such as internal control. Compliance with minimum standards is monitored through a system of peer reviews, the next round of which is planned to take place in 2015. However, each affiliate is responsible for establishing and maintaining their own resource allocation systems and deciding how funds are spent. [NG07]

*Oxfam Japan not included

CONSOLIDATED MONETARY VALUE OF FUNDING RECEIVED BY SOURCE

Reporting period: 1st April 2012 – 31st March 2013

Revenue by Source	€ Million	%
Institutional Fundraising	€412.3	43.1%
UN and UN Institutions	€60.0	6.3%
EU and EU Institutions	€92.1	9.5%
Other Supranational Institutions	€2.4	0.3%
Home Government Institutions	€203.4	21.3%
Other Governments	€27.5	2.9%
NGO & Other	€26.7	2.8%
Associated Organizations	€0.2	0.0%
Public Fundraising	€339.5	35.5%
Fundraising Events	€19.1	2.0%
Public Appeals	€18.1	1.9%
Regular Giving	€150.4	15.7%
Single Gifts	€36.9	3.9%
Bequests	€24.4	2.6%
Lotteries	€13.5	1.4%
Other Corporate, Trust & Foundation Donations	€36.7	3.8%
Other Public Fundraising	€40.4	4.2%
Interest and Investment Revenue	€10.8	1.1%
Trading Revenue*	€178.3	18.7%
Other Income	€15.0	1.6%
Total Income	€955.9	100%

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

THE SIX LARGEST DONORS AND THE MONETARY VALUE OF THEIR CONTRIBUTION

Reporting period: 1st April 2012 – 31st March 2013

	€ Million
Home Government Institutions	€203.4
Trading Revenue*	€178.3
Regular Giving (Public Fundraising)	€150.4
EU and EU Institutions (Institutional Fundraising)	€92.1
UN and UN Institutions (Institutional Fundraising)	€60.0
Other Public Fundraising	€40.4
Total 6 largest donors	€724.6

NET Trading Revenue:	€ Million
Trading Revenue	€178.3
Trading Costs	€147.3
NET Trading Revenue	€31.0

Income and Expenditure	€ Million
Total Income	€956
Total Expenditure	€993
Excess of expenditure over income	-€37

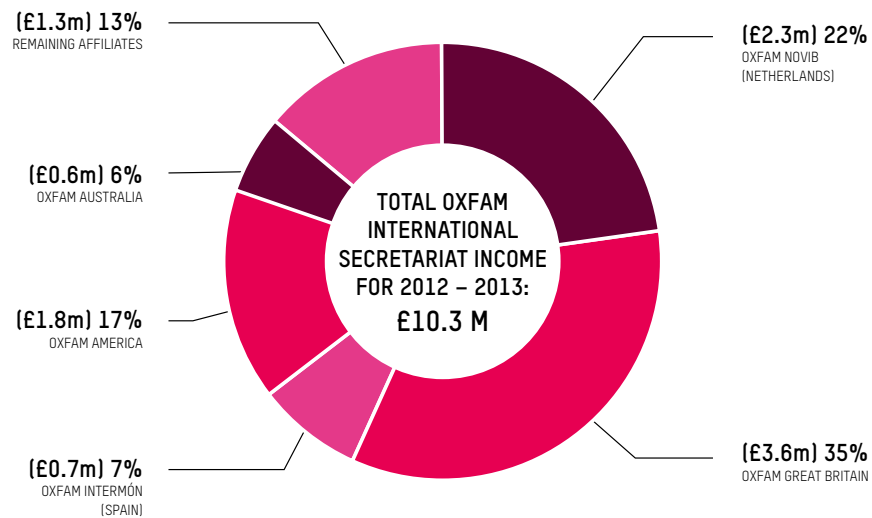
Balance Sheet	€ Million
Total Assets	€566
Total Liabilities	€264
Net Assets	€302

OXFAM INTERNATIONAL SECRETARIAT INCOME

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 (such as goods in kind).

The Oxfam International Secretariat is not directly involved with 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 our expenditure plans.

Reporting period: 1st April 2011–31st March 2012 All figures in millions of GB Pounds.



[GRI 2.8, NG07]

EXPENDITURE

OXFAM CONFEDERATION EXPENDITURE*

This information is indicative and does not show the actual performance of any single Affiliate. Affiliates should be consulted directly for specific information.

Reporting period: 1st April 2012-31st March 2013. All figures in millions of Euros.

Category	€ Million	%
Program	€705	71%
Program Implementation	€599	60%
<i>Development & Humanitarian</i>	€539	54%
<i>Influencing</i>	€60	6%
Program Management	€106	11%
Non-program	€285	29%
Management & Administration	€63	6%
Fundraising-Marketing	€75	8%
<i>Institutional Fundraising</i>	€5	1%
<i>Public Fundraising & Marketing</i>	€70	7%
Trading	€147	15%
Total Expenditure	€990	100%

* Expenditure figures do not include €3 million loss, such as loss on foreign exchange.

OXFAM CONFEDERATION EXPENDITURE

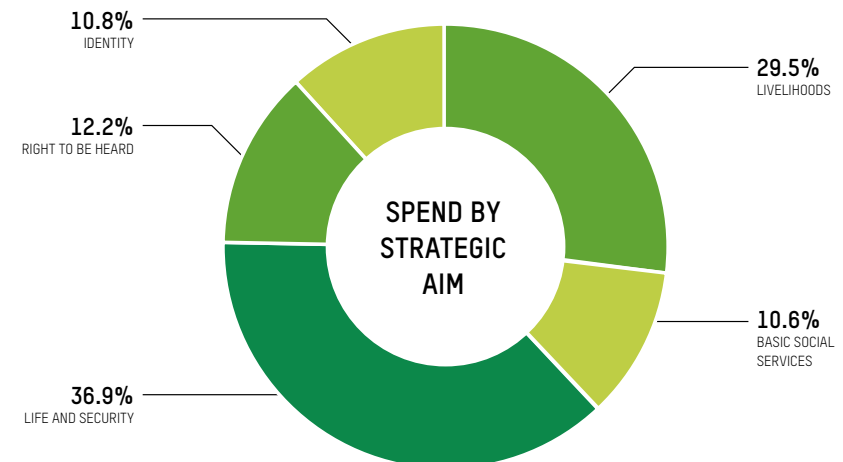
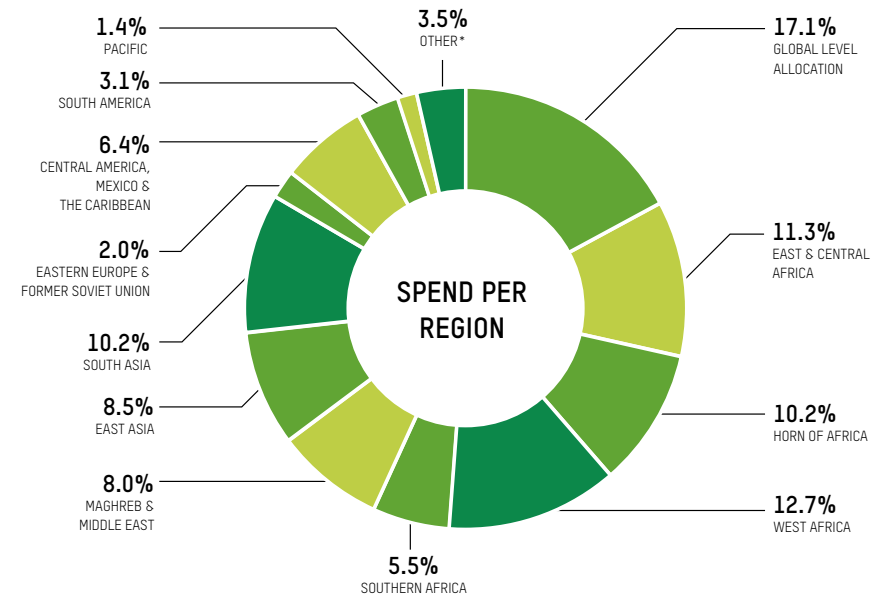
PROGRAM EXPENDITURE

Reporting period: 1st April 2012–31st March 2013. All figures in millions of Euros.

Oxfam Regions	€ Million	%
Global Level Allocation	€120.4	17.1%
East & Central Africa	€79.9	11.3%
Horn of Africa	€71.6	10.2%
West Africa	€89.4	12.7%
Southern Africa	€38.9	5.5%
Maghreb & Middle East	€56.7	8.0%
East Asia	€59.6	8.5%
South Asia	€72.0	10.2%
Eastern Europe & Former Soviet Union	€14.4	2.0%
Central America, Mexico & the Caribbean	€45.4	6.4%
South America	€21.6	3.1%
Pacific	€10.0	1.4%
Other*	€24.8	3.5%
Total	€704.7	100%

Aims	€ Million	%
Livelihoods	€207.7	29.5%
Basic social services	€74.5	10.6%
Life and security	€260.1	36.9%
Right to be heard	€86.1	12.2%
Identity	€76.3	10.8%
Total	€704.7	100%

* 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

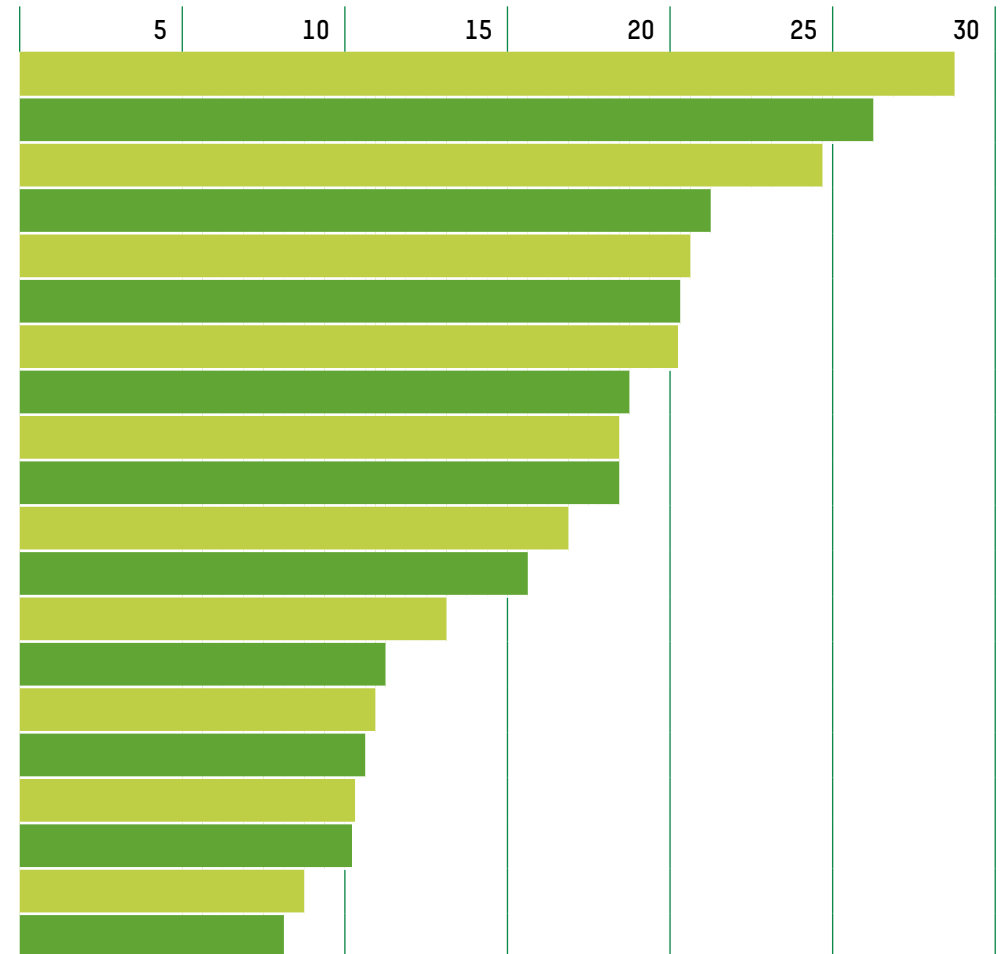


OXFAM CONFEDERATION EXPENDITURE [GRI 2.5]

PROGRAM EXPENDITURE FOR THE TOP 20 COUNTRIES REPRESENTS 336.8 MILLION EURO OR 48% OF TOTAL PROGRAM EXPENDITURE

Reporting period: 1st April 2012 – 31st March 2013. All figures are in millions of Euros.

Top 20 Countries	€ Million
Congo, The Democratic Republic of The	€28.6
Kenya	€26.9
Somalia	€24.8
Pakistan	€22.3
Haiti	€21.0
Sudan	€20.5
Yemen	€20.4
Bangladesh	€19.0
Ethiopia	€18.7
Palestinian Territory, Occupied	€18.7
Niger	€16.9
Mali	€15.6
Uganda	€13.0
China	€11.5
Chad	€11.3
Afghanistan	€10.9
Burkina Faso	€10.3
Mozambique	€10.2
Zimbabwe	€8.5
Viet Nam	€8.0
Total for top 20 Countries	€336.8



SECRETARIAT EXPENDITURE

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. Ad hoc 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. The Oxfam International Secretariat maintains a set of policies governing the authorization of expenditure, including authorization limits for contracting goods and services, as well as policies on allowable expenses. These policies apply to all jurisdictions where the Secretariat operates, and are

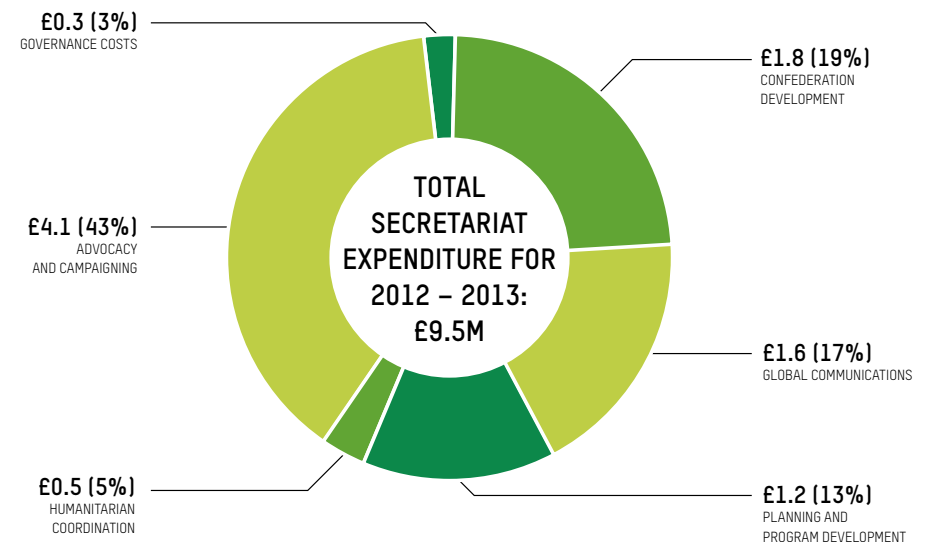
made available to all staff through our intranet. All secretariat staff receive an induction which covers the main points of these policies as far as they are relevant to their duties. Budgets are also related to departmental and individual work plans, which are monitored through objective-setting and performance approval. Oxfam International 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).

The following are summary figures taken from Stichting Oxfam International's Financial Accounts for 2012 – 2013, 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

Reporting period: 1st April 2012 – 31st March 2013. All figures are in millions of GB Pounds.

Income & Expenditure	£ Million
Total Income	£10.3m
Total Expenditure	£9.5m
Excess of Income over Expenditure	£0.8m

Balance Sheet	£ Million
Total Assets	£4.2m
Total Liabilities	£0.7m
Net Assets	£3.5m



LIVING OUR VALUES

OUR PEOPLE [GRI 2.8]

Oxfam depends on our 10,056 staff and 48,292 interns/volunteers (as at March 31, 2013) working across 93 countries. Their retention, active engagement and continual professional development are integral to our success. Increasingly confederation-wide HR policies and frameworks exist at global, regional or country levels which are common to all affiliates, such as the Oxfam Code

of Conduct. In addition to the Single Management Strategy Toolkit that seeks to harmonize policies at country program level – including policies on reward and discipline – Oxfam now has a Confederation-wide ‘Green Book’ of HR Standards in final draft stage. We also have active ‘Centers of Excellence’, for example in reward and learning & development, working across the Confederation. All affiliates are committed to, and aligned in, using

these global policies and standards, according to our ‘One Oxfam’ agenda. New Confederation-wide policies and procedures are frequently being drafted – a recent addition being the ‘Global Mobility between Affiliates’ policy.

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. The Secretariat has 100 staff and ten interns/volunteers working in six offices (in the UK, Europe, US and Africa) or remotely (as at March 31, 2013). Interns/volunteers usually work on specific projects and always have a strong developmental emphasis to all they do. See the table on the next page to show split of staff by location, contract type, etc.

OXFAM INTERNATIONAL SECRETARIAT:

Total workforce, including interns/volunteers, by type, contract and region [LA1]

Secretariat Offices	Number of staff on permanent / open-ended contracts		Number of staff on fixed-term contracts		Number of interns/ volunteers		Total
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
Oxford	33	6	13	1	2	2	57
Brussels	8	2	4	0	3	0	17
Geneva	3	2	0	0	1	0	6
Washington DC	2	1	1	1	0	0	5
New York	4	0	2	0	1	0	7
Addis Ababa	4	0	5	0	1	0	10
Other (Working Remotely)	2	0	4	2	0	0	8
Total	56	11	29	4	8	2	110

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	Gender %	Age %	Nationality		Disability %
Governance Body 3 members	Male 66% Female 33%	Age 50+ 100%	Canadian 1 Indian 1 Dutch 1		Non-disabled 100%
A+ 1 employee	Male 100%	50+ 100%	Australian 1		Non-disabled 100%
A 9 employees	Male 67% Female 33%	30-50 44% 50+ 56%	Australian 1 British 3 Canadian 1 Dutch 1	French 1 German 1 Spanish 1	Non-disabled 44% Undeclared 56%
B 34 employees	Male 47% Female 53%	Under 30 3% 30-50 76% 50+ 8% Unknown 3%	American 6 Australian 1 Australian/American 1 Belgian 2 Brazilian 1 British 10 Canadian 2 Dutch 1	French 4 Israeli 1 Mauritian 1 New Zealander 1 South African 1 Spanish 1 Other 1	Non-disabled 32% Disabled 3% Undeclared 65%
C 30 employees	Male 33% Female 67%	Under 30 10% 30-50 77% 50+ 3% Unknown 10%	American 4 British 12 Canadian 1 Filipino 1 Guyanese 1	Italian 1 Nigerian 1 South African 1 Spanish 2 Ugandan 1 Other 5	Non-disabled 27% Disabled 3% Undeclared 70%
D 16 employees	Male 25% Female 75%	Under 30 25% 30-50 56% 50+ 19%	American 1 British 6 Ethiopian 1 French 4	Greek 1 Slovakian 1 Spanish 1 Swiss & French 1	Non-disabled 25% Disabled 6% Undeclared 69%
E 9 employees	Female 100%	Under 30 44% 30-50 33% 50+ 22%	British 4 Canadian 1 Greek 1	Ireland 1 Other 2	Non-disabled 11% Disabled 11% Undeclared 78%
F 1 employee	Female 100%	30-50 100%	Ethiopian 1		Undeclared 100%
10 interns/volunteers	Male 30% Female 70%	Under 30 60% 30-50 30% Unknown 10%	American 2 Argentinian/ Spanish 1 British 3	British/ Canadian 1 Italian 1 Other 2	Undeclared 100%

TRAINING AND DEVELOPMENT

Ensuring our staff are developing personally and professionally at Oxfam is essential to our work. Our emphasis on recruitment from within the Confederation, along with our new Global Mobility policy, enables and encourages staff movement into new and varied areas of work across the Confederation. Work has been agreed amongst HR Directors of the Confederation over the next two years for the whole of Oxfam, to develop strategies for succession planning and talent management.

Oxfam affiliates have comprehensive learning and development strategies and associated programs. We promote a culture of learning, so that our staff can develop together, and have training budgets to reinforce this. For the Secretariat, there is a central training budget that enables staff with their managers to identify significant opportunities according to an authorization process, to grow professionally. Each staff member should have a 'Personal Development Plan' (PDP) to ensure they are learning and growing professionally in their role and moving towards a healthy career. [LA12]

OXFAM INTERNATIONAL SECRETARIAT:

Average hours of training per year by grade level [LA10]

Grade level of Secretariat staff		Average training hours per year
Level A	Top leadership role	68.08
Level B	Senior manager or senior specialist	29.45
Level C	Line manager or professional specialist	17.57
Level D	1st line manager or professional specialist	17.28
Level E	Administrators, clerical and support staff	13.37
Level F	Office assistants, domestic staff	0*
Interns/volunteers	Interns/volunteers	12.6

**NB The Secretariat only has one staff member at this level, and that staff member did not undertake any training in 2012 – 2013.*

NOTE: *Statistics are currently collated for attendance on external training courses only and do not reflect other methods of learning taking place in the Secretariat. Training for volunteers is integrated in intern/volunteer work plans and usually takes the form of a combination of shadowing, on-the-job learning, mentoring or project work.*

For the Secretariat there is a performance management system with professional and personal objectives for each staff member, assessed formally via annual and mid-year appraisal reviews. The organization has a culture of regular one-to-one catch-up meetings to encourage holistic people-management, to monitor progress and address any performance issues in a real time fashion.

DIVERSITY [EC7]

Our policies and practices aim to attract and select a diverse workforce with the skills and capabilities to fulfill 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. We understand that hiring from local communities can benefit the communities we work in, and provide us with a better understanding of local needs. Information on the proportion of senior management and workforce hired from the local community is captured individually by affiliates. Unlike affiliates, the Secretariat does not capacity-build and develop local resources as it is not directly operational in program countries. However, we are committed to recruiting from diverse populations and to bring a broad range of knowledge to our work. For more specialist posts that require international experience, the Secretariat recruits both locally

and from the global market, which may or may not result in local hiring. The Secretariat has more female staff than male, except at grade A where men outnumber women by six to four. The majority of Secretariat staff are aged between 30 and 50.

Oxfam Canada on behalf of the Confederation, presented the Confederation-wide diversity audit findings to HR Directors. In identifying gaps preventing diversity, the HR Directors decided greatest energy should focus on Executive Directors' priorities around national staff and women leaders. Individually, affiliates have therefore been addressing these areas as reflected in the People Operational Goal of the new Oxfam International Strategic Plan. There are also plans for the Secretariat to design and implement a new Diversity and Equal Opportunities policy over the next two years.

HEALTH AND SAFETY

The security, good health and safety of our staff are of paramount importance to our organization. We recognize that the work of relief and development agencies often places great demands on staff in conditions of complexity and risk. We have a duty of care to ensure the physical and emotional well-being of our staff before, during and on completion of their period of work with us. Each affiliate is required to follow the Oxfam Health and Safety and Security Protocols for staff working in program countries. Through our global intranet we are making these clearly available to all staff. The Secretariat also has a health and safety policy which ensures that the health and safety risks that arise from its activities are adequately controlled, and that it provides and maintains safe and healthy working conditions, equipment and systems of work for all staff, as well as the necessary resources, information, instruction, training and supervision to achieve the aims of this policy.

RAISING AWARENESS: WHISTLE-BLOWING, ANTI-CORRUPTION AND FRAUD [GRI 4.4, SO3]

Oxfam has a stringent policy on whistle-blowing and complaints. Affiliates also have explicit anti-corruption policies in order to meet the requirements of Oxfam's financial standards. As part of the induction process, staff are required to read and understand anti-corruption practices, and more recently inductions have included raising awareness of the UK Bribery Act. The Secretariat plans to raise further awareness of anti-corruption issues through its quarterly learning event this year. 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. The Secretariat will protect whistle-blowers from victimization and dismissal, as per the Oxfam policy on 'Whistle-blowing and Complaints', and if the matter relates to an affiliate, the

issue will be directed to the appropriate manager or the Executive Director of the affiliate. During 2012 – 2013, there have been no cases where contracts with Oxfam International's partners have been terminated or not renewed due to corruption; there were no cases of dismissals or disciplinarys; and there were no legal cases brought against the Secretariat or its employees as a result of corruption. [SO4]

STAFF ENGAGEMENT AND CONSULTATION [NG09]

To ensure staff are fully informed and actively engaged with organizational issues and developments, there are a number of tools for internal communication that are used. We recently launched '*Oxfamily*' – a stories-based intranet portal and tool to enable staff from any part of the globe to tell of their experiences of working for Oxfam. This is in addition to the Confederation-wide Oxfam intranet – '*Sumus*' – which contains a

large volume of information, policies, reports and stories from Oxfam's work all over the world. All country teams have an intranet section, where specific information relevant to them can be uploaded and maintained by the leadership team.

The Secretariat has a weekly e-newsletter for staff – '*OI Weekly*', for which all teams give input every week, and which includes an update from the Executive Director. Regular communiques also emanate from the Senior Management Team to staff about recent discussions and decisions taken.

Externally our websites are bursting with the latest news, campaigns, information about our work and ways to be actively involved in Oxfam's mission. Our external publications are always published in Oxfam's core languages –

French, English and Spanish – and we also translate key internal documents into these languages. Secretariat staff are encouraged to arrange lunchtime talks, especially by way of feedback on any field trips or visits to other affiliates. There are also regular departmental meetings and quarterly learning events to keep staff informed and to collect views. The Executive Director holds general sessions to enable staff to raise questions, voice concerns and hear about recent governance decisions. These are planned to coincide with major governance events. Staff are consulted on any significant changes that affect them or any proposed changes to terms and conditions, and they can provide recommendations to the Oxfam International Management Team (OIMT) and the Board (via the Executive Committee of the Board).

General recommendations are made and collected through staff satisfaction surveys, which are used to measure staff well-being and to identify key areas of improvement. Progress is measured through follow up surveys. A Confederation-wide staff survey has been agreed by HR Directors to run in 2014, for which a core set of questions and indicators will be established. Recently a survey at the Secretariat was conducted to gain staff views on their working environment and culture in the Secretariat's Oxford office. A work plan has been derived from this with a series of projects to initiate or complete over the coming year, which will complement existing plans. Another example from 2012 – 2013 was the staff 'Pay and Benefits Review', where a number of consultation working groups met to consider staff views, and a schedule of changes was signed off by the Management Team as a result.

Staff are in the final stages of taking a recommendation to the Management Team to form a Staff Forum, and the Management Team is looking forward to receiving proposals for how this may work. A Staff Forum Leadership Team has been selected by staff to take this forward. It is hoped that the Forum will be able to make recommendations on matters of policy and practice, and bring a representative staff voice to the table on specific issues about working at Oxfam and its governance. The Staff Forum may also have a role to play in supporting staff further through change processes and through difficult individual work-related issues as appropriate.

[EN18]

ENERGY AND RESOURCES

Oxfam is committed to healthy environmental practices. We have invested in new ways to capture consistent carbon data and develop consumption targets.

Each affiliate has its own policies and practices for carbon management which feeds into an internal carbon report produced annually. For more information on affiliate environmental reporting, please see individual affiliate websites and their Annual Reports.

OXFAM INTERNATIONAL'S GREENHOUSE GAS EMISSIONS REPORT

By focusing our reduction strategy on air travel emissions this year, we have achieved a six per cent reduction in

both air travel emissions, and in our emissions overall. Air travel continues to account for 80 per cent of our total emissions, so any change in this particular activity will impact heavily on the total. We therefore decided to focus our efforts on air travel for this reporting year, as stated in the last report. Given our success this year, we plan to build on this strategy with the intention of achieving further reductions.

TOTAL DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS (GHG) BY WEIGHT [EN16]

In 2012 – 2013, Oxfam International accounted for a total of 341.45 tonnes of CO₂ equivalent (CO₂e). In absolute terms, this represents a six per cent decrease in emissions from 2011 – 2012, and an 8.5 per cent decrease from the baseline year 2010 – 2011.

Reporting area	2010 –2011 baseline year	2011 –2012	2012 – 2013	Average % of total emissions	Percentage increase / decrease in CO ₂ e	
					From baseline year	From 2011 –2012
Scope 1						
Gas	11.84	8.96	8.12	2.67%	-31.41%	-9.43%
Scope 2						
Electricity	45.02	36.87	39.35	11.24%	-12.58%	6.74%
Scope 3						
Water	0.84	0.19	0.55	0.15%	-35.49%	194.54%
Waste	1.75	5.12	2.48	0.87%	41.87%	-51.53%
Paper	0.12	0.98	0.71	0.17%	465.05%	-27.30%
Commuter Travel	10.65	10.71	7.41	2.66%	-30.43%	-30.80%
Air Travel	303.01	300.54	282.83	82.24%	-6.66%	-5.89%
Total	373.23	363.37	341.45		-8.52%	-6.03%

The table shows Oxfam International's greenhouse gas emissions over three reporting years. Scopes 1, 2 and 3 refer to the divisions set by the GHG Protocol² whereby Scope 1 indicates emissions from the consumption of fuel by Oxfam International itself, Scope 2 indicates emissions we produce indirectly through the production of the electricity we purchase, and Scope 3 indicates all other emissions we produce indirectly.

The figures are expressed in tonnes of CO₂e in accordance with GRI requirements. To get the CO₂e, conversion factors³ have to be applied to the original units of measurement. It is worth noting that conversion factors have a distorting effect because they change over successive years. In some cases we will therefore make reference to consumption and outputs expressed in original units of measurement, where these more accurately reflect trends.⁴

2. <http://www.ghgprotocol.org/>

3. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/69554/pb13773-ghg-conversion-factors-2012.pdf

4. Minor discrepancies in the emissions stated for 2010-11 and 2011-12 compared with last year's report are due to amendments to conversion factors or activity data. [GRI 3.10]

The main contributor to our total emissions is air travel, taking over 80 per cent of the total share, followed by electricity at 11 per cent.

Currently, Gas, Electricity and Water are only recorded for the Oxford office. The Oxford, Brussels, Geneva and New York offices report on Waste, Paper and Commuter Travel. Our Addis Ababa office, which was established in November 2012, will start collecting data in the next reporting year. Our Washington DC office, based in the Oxfam America premises, only reports on commuter travel as the other emission factors are reported under Oxfam America's GHG emissions. Air travel data represent all offices. Oxfam International does not account for emissions relating to products and services or their transportation as this activity is only carried out by affiliates, and therefore, accounted for individually. [EN26, EN29]

Gas, Electricity and Water are based on meter readings.

GAS

Continuing efforts to reduce the amount of time that the central heating system is switched on throughout the year, including collaboration with other building occupants, is the most likely cause for this second year of reductions in gas emissions.

ELECTRICITY

There was a small increase in the Oxford office emissions. We cannot account for a specific cause for this, but think it likely that the introduction of new workstations to accommodate increases in staff contributed to this significantly.

WATER

During the 2012 – 2013 reporting year, we have started to internally record water consumption from our meter. While this is incomplete, it strongly suggests that the data we have used for water consumption, taken from bills, is unreliable. As such, we do not feel that an accurate trend can

be established from these figures.

We intend to fully implement the new recording methodology in the 2013 – 2014 reporting year.

WASTE

Data collection methodologies vary among offices as stated in last year's Report. We have been making efforts to both reduce the amount of waste we produce, and to dispose of the remainder more responsibly by expanding our use of local recycling and food waste provisions. Our current reporting methodology does not allow us to closely track the results of these efforts; the dramatic decrease in emissions for waste production seen for 2012 – 2013 is due largely to a significant reduction in the conversion factor applied to the consumption data.

PAPER

Our consumption of purchased printer paper decreased in all offices, due to individual staff efforts to reduce the amount of paper they use, and existing policies designed to discourage printing.

COMMUTER TRAVEL

Emissions for commuter travel (by car, bus, train and motorcycle) decreased due in most part to a significant decrease in these activities by staff in the Oxford office. Across all offices, almost half of staff avoided commuter emissions by walking or cycling to work. A third of staff minimized their emissions by using public transport (bus or train) and the remainder used a car or motorbike.

AIR TRAVEL

Calculation is based on actual distance flown. Journeys are subdivided into individual flight legs with appropriate haul length conversion factors applied. Conversion factors are gathered from the UK Department of Environment, Food and Rural Affairs (Defra) website. Whilst Defra offers different conversion factors for different classes of flights, we only apply economy class conversion factors to our data. This is a reflection of our Travel Policy that proscribes travel in any class except economy, rendering the additional factors unnecessary.

We saw a six per cent reduction in emissions from air travel compared with data for 2011 – 2012. This constitutes the majority of the total emissions reduction seen in this reporting year across all activities.

INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS

In the last year, we have focused on reducing Oxfam International's air travel emissions. These are the greatest source of emissions by a significant margin, and therefore hold the greatest potential for reduction. This is also an area in which individual members of staff can have a significant impact through their behavior.

Focusing on individual responsibility, we will continue to raise awareness through the promotion of our Travel

Policy. This stipulates that public transport should be used where possible; all travel should be economy class; and flights are not permitted for travel where the destination is reachable within eight hours door-to-door by surface travel. The Policy also includes guidance on determining one's mode of transport.

We will continue promoting tools for planning greener meetings. These include a distance calculator to find optimum meeting locations for minimal participant travel, and guidance on using our range of virtual meeting tools as an alternative to travel. We will persevere with encouraging the use of virtual meeting tools, and providing information on their potential and limitations. This is complemented by our on-going training efforts to ensure

that members of staff are comfortable using these tools, making them more attractive options than flying.

In addition to stringently controlling the schedule of the boiler, we maintain our policy of switching off unnecessary lights. Where practical, we purchase kitchen appliances on the basis of durability and energy efficiency to prolong their life as well as reduce electricity consumption.

We advocate reusing and recycling waste in order to reduce waste to landfill. We have introduced separate food waste collection services for greater efficiency, complimentary to the existing recycling points set up across the Oxford office. Information is available on our intranet as well as on notice-boards. Champions within the office help us promote recycling.

All our offices use 100 per cent recycled paper. Where possible, printers require staff to manually enter a code in order to print documents. This reduces the number of discarded print-outs and therefore lessens wastage.

We are committed to improving our knowledge and reporting methodology, and intend to further this in the succeeding years. We currently engage with like-minded individuals in other organizations, raising our awareness and understanding to help develop strategies in reducing our carbon emissions.

[GRI 4.1]

ORGANIZATIONAL PROFILE

OXFAM INTERNATIONAL BOARD [GRI 2.6, 4.2, 4.3, 4.8]

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 objects of Oxfam and the governance of the Board; the Code of Conduct which regulates the use of the Oxfam brand and criteria for membership of Oxfam; and the Rules of Procedure which cover procedural aspects of the Board, the affiliation of new members and dispute resolution practice. Affiliates must also sign an affiliation agreement and a trade mark license, 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 representatives of the 17 affiliate organizations and a Chair. Each affiliate is represented on the Board by the Chair and Director of the affiliate's Board. In March 2012, the Board agreed that they should have the option of having an independent Treasurer who does not sit on an affiliate Board. The Deputy Chair is 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 ex officio capacity. In turn, the Executive Director leads the Oxfam International Management Team whose members 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 Group is chaired by the Oxfam International Executive Director, who works with the affiliates to reach consensus and make recommendations to the Board. They agree the operating architecture of Oxfam and have overall responsibility for the initiation and management of the Strategic Plan. The Executive Directors Group is responsible for organizational alignment, budgetary decisions and alignment of their own affiliates to achieve Oxfam's objectives.

THE GLOBAL TEAM

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



ABOVE RIGHT: Oxfam's pink phones project in Cambodia involves the distribution of mobile phones to women in rural communities. The phones enable the women to gain access to vital farming information such as market prices for their crops and weather information that helps them plan when to harvest, all of which is sent by Oxfam. PHOTO © Simon Rawles | OXFAM

[GRI 2.3, 2.4, 2.5]

CONTACT US

Oxfam is a world-wide development organization that mobilizes the power of people against poverty. We are a confederation of 17 organizations working together in more than 90 countries.

The Oxfam International Secretariat provides co-ordination and support to the Confederation. For further information about this Report contact the Secretariat at information@oxfaminternational.org or visit www.oxfam.org. To find out more about our affiliates, please visit their websites listed, or contact them using the details shown.

Oxfam is committed to being transparent about its activities and 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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[GRI 3.12]

ANNEX

GRI CONTENT INDEX

Oxfam is a world-wide development organization that mobilizes the power of people against poverty.

Oxfam has reported on its compliance with the INGO Accountability Charter since 2008 using the GRI Framework. GRI provides Oxfam with a useful tool for enhancing transparency and driving organizational development and effectiveness. Throughout this Report you will find bracketed references to each of the GRI requirements, clearly demonstrating through concrete examples exactly how we strive to comply with the principles of the

Charter. A bracketed reference found next to a heading indicates that the GRI requirement is addressed throughout the proceeding text. A bracketed reference at the end of a sentence indicates that the GRI requirement is addressed in the preceding sentence or paragraph.

To find out more about the Charter visit www.ingoaccountabilitycharter.org

Profile Disclosures	Section in Annual Report	Comments
Strategy and Analysis		
<p>1.1 Statement from the most senior decision-maker of the organization (e.g. Executive Director, Secretary General, CEO, Chair or equivalent senior position) about the relevance of sustainability to the organization and its strategy.</p>	<p>Message from the Executive Director [4]</p>	
Organizational Profile		
<p>2.1 Name of the organization.</p>	<p>N/A</p>	<p>Oxfam</p>
<p>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.).</p>	<p>About Oxfam [7]</p>	
<p>2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.</p>	<p>About Oxfam, Where we work [7] Contact Us [85]</p>	
<p>2.4 Location of the organization's headquarters.</p>	<p>Contact Us [85]</p>	
<p>2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the Report.</p>	<p>About Oxfam, Where we work [7] Expenditure, Oxfam Confederation Expenditure [72] Contact Us [85]</p>	
<p>2.6 Nature of ownership and legal form. Details and current status of not-for-profit registration.</p>	<p>Organizational Profile, Oxfam International Board [83]</p>	
<p>2.7 Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/ consumers/ beneficiaries).</p>	<p>About Oxfam, Where we work [7] Listening to our Stakeholders [57]</p>	

Profile Disclosures	Section in Annual Report	Comments
<p>2.8 Scale of the reporting organization including number of members and/ or supporters; number of volunteers; total income; number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations); total capitalization; report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organizations); and scope and scale of activities, or quantity of products or services provided.</p>	<p>About Oxfam [7] Fundraising and Income [62] Expenditure [70] Living our Values, Our People [74]</p>	
<p>2.9 Significant changes during the reporting period regarding size, structure, or ownership.</p>	<p>About Oxfam [7] Our Year [10]</p>	
<p>2.10 Awards received in the reporting period.</p>	<p>N/A</p>	<p>None</p>
Report Parameters		
Report Profiles		
<p>3.1 Reporting period (e.g., fiscal/calendar year) for information provided.</p>	<p>N/A</p>	<p>1st April 2012 – 31st March 2013</p>
<p>3.2 Date of most recent previous Report (if any).</p>	<p>N/A</p>	<p>1st April 2011 – 31st March 2012</p>
<p>3.3 Reporting cycle (annual, biennial, etc.).</p>	<p>N/A</p>	<p>Annual</p>
<p>3.4 Contact point for questions regarding the Report or its contents.</p>	<p>N/A</p>	<p>Julia Flynn, email: info@oxfaminternational.org</p>

Profile Disclosures		Section in Annual Report	Comments
Report Scope and Boundary			
3.5	Process for defining Report content.	N/A	In determining the material content of this year's Annual Report, we drew on the findings of our stakeholder engagement for the 2011-12 Annual Report, as well as the stakeholder consultations included in the formulation of the new Oxfam Strategic Plan. We have also followed the recommendations of the INGO Accountability Charter and reported on the 36 Profile Disclosures and the 22 Performance 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. We have continued our practice of the previous reporting year by combining our Annual and Accountability Reports, as such 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.
3.6	Boundary of the Report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	N/A	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.
3.7	State any specific limitations on the scope or boundary of the Report.	N/A	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.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	N/A	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.

Profile Disclosures		Section in Annual Report	Comments
3.10	Explanation of the effect of any re-statements of information provided in earlier Reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Energy and Resources , Total direct and indirect greenhouse gas emissions (GHG) by weight [80]	Cited amendments to conversion factors and activity data are due to either corrections to original recording errors, or improved clarity in conversion factor application.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the Report.	N/A	None stated.
GRI Content Index			
3.12	Table identifying the location of the Standard Disclosures in the Report.	Annex [86]	
Assurance			
3.13	External Assurance for the Report, e.g. auditing.	N/A	<p>Oxfam Annual Reports are reviewed by the INGO Accountability Charter to ensure compliance with GRI Framework, in Oxfam 's capacity as a member organization of the Charter. Results and recommendations are made available on the Charter website: http://www.ingoaccountabilitycharter.org</p> <p>Financial data for Oxfam International is audited annually by a contracted external company PWC. Website: http://www.pwc.com/gw/en/audit-services/index.jhtml</p>
Governance, Commitments, and Engagement Governance			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Our Year , Ensuring Accountability within Oxfam [13] Organizational Profile [83]	

Profile Disclosures	Section in Annual Report	Comments
<p>4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.</p>	<p>Organizational Profile, Oxfam International Board [83]</p>	
<p>4.3 For organizations that have a unitary Board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.</p>	<p>Organizational Profile, Oxfam International Board [83]</p>	
<p>4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.</p>	<p>Living our values, Raising awareness: whistle-blowing, anti-corruption and fraud [77]</p>	
<p>4.5 Remuneration.</p>		<p>In accordance with the Stichting Oxfam International Constitution, Board members do not receive any remuneration from Oxfam International, but may be repaid such out-of-pocket expenses as the Board shall decide.</p> <p>http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-constitution-2013.pdf</p>
<p>4.6 Conflicts of interest for governing bodies.</p>	<p>N/A</p>	<p>The Oxfam International Rule of Procedure declares that "In the event of a conflict of interest between the Oxfam and a member of the Board, the member of the Board shall refrain from participating in the discussions at the meeting and from using its voting right on that particular matter, unless the Board explicitly decides otherwise."</p> <p>http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-international-rules-of-procedure-oct2012.pdf</p>
<p>4.8 Internally developed codes of conduct.</p>	<p>Organizational Profile, Oxfam International Board [83]</p>	

Profile Disclosures	Section in Annual Report	Comments
4.10 Evaluation of the governance body.	N/A	<p>The Oxfam International Governance Standards and Compliance Indicators defines the evaluation process for the Board as the Review of Board performance. The Oxfam International Rules of Procedure set out the processes for appointment of Board members.</p> <p>http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-international-rules-of-procedure-oct2012.pdf</p>
4.12 External Charters or principles endorsed by the organization.	Listening to our Stakeholders , Sector Stakeholders [61]	<p>http://www.oxfam.org/sites/www.oxfam.org/files/oxfam-confederation-membership-codes-charters-120920.pdf?utm_source=oxf.am&utm_medium=33a&utm_content=redirect</p>
Stakeholder Engagement		
4.14 List of stakeholder groups engaged by the organization.	Listening to our Stakeholders [57]	
4.15 Basis for identification and selection of stakeholders with whom to engage.	Listening to Our Stakeholders [57]	
4.16 Active communication with stakeholders.	Economic Justice , Learning from our Work [20] Listening to our Stakeholders [57]	
4.17 Key topics and concerns raised through stakeholder engagement, and the organization's response.	Our Year , Oxfam Strategic Plan 2013 – 2019 [11] Economic Justice , Learning from our Work [20], Essential Services , Universal Health Care in Ghana [26]	

Performance Indicators	Section in Annual Report
Program Effectiveness	
NG01 Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	Our Year , Oxfam Strategic Plan 2013 – 2019 [11], Ensuring accountability within Oxfam [13], Economic Justice , Land grabs in Guatemala and the Philippines [16], A place at the table in Armenia [22], Essential Services , Spotlight on malaria medicines [27], Engaging young people: ‘My Rights, My Voice’ [29], Acting for education [29], Rights in Crisis , Providing essential water and sanitation [37], Conflict in Mali and refugees in neighboring countries [39], Building resilience: helping communities to withstand shocks [44], Gender Justice, Women raise their voices on land issues [53], Listening to our Stakeholders [57]
NG02 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	Economic Justice , Learning from our work [20], Essential Services , Universal health care in Ghana [26], Rights in Crisis , Providing essential water and sanitation [37], Listening to our Stakeholders , Stakeholder feedback and complaints mechanism [61]
NG03 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	Economic Justice , Learning from our work [20], Essential Services , Tax Justice Movement in the Dominican Republic [28], Engaging young people: ‘My Rights, My Voice’ [29], Campaigning for more and better aid [30], Rights in Crisis , India – Assam conflict and floods [42], Learning from the Sahel crisis [44], Gender Justice , Learning from review: what makes a strong gender-just organization [53], Listening to our Stakeholders , Improving our program practice together [59]
NG04 Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.	Economic Justice , Looking ‘Behind the Brands’ [17], Raising the profile of women’s role in food production [19], Essential Services , Holding health care providers to account in India [26], Acting for education [29], Rights in Crisis , Yemen [38], Conflict in Mali and refugees in neighboring countries [39], Gender Justice [49]
NG05 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	Our Year , Ensuring Accountability Within Oxfam [13], Economic Justice , Land grabs in Guatemala and the Philippines [16], Looking ‘Behind the Brands’ [17], Tackling bank speculation on food in Europe [18], Raising the profile of women’s role in food production [19], Essential Services , Holding health care providers to account in India [26], Campaigning for more and better aid [30], How we campaign [33], Rights in Crisis , Voicing the concerns of those affected by violence [41], Response to the Sahel food crisis [43], Arms Trade Treaty achievement [46]

Performance Indicators	Section in Annual Report
NG06 Processes to take into account and coordinate with the activities of other actors.	Economic Justice , Land grabs [16], Land grabs in Guatemala and the Philippines [16], Adapting to climate change in Bolivia [21], Seeds for sale [22], Essential Services , Holding health care providers to account in India [26], Making company tax transparent in developing countries [28], Tax Justice Movement in the Dominican Republic [28], How we work with others [32], Rights in Crisis , Providing essential water and sanitation [37], Yemen [38], Gender Justice , Women raise their voices on land issues [53], Listening to our Stakeholders , Local Partners [59]
Economic	
NG07 Resource allocation.	Fundraising and Income , Oxfam Confederation income [67], Expenditure [70]
NG08 Sources of funding by category and five largest donors and monetary value of their contribution.	Fundraising and Income , Oxfam Confederation income [67]
EC7 Procedures for local hiring and proportion of senior management	Living our values , Diversity [76]
Environmental	
EN16 Total direct and indirect greenhouse gas emissions by weight.	Energy and resources , Total direct and indirect greenhouse gas emissions (GHG) by weight [80]
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	Energy and resources [79]
EN26 Initiatives to mitigate environmental impacts of products and services.	Energy and resources , Total direct and indirect greenhouse gas emissions (GHG) by weight [81]
EN29 Significant environmental impacts of transporting products used for the organization's operations, and transporting members of the workforce.	Energy and resources , Total direct and indirect greenhouse gas emissions (GHG) by weight [81]
Labor	
LA1 Total workforce, including volunteers, by type, contract, and region.	Living our values , Our people [75]
NG09 Mechanism for workforce feedback and complaints, and their resolution.	Living our values , Staff engagement and consultation [77]

Performance Indicators		Section in Annual Report
LA10	Average hours of training per year per employee by employee category. If you can't report on average hours of training, report on training programs in place.	Living our values , Training and development [76]
LA12	Percentage of employees receiving regular performance and career development reviews.	Living our values , Training and development [76]
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Living our values , Our people [75]
Society		
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Economic Justice , Land grabs in Guatemala and the Philippines [16], Learning from our work [20], Adapting to climate change in Bolivia [21], Rights in Crisis , Great Lakes refugee crisis [40], Supporting refugees in Uganda and Rwanda [41], India – Assam conflict and floods [42], Listening to our Stakeholders , Local communities [58], Sector stakeholders [61]
S03	Percentage of employees trained in the organization's anti-corruption policies and procedures.	Living our values , Raising awareness: whistle-blowing, anti-corruption and fraud [77]
S04	Actions taken in response to incidences of corruption.	Living our values , Raising awareness: whistle-blowing, anti-corruption and fraud [77]
Product Responsibility		
PR6	Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.	Fundraising and Income , Ethical Fundraising [66]
Gifts in Kind		
<p>Oxfam International prepares its accounts in accordance with the UK's 'Accounting and Reporting by Charities: Statement of Recommended Practice 2005' [revised 2008] (The 'SORP') and values Gifts in Kind and Donated Services as per the SORP. To date we have not received any Gifts in Kind. However, any goods received for use by the charity would be valued at our best estimate of the value to the organization i.e. the amount we would have paid for the goods at the time of receipt. Any goods received in trust for conversion into cash would be valued at our best estimate of the value to us at the time of receipt, which would normally be taken as the amount realized from the sale.</p> <p>We do, from time to time, receive services on a pro bono or reduced rate basis. Such services are again valued at our best estimate of the value to the organization at the time of receipt.</p>		

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THAT MOBILIZES THE POWER OF PEOPLE AGAINST POVERTY**



OXFAM