



GRI Level C reporting template for NGOs

Name of Organization: **Oxfam Canada**

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1. Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization - Robert

Oxfam Canada aspires to be a centre of excellence in capacity building linked to women's rights and gender equality, and a change agent that reflects our commitment to human rights and sustainable development in our own practice, promoting participation and effective, accountable governance, including equality among women and men, and respectful relations among members and staff. We strive to learn, to improve our practice and to increase our impact in solidarity with and support of our partners and allies in Canada and overseas.

Since adopting its 2007 – 2012 Strategic Plan entitled *Walking the Talk on Women's Rights*, Oxfam Canada has made significant progress in advancing its five strategic change goals: focusing our program on women's rights and gender equality; boosting our budget; strengthening our staff; mobilizing more members; and nurturing a culture of learning and leadership. We have also added a sixth change goal: leading the transition to an SMS'd Oxfam, which speaks to program collaboration and integration within Oxfam International.

Evidence of progress with respect to these goals includes:

- Acknowledged leadership on gender justice within Oxfam International and among Canadian NGOs
- Positive feedback from partners that gave Oxfam Canada the highest rating to date among INGOs* for "overall value added", with particularly strong scores for commitment to and capacity in women's rights and gender justice analysis and programming
- Oxfam Canada has doubled its program budget and overall revenues and expenditures since 2007
- Oxfam Canada has significantly grown its staff, both in terms of numbers and in particular, with respect to its specialist capacity and in-house expertise
- Oxfam Canada has grown its membership base and its base of activists, with a strong network of campus groups across the country and increasing engagement from older volunteers in support of the GROW campaign
- Oxfam Canada has invested significantly in a new MIS systems using innovative cloud-based solutions to provide ERP capacity
- Oxfam Canada has pioneered innovative, gender-sensitive systems for evaluation and monitoring, including outcome mapping and most significant change to support learning and demonstrate impact
- Oxfam Canada was the first Oxfam and first Canadian NGO to employ a particular approach to third-party partners satisfaction surveys, with very encouraging results
- Oxfam Canada remains committed to good environmental practice, significantly reducing its carbon footprint
- Oxfam Canada is moving forward a program of governance reform intended to strengthen oversight and assure accountability.

Oxfam Canada continues to confront serious financial challenges, in particular arising from slow growth of public fundraising and a growing imbalance between restricted and unrestricted revenues. Action was taken in FY12 to address the growing structural deficit, instituting measures to cut costs and staff, and to reallocate resources with a view to maximizing impact and influence.

These changes, to be implemented over the course of FY13 will contribute significantly to the creation of a more sustainable and resilient organization that continues to bring value and leverage its impact within Oxfam International in support of women's rights and gender justice.

Robert Fox, Executive Director

2. Organizational Profile

2.1 Name of the organization

Oxfam Canada

2.2 Primary activities

Oxfam Canada's primary activities are international development, humanitarian action, advocacy and campaigning. Oxfam Canada's mission is to build lasting solutions to poverty and injustice with a focus on improving the lives and promoting the rights of women and girls. Working with Canadians, our partners and allies around the world, we mobilize people and resources to change policies, practices, attitudes and behaviours that create inequality and human suffering. Oxfam is committed to strengthening a global movement in support of human rights and gender justice on a health planet. (<http://www.oxfam.ca/who-we-are/about>). For a full explanation of our five strategic change goals, see the overview of our 2007-2012 Strategic Plan available at <http://www.oxfam.ca/sites/default/files/OC%20SP%202007%202012%20-%20Overview%281%29.pdf>.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures

Oxfam Canada has offices in five provinces of Canada including British Columbia, Saskatchewan, Ontario, Nova Scotia and Newfoundland and Labrador. We have overseas offices in Cuba, Ethiopia, Nicaragua, Mozambique, South Africa, and Zimbabwe. Further details can be found on the Oxfam Canada website at <http://www.oxfam.ca/what-we-do/where-we-work>.

Oxfam Canada is an affiliate of Oxfam International and collaborates closely within Canada with Oxfam Québec.

2.4 Location of organization's headquarters

Ottawa, Ontario, Canada

2.5 Number of countries where the organization operates

Oxfam Canada supports long-term development, advocacy and emergency programs in 28 countries around the world. Our core programs are located in the Americas, the Horn of Africa, Southern Africa, and South Asia. For a complete list, please see <http://www.oxfam.ca/what-we-do/where-we-work>.

2.6 Nature of ownership and legal form

Oxfam Canada is incorporated by Industry Canada with charitable status as a public interest organization.

2.7 Target audience and affected stakeholders

Oxfam Canada works with approximately 50 partner organizations in the Americas, the Horn of Africa, Southern Africa, and South Asia. Forty per cent of Oxfam Canada's partner organizations are women's

groups. Oxfam Canada also works within Canada through regional and local committees, campus clubs and as part of coalitions and networks at the national and regional level. Oxfam Canada has 6,793 members, 50,000 donors and a large base of supporters from coast to coast.

2.8 Scale of the reporting organization

Oxfam Canada is developing a Management Information System that will provide more complete data in future years.

Employees:	93
Donors:	50,000
Members:	6,793
Volunteers:	500
Total Income:	\$ 25,855,558
Assets:	\$ 17,382,601
Liabilities:	\$ 15,213,446
Net Assets:	\$ 2,169,155

2.9 Significant changes during the reporting period regarding size, structure, or ownership

Oxfam Canada continued to grow during the reporting period and hired a Change Manager to assist us with identifying our projects and priorities within our Strategic Goals. 16 projects were identified, which was ultimately reduced down to 7 projects. Steering Committees, working groups, charters and timelines were put into place to monitor and move the work forward. Also during this time, Oxfam Canada was implementing its new Information Management system (Salesforce) and a new accounting system (Great Plains). All of this work was done in conjunction with our continuing process of realigning our international programs as a part of the SMS restructuring of the Oxfam International confederation.

2.10 Awards received in the reporting period

No awards received during the reporting period of April 1, 2010 to March 31, 2011.

3. Report Parameters

Report Profile

3.1 Reporting period (e.g. fiscal/calendar year)

Oxfam Canada's fiscal year: April 1, 2010 to March 31, 2011

3.2 Date of most previous report (if any)

February 2011 for Oxfam Canada's fiscal year: April 1, 2009 to March 31, 2010

3.3 Reporting cycle (annual, biennial, etc.)

Oxfam Canada will complete an annual GRI submission for each fiscal year.

Oxfam Canada also reports annually to the Canadian Revenue Agency and subscribes to a number of codes and charters for which it reports separately (<http://www.oxfam.ca/who-we-are/codes-of-conduct>).

Oxfam Canada has also identified a series of strategic indicators against which we can monitor progress against our strategic plan. Reports are provided annually to the Board of Directors on these indicators.

3.4 Contact point for questions regarding the report or its contents

Robert Fox, Executive Director, robertf@oxfam.ca, 39 McArthur Ave., Ottawa, ON Canada K1L 8L7.

Report Scope and Boundary

3.5 Process for defining report content

This report should be read alongside our April 1, 2010 to March 31, 2011 Annual Report (<http://www.oxfam.ca/news-and-publications/publications-and-reports/oxfam-canada-annual-report-2011>) and financial statements for the same period.

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)

This report covers all of Oxfam Canada's operations, in Canada and overseas.

3.7 State any specific limitations on the scope or boundary of the report

Oxfam International and its affiliates are outside the scope of this report.

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

The basis for accounting is the Canadian accounting standards, as stipulated by the Canadian Revenue Agency (www.cra-arc.gc.ca).

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)

Not applicable

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report

Not applicable

GRI Content Index

3.12 Table identifying the location of the Standard Disclosures in the report

This document represents the content index for Level C reporting.

Strategy and Profile Disclosures	Page
Strategy and Analysis	
1.1 Statement from the most senior decision-maker of the organization.	2
Organizational Profile	
2.1 Name of the organization.	3
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.).	3
2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	3
2.4 Location of organization's headquarters.	3
2.5 Number of countries where the organization operates.	3
2.6 Nature of ownership and legal form.	3
2.7 Target audience and affected stakeholders.	3-4
2.8 Scale of the reporting organization.	4
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	4
2.10 Awards received in the reporting period.	4
Report Parameters	
Report Profile	
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	5
3.2 Date of most recent previous report (if any).	5
3.3 Reporting cycle (annual, biennial, etc.).	5
3.4 Contact point for questions regarding the report or its contents.	5

Strategy and Profile Disclosures	Page
Report Scope and Boundary	
3.5 Process for defining report content.	5
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	5
3.7 State any specific limitations on the scope or boundary of the report.	5
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.	6
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).	6
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	6
GRI Content Index	
3.12 Table identifying the location of the Standard Disclosures in the report.	6-8
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.	9
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.	9
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.	9
4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	10
Stakeholder Engagement	
4.14 List of stakeholder groups engaged by the organization.	11
4.15 Basis for identification and selection of stakeholders with whom to engage.	11-12
GRI Performance Indicators	
Indicator 1: NGO1: Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	13-14
Indicator 2: NGO2: Mechanisms for feedback and complaints in relation to programs and policies and for determining action to take in response to breaches of policies.	14-15
Indicator 3: NGO3: Systems for program monitoring, evaluation and learning (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	15-16
Indicator 4: NGO4: Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation and learning cycle.	16-17
Indicator 5: NGO5: Processes to formulate, communication, implement and change advocacy positions and public awareness campaigns. Identify how the organization ensures consistency, fairness, and accuracy.	17-18
Indicator 6: NGO6: Processes to take into account and coordinate with the activities of other actors. How do you ensure your organization is not duplicating efforts?	18
Indicator 7: NGO7: Resource allocation.	18-19
Indicator 8: NGO8: Sources of funding by category and five largest donors and monetary value of their contributions.	19
Indicator 9: EC7: Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.	19

Strategy and Profile Disclosures	Page
Indicator 10: EN16: Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related to greenhouse gas emissions.	20
Indicator 11: EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?	20
Indicator 12: LA1: Total workforce, including volunteers, by type, contract and region.	21
Indicator 13: LA10: Average hours of training per year per employee category. If you cannot report on average hours of training, report on training programs in place.	22
Indicator 14: LA12: Percentage of employees receiving regular performance and career development reviews.	22
Indicator 15: LA13: Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	23-24
Indicator 16: SO1: Nature, scope, and effectiveness of any program and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. This indicator was designed to talk about the positive/negative side effects of what you do, not about your main purpose.	24
Indicator 17: SO3: Percentage of employees trained in organization's anti-corruption policies and procedures.	24
Indicator 18: PR6: Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.	25

4. Governance, Commitments, and Engagement Governance

4.1 Governance structures of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight

Oxfam Canada's highest governance body responsible for organizational oversight is the Board of Directors. Members of the Board are elected from and by the membership to three year terms.

Committees include:

- Executive Committee: assists with organizational oversight;
- Finance and Audit Committee: monitors the financial health of the organization including reviewing the financial and fundraising statements, reviews the audit, reviews policies and procedures relates to finances, makes recommendations for the budget, the audited financial statements and the auditors;
- Policy Committee: assists with the creation of, and the updating of, Policies and Position Statements for Oxfam Canada.
- Membership and Volunteer Development Committee: assists with the engagement of our members, supporters and donors;
- Governance Task Force: currently undertaking a review of Oxfam Canada's governance; and
- Program Committee: monitors program activities both in Canada and overseas.
- Ad Hoc Fundraising Committee: reviews fund development strategies and approaches.

The Board of Directors is responsible for setting Oxfam Canada's overall direction, adopting the Strategic Plan, approving the Operational Plan and Annual Budget and overseeing performance. Management and executive authority is vested in the Executive Director and Management Team.

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

The Chair of the Board is a volunteer, elected by the membership of the Board. The Executive Director is employed by and accountable to the Board. The Executive Director represents the organization and exercises executive authority over its management and operations, with support from five senior staff (Directors) who, with the Executive Director, constitute the Management Team.

4.3 For organizations that have a unitary board structure, state the number of members and/or non-executive members of the highest governance body that are independent and/or non-executive members

State how the organization defines 'independent' and 'non-executive'. This element applies only for organizations that have unitary board structures. See the glossary for a definition of 'independent'

All voting members of the Oxfam Canada Board are unpaid volunteers. The Executive Director is a non-voting member of the Board as is a Staff Representative.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body

Oxfam Canada has in place a number of structures and processes at the national, regional and local levels that promote and facilitate participation and input from members, donors and supporters.

The Board is elected directly from and by the membership and Regional Directors (five) sit as well on Regional Steering Committees that provide ongoing opportunities for input from members and supporters. As well, the Youth Director (one) meets regularly with Regional Youth Liaisons and with representatives of Oxfam Canada campus groups across the country.

The Board of Directors has a policy committing itself to the disclosure of information which it believes is in the interests of accountability to members, beneficiaries, counterparts, allies, donors, funders, supporters, media and the general public.

Policies and programs are developed and implemented in collaboration and consultation with key counterparts, allies and other stakeholders.

Oxfam Canada's membership includes 6,793 individuals, normally resident in Canada, thirteen (13) years of age or older, who support the activities of the Corporation, subscribe to its mission (Oxfam Canada By-Law 13, article 3.1.1). The Oxfam Canada Board of Directors issues a communiqué to the membership following each Board meeting and reports annually at the Annual General Meeting held in the autumn of each fiscal year. For more information on the Annual General Meeting, please see article 3.4.1 of the attached Oxfam Canada By-Law 13.

The Oxfam Canada Board of Directors also reports to its membership through Regional Assemblies held each year and through the National Assembly held every three (3) years. The National Assembly provides a forum for dialogue with overseas and domestic partners, a review of organizational plans and policies, a forum to make recommendations to the Board, and a forum for accountability of the Board to the membership (Oxfam Canada By-Law 13, article 4).

Oxfam Canada employees who are members of the organization are represented on the Board of Directors by a non-voting Staff Representative. Employee views are also reported to the Board through departmental reports and targeted consultations.

With the exception of members of the Management Team and selected staff in excluded positions, Canadian staff, Country Directors and Associate Country Directors are represented by Canadian Union of Public Employees Local 2722.

The Oxfam Canada Board of Directors Chair travels internationally to visit a site(s) of our international programming once per Board term.

Oxfam Canada's donors have the opportunity to and are encouraged to raise questions and concerns directly with Oxfam Canada or through the Association of Fundraising Professionals Code of Ethical Principles and Standards of Professional Practice (<http://www.afpnet.org/files/ContentDocuments/CodeofEthics.pdf>) and the Imagine Canada Ethical Code (http://www.imaginecanada.ca/files/www/en/ethicalcode/updated_ethical_code_october_2007.pdf) which promote ethical fundraising and financial management.

Stakeholder Engagement

4.14 List of stakeholder groups engaged by the organization

Oxfam Canada believes Canadians and other citizens of the world can end poverty and injustice by working together in relationships of partnership and solidarity to assert their basic human rights.

Stakeholders include:

- Partner organizations and civil society allies
- Members, including Regional Steering Committees
- Volunteers
- Donors
- Board of Directors
- Campus Groups
- Youth Groups
- Funding organizations
- Corporations and corporate sponsors
- Employees
- Oxfam International and affiliates
- Provincial, federal and international governments
- Women and men, girls and boys living in poverty

4.15 Basis for identification and selection of stakeholders with whom to engage

The basis for engagement, as with the nature of engagement, varies significantly among stakeholders.

Partner organizations are selected with the greatest rigour, based on a series of criteria that consider their role, relevance, fit and impact. These criteria include:

Impact

Do they have impact beyond their own organization?

Are they a key actor at the national, regional, global level? (social, political, economic)

Is there a value-added to engagement with Oxfam Canada?

Coherence

Do they have the capacity to contribute to our program?

Do they bring a rights-based perspective to their work?

Are they organized on democratic principles, with autonomy from political parties or the state?

Do they contribute to alignment/coherence within Oxfam International?

Is their program content and methodology consistent with Oxfam Canada and Oxfam International?

Is there a link with other counterparts and current/historic program?

Match

Do they reflect our political analysis and attitude?

Do they have a strong gender analysis or are they receptive to deepening their gender analysis?

Do they take HIV/AIDS into consideration or are they open to doing so?

Do they have good environmental practice or are they receptive to improving their stewardship?

Is there a good match with our program and the role(s) we play?

Can they engage in analysis and policy work?

Is there a link to Oxfam's policy, research and learning agenda?

Is there a link to policy work with Canadian government?

Resonance

Is there resonance with members, donors and allies?
Is there potential media interest?
Do we have historic ties?
Do they help to strengthen or diversify our supporter base?

Suitability

Do they have a proven track record? (emerging organizations should be linked to networks)
Are they rooted in the reality of a constituency to which they are accountable?
Do they have absorptive capacity?
Do they have the capacity and systems required to be accountable for reporting on programs and funding?
Do they have other funders? (priority given to groups with diversified funding base or have clear plan to diversify funding)
Are they likely to have enduring relevance?
Proactive engagement with stakeholders flows from decisions made within the strategic plan (target sectors and actors).

Members are self-selected, with membership open to people over the age of 13, normally resident in Canada, who share Oxfam's Canada's vision and support our mission. **Volunteers** are selected based on commitment, skills and agreement to respect Oxfam Canada's ways of working. Our Board of Directors, Campus Groups and Youth Groups are all members and/or volunteers and/or donors.

Donors are actively solicited from the Canadian public. Oxfam Canada's Gift Acceptance Policy sets out the issues to be considered in accepting a donation from an individual, **corporation** or **foundation**. Oxfam Canada also solicits and accepts from governmental and institutional **funders**. Special consideration is given to accepting program funding from governments that might be seen as belligerent actors in conflict situations.

Engagement with **staff** is both an institutional commitment and a contractual obligation.

Decisions to engage with **governments**, at the local, regional, national or international level, are made based on an analysis of the opportunity to exert influence on priority issues and the risks that arise from doing so.

Oxfam also engages with **women and men, girls and boys living in poverty**. This engagement arises from the circumstances of the programs we support and our role and that of our partners, and flows largely from the decisions made with respect to the partners with which we collaborate.

Data on Performance

Indicator 1:

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

Oxfam Canada has a long tradition of working in partnership and solidarity with civil society actors in the global South and in Canada as a key strategy in realizing its mission to end poverty and injustice. Oxfam's partners are independent development actors in their own right. Our theory of change asserts the pivotal role partner organizations play as protagonists in the struggle to build and channel the assets and energies of individuals and communities to promote, defend and secure their rights. Our Gender Policy underlines the critical leadership role women and women's organizations play in supporting transformative change and affirms our commitment to support them in this role. And our ways of working respect the prime importance of our partners as agents of change within the majority world, without diminishing the value of Oxfam Canada's role in accompanying our partners in complex processes of change, helping build their capacity and nourishing their efforts with knowledge, linkages and resources. In other words, in Oxfam Canada's model, our main stakeholders, partner organizations from the Global South, are not only "involved" in the design, implementation, monitoring and evaluation of programs, but rather lead on these processes. Naturally, since Oxfam Canada stewards resources received from the Canadian public and the Canadian government, and since these are increasingly directive in terms of programmatic content, Oxfam Canada by necessity plays a role in assessing such funding opportunities and communicating this assessment to partner organizations. In turn, these organizations make decisions as to their participation or not in said programs. If the decision is to participate, then Oxfam Canada engages with partner organizations at all stages of the cycle. At the design stage, Oxfam typically convenes partner organizations in design workshops to map out the program. As explained elsewhere, partners themselves implement the programs (and are therefore not just involved, but rather leading). As for monitoring and evaluation, these are a joint responsibility, with complementary tasks undertaken by Oxfam Canada and partner organizations. Oxfam Canada has staff in all locations where partner organizations work – thus communication is fluid and ongoing.

Engagement with local partners and partner organizations is in accordance with the Oxfam International Statement of Partnership Principles.

Oxfam Canada engages extensively with its membership in accordance with its By-Law (see 4.4 above and attached). As well, Oxfam Canada adheres to the Canadian Code for Volunteer which sets out a process for ensuring leadership volunteers have a voice in the design, implementation, monitoring and evaluation of policies and programs.

Oxfam Canada's policies and programs are developed in collaboration with other OI affiliates, with assistance from our Policy Committee members, staff and partners. Policies are approved by our Board of Directors. Mechanisms are in place to solicit feedback from employees, partners, members and others including on-line consultations forums, on-line surveys sent to members and included in our membership newsletters and on our website, forums and focus groups held both within Canada in the Regions at Regional Assemblies or other regional gatherings.

Funders, major donors and sponsors have an opportunity to play a direct role, in particular, in the case of major programs and government funders, in the design, implementation, monitoring and evaluation of policies and programs. This may include directing their funding to specific programs/opportunities, providing input at the inception and development stages of programs, the confirmation of logic models and indicators, and direct participation in monitoring and evaluation.

Most Canada-based employees are represented by the Canadian Union of Public Employees. The terms of their collective agreement and ongoing exchange through the Labour-Management Committee assure input to significant changes that affect employees.

Decisions made in regard to policies and programs are communicated through a variety of vehicles including:

- Annual Report
- Electronic newsletters to providing donors and members with updates and decisions on completed, ongoing and new programs
- Monthly Membership newsletters
- Board Communiqués to all members and staff, disseminated to the Regions via the Regional Steering Committees and placed on our website to be viewed by stakeholders and the public
- Website.
- Direct meetings and communication with partners and allies

Indicator 2:

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

Feedback

Oxfam is a learning organization and, as such, values and encourages two-way learning in its interactions with stakeholders. In Canada, persons and organizations who deal with Oxfam Canada may easily reach staff, members of the Management Team and the Executive Director by phoning or visiting one of our offices or by accessing Oxfam Canada's website and providing their feedback on how to improve any aspect of our operations.

In the countries in which Oxfam Canada is present, our stakeholders provide feedback at meetings organized by Oxfam Canada for this purpose. In addition, and with regard to our key stakeholder – local civil society organizations – Oxfam Canada organizes a bi-annual satisfaction and feedback survey, conducted by a third party. Oxfam Canada shares the results of this survey with our partners and uses the information to improve our work. The data also contribute to an international sector benchmarking of INGO performance.

Complaints

Oxfam believes that any stakeholder has the right to make a complaint, have that complaint addressed and receive a response for mistakes, wrongful actions or breaches of the codes to which Oxfam Canada subscribes. Oxfam Canada welcomes complaints as an opportunity for quality assurance – complaints provide valuable information that enables prompts identification and, where appropriate, rectification of issues.

The Oxfam Canada website provides information to stakeholders on how to make a complaint about Oxfam Canada activities. Complainants will be encouraged to submit their concerns in writing, by email or mail, addressed to the Executive Director or the appropriate manager. These may be referred to the relevant staff member as appropriate.

All complaints will be logged and then referred to the relevant staff member for follow up as appropriate. Complaints are first assessed for completeness of information (who, what, when, where, how, why) – as necessary, Oxfam Canada will contact the complainant to obtain additional information. Then, the complaint is assessed and categorized in one or more of the following impact categories: financial, legal, security, privacy, relationship (community; partner organization; host country), environmental, service (access; quality; provision), communication. This categorization then determines how the complaint should be dealt with, who should be involved and whether investigation is needed.

Oxfam Canada will endeavour to assess and respond to complaints in writing as quickly as possible (preferably within two weeks). Complainants will be kept informed of delays to investigation of an issue

(e.g. due to unavailability of relevant staff, etc.). Every effort will be made to address and resolve the complaint.

If the complaint is well founded, Oxfam Canada will endeavour to provide redress (e.g. a retraction, or recompense, etc.), or where this is not possible or appropriate, provide a formal written apology.

If the complainant concludes that a complaint has not been satisfactorily addressed, the issue will be referred to the Management Team for a response through the Executive Director. If the complainant is still not satisfied, they can request that the issue be raised with the Board. Frivolous or vexatious complaints will not be investigated.

Reports of wrongdoing can also be submitted through Oxfam Canada's Accountability Policy (2008).

Oxfam Canada's Fund Development department reports annually to the Board of Directors on Donor Complaints. See Indicator 18 below for more details.

Indicator 3:

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

Monitoring and evaluation at Oxfam seek to improve the quality and impact of what we and our partners do and to enhance mutual accountability and learning among communities and partners with whom we work, ourselves, and our donors. Oxfam Canada, as part of Oxfam International, has committed to investing at least one percent of its program budget to monitoring, evaluation, and learning. All OI programs must include a monitoring and evaluation plan and will not be approved without one.

Oxfam Canada supports Southern-based civil society organizations in the design, implementation and assessment of development and humanitarian projects they deliver. Oxfam Canada channels funding, primarily from large, institutional donors to these partners. For each such funding agreement, Oxfam Canada establishes in a participatory way an effective monitoring system aimed at collecting the optimum amount of quantitative and qualitative information, which is continuously monitored. Together with partners, Oxfam Canada analyses this information and makes required adjustments to project design or management to better ensure the achievement of planned results. Donors are informed of recommended changes before they are implemented.

In the majority of projects, and budget permitting, Oxfam Canada practice is to ensure at least one evaluation, whether at the mid-point, at project completion, or both. Such evaluations allow a more in-depth assessment with partner organizations' project approaches, and allow Oxfam Canada and its partners to assess achievement of planned results.

Along with meeting accountability requirements, Oxfam Canada's monitoring and evaluation system is used for program learning. It is shared with partner organizations as input to their own program learning in an open-ended way or for partner organizations to use to improve program management or design, or both, as they see fit.

As well, Oxfam Canada analyzes the information and ensures its integration into program development as part of our Program Management Cycle Quality Process. Lessons learned about program approaches are reflected in future programs, as are lessons around program management (including M&E). Oxfam Canada is committed to systematizing program learning more rigorously. To this end, and building on past program learning, Oxfam Canada is developing program frameworks in key women's rights and gender equality program areas. Along with identifying good practice to be used in future programming, these frameworks will contain results statements and indicators to be integrated into new programming, allowing Oxfam Canada to more systematically assess the impact of its programming across projects.

As a rights-based organization, accountability, particularly to the communities we seek to serve, is of the highest importance. To promote both accountability and learning, OI shares evaluation conclusions and recommendations with relevant stakeholders, both within the Oxfam system and externally, in accessible language and ensures that stakeholders have an opportunity to participate in discussion of those results in meaningful ways, including identification of concrete action points based on evaluation findings. The results of these evaluations are shared as well with institutional funders where applicable.

Also a part of our approach to accountability, Oxfam Canada contracts with a third party to administer an anonymous, benchmarked survey of partner organizations on our performance. Results are analyzed and areas for improvement identified and addressed. As an example of how feedback is used, the survey revealed a majority of partners were not aware of our complaints policy. We prepared a communication to partners on the policy and staff met with partners to explain it. In general, program and process feedback is analyzed, issues are prioritized, and an action plan developed for follow-up improvements.

To ensure transparency, it is Oxfam's policy to post the executive summary and management response of all final evaluations of Oxfam programs on our website.

Indicator 4:

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

Oxfam Canada's sole program focus is women's rights and gender equality. Oxfam Canada designs and supports both stand-alone women's rights and gender equality programs, and mainstreams gender into programs whose primary focus is in other sectors – such as food security, economic empowerment, and so on. That being said, Oxfam Canada is always seeking to improve our methods for ensuring the quality of our women's rights and gender equality programming, strategies and impact,

Oxfam Canada's Gender and Equity and Diversity policies constitute the basis upon which we ensure that gender and diversity are integrated into program design, implementation and the learning cycle. Institutionally, Oxfam Canada implements on an annual basis its Gender Justice Scorecard exercise, during which program teams, at HQ and overseas, assess the integration of gender and diversity into programs. The assessment contains two main parts: a comparison of current program practice against detailed policy objectives and, for any gaps identified, the development of an Action Plan, which is shared with Oxfam Canada's Management Team. Time and resources are allocated for needed improvements as required.

In terms of program design, as part of Oxfam Canada's Program Management Cycle Quality Process, all new programs developed at Oxfam Canada are quality controlled for a number of key program variables, including gender and diversity. New programs must be informed by a Gender Analysis and, in most cases, a Power Analysis as well. Since most of Oxfam Canada's work is through Southern-based civil society partners, a large part of Oxfam Canada's programming role is the provision of capacity building support to these partner organizations. Oxfam Canada has developed both a model and accompanying tools to ensure that partner organizations address gender capacity building both within their own institution and with regard to the programming they design and deliver.

Building on past program learning – at Oxfam Canada, within Oxfam International, and from the development community writ large – Oxfam Canada is developing a number of program frameworks in key areas of women's rights and gender equality against whose results statements and indicators new programs in development will be verified to ensure the integration of good practice on gender and diversity.

In terms of additional ways in which Oxfam Canada integrates gender and diversity into the MEL cycle, we would point out that we ensure that all program logic models integrate gender and diversity outcomes;

that indicators (whether at output or outcome level) contain gender disaggregated data where possible; and that gender sensitive data collection, monitoring and evaluation methods are used.

Indicator 5:

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

Oxfam Canada formulates its advocacy positions based on solid, evidence-based policy research and analysis.

To ensure consistency, Oxfam Canada works actively within Oxfam International to develop and communicate advocacy positions.

Oxfam Canada has in-house advocacy and campaign capacity. In addition, Oxfam Canada partners with allies to develop joint positions and engage in campaigns.

Oxfam Canada's advocacy positions, in particular position statements, are reviewed by the Policy Committee of Oxfam's Board of Directors and then confirmed by the Board.

To communicate its policy positions with decision-makers, Oxfam Canada undertakes policy dialogue on an ongoing basis with decision-makers at the federal level.

From the outset, Oxfam Canada builds monitoring and evaluation into its public campaigning and advocacy work.

From April 1, 2010 to March 31, 2011, Oxfam Canada's advocacy activities included public speaking, interviews with the media, publishing articles, and meeting with government officials, Members of Parliament and political party officials. These were conducted on the following issues:

- **Fast-start climate financing.** Having won a contribution of four per cent of the global funding, equivalent to \$400 million per year from 2010-2012, we pushed for more of it to be spent on adaptation rather than mitigation, for more grants instead of loans, and for prioritizing assistance to women living in poverty.
- **A tax on financial transactions, and other innovative financing** as a sustainable source of revenue for development and climate adaptation. Having convinced the NDP and the Bloc, we continue pressing the Liberals and the government.
- An end to Canada's \$1.2 billion in annual **fossil fuel subsidies**: We convinced the NDP and the Bloc and have positive signals from the Liberals.
- **Humanitarian assistance** for Haiti, Pakistan and for the Sahel. The government provided significant help for Haiti, late but sizeable help for Pakistan, and initial help for the Sahel. We lobbied for Canada to play a leading role in donor accountability and best practices.
- An **increase in the aid budget** for 2011. We've received positive response from the NDP, the Bloc and the Liberals.
- **Food security** policy issues, including land-grabs, trade rules, and commodities speculation. We encouraged the Liberals and NDP to incorporate such concerns into their national food policies.
- Canadian **aid to Afghanistan**. We supported CIDA's focus on women's rights, and encouraged the agency to work towards incorporating budget support.
- **Health**. We lobbied successfully for the exclusion of patents from the Anti-Counterfeiting Trade Agreement and supported a bill to fix Canada's Access to Medicines Regime for the export of generic copies of patented medicines. We lobbied Health Canada to use Canada's seat on the WHO Executive Board to address a number of global health problems, including access to medicines.

- **Arms Trade Treaty.** We lobbied successfully for Canadian support for the negotiations underway, helping to convince arms industry representatives not to oppose it.
- **G20.** We took part in the OI delegations to the World Bank and IMF Annual Meetings and to the G20 summit in Korea, where we did lobby and media work on the G20's **development agenda, innovative financing and IMF reform.**

Information on Oxfam Canada's policy positions can be found on its website.

Indicator 6:

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

Oxfam Canada and the Oxfam International affiliates are currently realigning international programming to increase coherence and efficiencies, eliminating duplication and promoting greater synergies and impact in a single management structure.

In a number of countries, Oxfam Canada is also a member of a coordinating body of NGOs, INGOs or Canadian NGOs working in that country.

Within Canada, Oxfam Canada is a member of the Canadian Council for International Cooperation (CCIC: www.ccic.ca) and its various working groups, to ensure alignment and capture synergies with other NGOs. The Council comprises about 100 Canadian voluntary sector organizations working to end global poverty in a coordinated way.

As well, Oxfam Canada is a member of the Humanitarian Coalition, a joint appeal mechanism for humanitarian action, and the PAGER Group which brings together a larger number of organizations along with key government agencies to improve practice and coordinate humanitarian response. In addition, Oxfam Canada is a member of several other networks and coalitions intended to coordinate efforts and increase impact.

Across the Oxfam Confederation, the shift to greater program integration and coherence is generating increased opportunities for shared learning. In the year just completed, significant efforts were undertaken at the global level to apply a newly agreed set of shared program and program management standards. In Oxfam Canada's core program area of women's rights and gender equality, specific initiatives were also undertaken to define common, global program approaches on women's transformative leadership and gender based violence. These included consultations with national and global partners. As country programs transitioned towards a single, unified analysis and strategy, there were also increased numbers of country-level and region-specific learning initiatives, that engaged Oxfam affiliates and other civil society organizations.

Indicator 7:

NGO7: Resource allocation.

Oxfam Canada allocates 74 per cent of its budget to overseas programs, providing project support and funds for implementing, managing and monitoring work overseas. Seven per cent is devoted to the Canadian program, funding education, advocacy, outreach and linking issues at home and abroad. Fundraising consumes 11 per cent of the budget, covering the costs of raising donations, acquiring new donors, producing literature, receipting and responding to inquiries. Administration consumes the remaining eight per cent of the budget, including general office costs, financial services, governance and other support services.

Management Team monitors expenditures and the allocation of revenues and recommends staffing in support of the operational plan. Monthly financial statements for each cost centre and a quarterly review

by the Management Team of performance against target and a revised budget forecast inform decision-making. The Board approves the operational plan and annual budget with advice from the Finance and Audit Committee. The external auditors, KPMG, verify that resources have been allocated in alignment with the budget as approved by the Board.

Indicator 8:

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

Sources of funding by Category:

Private donations	7,991,051
Private Bequests	833,332

Institutional Contributions:

CIDA	10,724,744
Other Oxfams	3,067,643
Other NGOs	2,015,646
Other revenue	1,196,242

Largest donors:

Canadian International Development Agency	\$13,162,882
Oxfam Novib	435,093
UNDP	431,362
Humanitarian Coalition	685,131
Auto Worker	457,366

Indicator 9:

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

For Canada-based operations, local staff are hired in virtually all locations. In field offices overseas, all but Country Directors and Associate Country Directors are hired from the local community. Directors and Associate Country Directors are hired through a global competition. At March 31, 2011, two out of five are hired from the local community and this has more recently increased to three of six.

Also, the OI Diversity statement includes the commitment to hiring women in leadership positions and to recognizing and building on the assets of national staff. In the past year, we have hired one national woman in a new Associate Country Director post.

Indicator 10:

EN16: Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related to greenhouse gas emissions.

Total Reported Carbon footprint for Oxfam Canada (April 2010-March 2011), most of which is generated by business travel within Canada and globally.

- 219.7 To CO₂eq

Indicator 11:

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

Oxfam Canada has undertaken a number of initiatives to reduce greenhouse gas emissions.

The Board's Policy Committee approved an Environmental Stewardship Policy in February 2011 that covers all Canadian and overseas offices, and a set of guidelines governing Canadian and international operations.

Oxfam Canada relocated its national office in May of 2009. In undertaking renovations to the building, we invested in measures that would increase energy efficiency, while minimizing waste and maximizing local sourcing. As a result the new offices meet LEED Gold standard, which is notable for a renovation and for an NGO in Canada.

On-going efforts to reduce our environmental footprint include efforts to reduce paper use, promote recycling and composting, and raise awareness with a view to promoting environmentally responsible behavior among employees, volunteers and supporters.

We were able to reduce our greenhouse gas emissions by 42.3 tons CO₂ eq between the previous reporting period April 1, 2009 – March 31, 2010 and the current reporting period April 1, 2010 – March 31, 2011.

Indicator 12:**LA1: Total workforce, including volunteers, by type, contract and region.**

Oxfam Canada employs 93 staff, 61 of them in Canada and 32 overseas.

Oxfam Canada employees at March 2011: This includes staff located in Canada and field-representatives in overseas offices.

Regular/Term	Full Time	Part Time	Grand Total
Regular	31	0	31
Term	30	0	30
Grand Total	61	0	61

Staff Numbers by International Region at March 2011:

Overseas contract staff members are full-time or project based.

Region	2011	2010	2009
Cuba	6	7	4
Central America (Nicaragua)	6	6	6
Horn and East Africa (Ethiopia, Somalia, Sudan)	10	16	14
Southern Africa (Mozambique, Zimbabwe, South Africa)	10	10	8
Asia	0	0	0
Grand Total	32	39	32

This table illustrates contracted consultants both in Canada and overseas offices.

Contractors at March 2011:

Region	2009-2010	2010-2011
Canada	25	8
Cuba	1	0
Central America	0	3
United States	0	1
Horn & East	1	0
Southern Africa	1	0
Grand Total	28	12

Oxfam Canada engages approximately 500 volunteers in various roles nationally – in community-based campaigns, fundraising events, office-based roles and support to international program (research, policy, etc). Approximately 100 of these are primarily office-based; approximately 300 are in Oxfam campus clubs and community-based groups; and 100 are casual or event volunteers.

In the April 1 2010 to March 31 2011 reporting period, Oxfam Canada engaged roughly 500 volunteers in various roles nationally:

Volunteer Type	2010-11
Fundraising Events	~ 50
Casual / Event Volunteers	~ 50
Office-based roles	~ 100
Campus Clubs	~ 150
Community Groups	~ 100
Regional Steering Committees	~ 50
Board of Directors	12
Total	~ 512

Indicator 13:

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

Oxfam Canada is committed to becoming a “learning organization”. Professional and personal development is supported in a number of ways: through training programs conducted organization-wide or by department or unit; support for education leaves and post-secondary and professional training; and support to self-learning.

The average hours of training is not currently monitored, but the budgetary amount spent on training in the reporting period was \$58,831 CDN. Current training and development initiatives include:

- 1) Leadership Training & Management Programs
- 2) Rights-Based Approaches to Development
- 3) Security Training for both Canadian and Overseas staff
- 4) Woman’s Human Rights and International and Community Development
- 5) Monitoring and Evaluation Workshop on Advocacy and Campaigning
- 6) Media Training
- 7) Organizational Capacity Building
- 8) Disaster Management
- 9) Professional Development
- 10) Annual Staff Meeting: Reconnect, Refocus and Reenergize

As well, employees may be reimbursed for tuition or other fees for specialized courses.

Training is provided to volunteers based on function. For example, Oxfam Canada organizes annual youth leadership training for campus club leaders, as well as regular orientation sessions for campaign volunteers. Oxfam Canada also organizes training in the form of annual assemblies which bring together volunteer members. It is estimated that we offer approximately ten hours of formal training per volunteer annually.

Indicator 14:

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

The following table illustrates number of regular performance and career development reviews as of March 31, 2011.

Completion of Performance Development Reviews	2008-2010
Canadian Staff	40%
Overseas Staff	0%

Indicator 15:

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

Board of Directors between April 1, 2010 and March 31, 2011: (Tami)

Demographics & Diversity	Aggregate Count
Gender Identity	
Female	53%
Male	47%
Racial Diversity	
White	70%
Racialized Communities	30%
Languages Spoken	
English	100%
French	13%
Other (Please Specify)	Setswana, Indonesian, Tagalog, Swahili, Russian, Belarusian
Sexual Diversity	
Bisexual	6%
Gay	6%
Queer	6%
Heterosexual/Straight	82%
Urban / Rural Dwelling	
Urban	94%
Rural	6%
Age Range	
18 to 30	20%
31 to 45	13%
46 to 60	41%
60 +	26%

Oxfam Canada Staff:

Oxfam Canada recognizes and values and demonstrates a commitment to diversity through such key initiatives as:

- Development of a Equity & Diversity Policy and an Alternate Work Arrangements Policy
- Equity & Diversity Policy training
- Equitable recruitment practices

Demographics & Diversity	Aggregate Count
Gender Identity	
Female	73%
Male	27%
Racial Diversity	
White	53%
Racialized Communities	47%
Age Range (for Canada-based staff only)	
18 to 30	11%
31 to 45	31%
46 to 60	47%
60 +	11%

Management

Demographics & Diversity	Aggregate Count
Gender Identity	
Female	60%
Male	40%
Racial Diversity	
White	80%
Racialized Communities	20%
Age Range	
18 to 30	0%
31 to 45	40%
46 to 60	60%
60 +	0%

Indicator 16:

SO1: Nature, scope, and effectiveness of any program and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. This indicator was designed to talk about the positive/negative side effects of what you do, not about your main purpose.

As a rights-based organization, accountability, particularly to the communities we seek to serve, is of the highest importance. As mentioned above, Oxfam Canada supports Southern-based civil society organizations in the women's rights and gender equality programs that they deliver in communities to individual women and to women's groups and organizations. Oxfam Canada respects the autonomy of Southern-based civil society organizations and, as such, does not unilaterally implement monitoring or evaluation activities that address the impact of programming and/or operations at the community level. That being said, Oxfam Canada supports the development of partner-led impact assessment methodologies and facilitates constituent feedback exercises whereby community members are invited to share their views on CSO performance and program delivery.

In terms of assessing and managing the impacts of our partnership with CSOs, we use a variety of methods and triangulate the results of these to adjust our program approach as we go and, as regards any individual partner organization, we discuss the data from these different methods with them so that their individual capacity building plan is adjusted in a timely and appropriate manner. Methods include a Capacity Assessment Tool that helps partners identify areas of growth and improvement; an annual Self-Assessment, which tracks progress on self-identified priorities; participatory workshops that encourage partner organization reflection on the program and that provide input to evolve program results statements and indicators; and a third-party, benchmarked survey of partner organizations on Oxfam's performance as a partner and programmer.

Indicator 17:

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

100 per cent of Oxfam Canada's staff in Canada and overseas have received training on our organizational Accountability Policies which includes anti-corruption policies and procedures.

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


Oxfam Canada is a subscriber and recognized as a Code Builder of Imagine Canada's Ethical Code (see http://www.imaginecanada.ca/files/www/en/ethicalcode/updated_ethical_code_october_2007.pdf) for more details). Compliance with The Code is reviewed and reported on an annual basis. As part of the compliance requirements, Oxfam Canada provides a donor complaint report to the Board on an annual basis. During the last reporting period, Oxfam Canada received a total of 71 negative complaints. Further to the report, a donor complaints process has been implemented which could see unresolved complaints escalated to the Executive Director.

The complaints procedure in place allows for the escalation of a complaint up to the Executive Director. Routine complaints received by the Fund Development department are handled directly by our front line Door Relations staff. If the complaint is non-routine or cannot be resolved by Donor Relations, it is referred to the Donor Stewardship Officer. In the rare instance that a complaint cannot be resolved by the Donor Stewardship Officer it is referred to the Director of Development and then to the Executive Director.

2010 Complaints Summary

Feedback Category	Negative	Positive	Total
Advocacy & Campaigns	19	2	21
Customer Service	6	4	10
Direct Mail	37	2	39
Other	2	4	6
Tax Receipts	6	0	6
Telemarketing	1	3	4
Total	71	15	86

GRI Self-Assessment Application Level

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

*Sector supplement in final version

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

Name: Tami Mallette

Position: Executive Assistant

Date: March 30, 2012

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Financial Statements of

OXFAM CANADA

Year ended March 31, 2011

OXFAM CANADA

Financial Statements

Year ended March 31, 2011

Financial Statements

Independent Auditors' Report.....	1-2
Statement of Financial Position.....	3
Statement of Revenue and Expenses.....	4
Statement of Changes in Net Assets.....	5
Statement of Cash Flows.....	6
Notes to Financial Statements.....	7



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INDEPENDENT AUDITORS' REPORT

To the Directors of Oxfam Canada

We have audited the accompanying financial statements of Oxfam Canada, which comprise the statement of financial position as at March 31, 2011, the statements of revenue and expenses, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Oxfam Canada as at March 31, 2011, and its results of operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP

Chartered Accountants, Licensed Public Accountants

October 16, 2011

Ottawa, Canada

OXFAM CANADA

Statement of Financial Position

March 31, 2011, with comparative figures for 2010

	2011	2010
Assets		
Current assets:		
Cash	\$ 7,675,256	\$ 9,813,361
Short-term investments (note 2)	743,495	743,739
Accounts receivable	598,005	1,584,238
Advances to partners	3,047,484	1,874,070
Prepaid expenses	227,816	212,253
	<u>12,292,056</u>	<u>14,227,661</u>
Capital assets (note 3)	5,090,545	4,776,734
	<u>\$ 17,382,601</u>	<u>\$ 19,004,395</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,126,494	\$ 1,082,832
Accrued benefit liability (note 4)	366,300	318,023
Deferred revenue (note 5)	12,218,524	12,369,161
Current portion of long-term debt (note 6)	107,463	101,885
	<u>13,818,781</u>	<u>13,871,901</u>
Long-term liabilities:		
Long-term portion of long-term debt (note 6)	1,394,665	1,502,117
Net assets:		
Invested in capital assets	3,588,417	3,172,732
Endowments	1,289	1,289
Unrestricted deficiency	(1,420,551)	—
Internally restricted (note 7)	—	456,356
	<u>2,169,155</u>	<u>3,630,377</u>

Lease commitments and contingencies (notes 8 and 9)

	<u>\$ 17,382,601</u>	<u>\$ 19,004,395</u>
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See accompanying notes to financial statements.

On behalf of the Board:

M. Danisch Director

W. J. MacMillan Director

OXFAM CANADA

Statement of Revenue and Expenses

Year ended March 31, 2011, with comparative figures for 2010

	2011	2010
Revenue:		
Donations	\$ 7,991,051	\$ 6,411,608
Bequests	833,332	2,759,380
Grants and contributions:		
Canadian International Development Agency	10,724,744	10,493,672
Non-government organizations	2,015,646	216,259
Other Oxfam	3,067,643	2,379,842
Interest	26,900	18,913
Miscellaneous	1,196,242	1,307,968
	<u>25,855,558</u>	<u>23,587,642</u>
Expenses:		
Operating:		
Overseas projects	19,671,451	15,829,738
Overseas project management	222,958	248,112
Education and public affairs	1,754,502	1,613,666
Foreign exchange loss	161,262	240,011
	<u>21,810,173</u>	<u>17,931,527</u>
Program support:		
Administration	2,426,680	1,679,646
Fundraising	3,079,927	2,964,257
	<u>5,506,607</u>	<u>4,643,903</u>
	<u>27,316,780</u>	<u>22,575,430</u>
Excess (deficiency) of revenue over expenses	\$ (1,461,222)	\$ 1,012,212

See accompanying notes to financial statements.

OXFAM CANADA

Statement of Changes in Net Assets

Year ended March 31, 2011, with comparative figures for 2010

	Invested in capital assets	Endowments	Internally restricted (note 7)	Unrestricted	Total 2011	Total 2010
Net assets, beginning of year	\$ 3,172,732	\$ 1,289	\$ 456,356	\$ -	\$ 3,630,377	\$ 2,618,165
Excess (deficiency) of revenue over expenses	=	=	=	(1,461,222)	(1,461,222)	1,012,212
Amortization of capital assets	(364,545)	=	=	364,545	-	=
Additions to capital assets	678,356	-	-	(678,356)	-	-
Principal repayments of long-term debt	101,874	-	-	(101,874)	-	-
Transfer from contingency reserve (note 7)	-	-	(456,356)	456,356	-	-
Net assets (deficiency), end of year	\$ 3,588,417	\$ 1,289	\$ -	\$ (1,420,551)	\$ 2,169,155	\$ 3,630,377

See accompanying notes to financial statements.

OXFAM CANADA

Statement of Cash Flows

Year ended March 31, 2011, with comparative figures for 2010

	2011	2010
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$(1,461,222)	\$ 1,012,212
Amortization of capital assets, which does not involve cash	364,545	171,965
Change in non-cash operating working capital:		
Accounts receivable	986,233	(558,564)
Prepaid expenses	(15,563)	(67,412)
Advances to partners	(1,173,414)	(526,815)
Accounts payable and accrued liabilities	43,662	(530,362)
Accrued benefit liability	48,277	(12,177)
Deferred revenue	(150,637)	6,377,629
	(1,358,119)	5,866,476
Investing:		
Additions to capital assets	(678,356)	(1,179,406)
Net decrease in short-term investments	244	2,895,887
	(678,112)	1,716,481
Financing:		
Principal repayments of long-term debt	(101,874)	(268,481)
Increase (decrease) in cash	(2,138,105)	7,314,476
Cash, beginning of year	9,813,361	2,498,885
Cash, end of year	\$ 7,675,256	\$ 9,813,361

Interest paid during the year was \$83,235 (2010 - \$92,585).

See accompanying notes to financial statements.

OXFAM CANADA

Notes to Financial Statements

Year ended March 31, 2011

Oxfam Canada ("Oxfam") is an international development agency working through Oxfam International and partner organizations in Africa, South Asia and the Americas to tackle the root causes of poverty, injustice and inequality. Oxfam is incorporated under the Canada Corporations Act as a not-for-profit organization and is a registered charity under the Income Tax Act.

1. Significant accounting policies:

(a) Financial statement presentation and basis of accounting:

These financial statements include the assets and liabilities of Oxfam Canada's Canadian operations and the six overseas Country Offices for which it has responsibility and revenue and expenses for which Oxfam Canada and its six overseas Country Offices enter into contracts with donors for the funding of projects in various countries.

(b) Short-term investments:

Short-term investments are designated as held for trading and recorded at fair market value. Purchases of short-term investments are recorded on the settlement date. Transaction costs are expensed as incurred.

(c) Advances to partners:

Oxfam Canada's approach to development involves working with a large number of local partners. Oxfam Canada, via agreements with funders, provides funding, support and monitoring to its partners. Funds disbursed to partners as advances are recorded on the statement of financial position as advances to partners until the partner submits a financial report to Oxfam as required by the agreements. The disbursed funds are recorded as expenses and corresponding revenue is recognized in the period that the financial report is received.

(d) Capital assets:

Capital assets acquired for direct use in projects are expensed in the year of acquisition. Those that are not project specific are capitalized and amortized over their estimated useful lives.

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

1. Significant accounting policies (continued):

(d) Capital assets (continued):

Capital assets are stated at cost. Amortization is computed using the following methods and rates:

Asset	Basis	Rate
Building	Declining balance	5%
Furniture and equipment	Declining balance	20%
Management information system	Declining balance	20%
Computer equipment and software	Declining balance	30%
Vehicles	Declining balance	25%
Leasehold improvements	Straight-line	5 years

In the year of acquisition, capital asset purchases are amortized at one-half of the normal annual rate.

(e) Employee post-employment benefit plan:

The cost of post-employment benefits earned by employees is determined using the projected accrued benefit method prorated on service and is charged to operating expense as services are rendered. This cost is actuarially computed using Oxfam Canada's best estimate assumptions of salary escalations, mortality of members, terminations and the ages at which members will retire. The excess of the net actuarial gain (loss) over 10% of the benefit obligation is amortized over the average remaining service period of active employees.

(f) Revenue recognition:

Oxfam Canada follows the deferral method of accounting for contributions. Restricted contributions are recorded as deferred revenue and subsequently transferred to revenue when such funds are utilized in accordance with the donor restrictions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions and interest relating to restricted endowments are recognized as direct increases in net assets.

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

1. Significant accounting policies (continued):

(g) Canadian Government ("CIDA") and other contributions:

Oxfam Canada enters into contracts with the Canadian Government (the Canadian International Development Agency – "CIDA") and other donors for the funding of projects in various countries. In accordance with the revenue recognition policy, these funds are recorded as revenue in the statement of operations as related expenses are incurred. Any indirect cost recovery, management fee or procurement fee that is applicable to Oxfam Canada is recorded as revenue in the statement of operations in accordance with the terms in the individual contracts.

Contributions received in excess of donors' share of funds expended in the current year for project activities represent unspent externally restricted contributions for expenditures in future years, and are shown in the statement of financial position as deferred revenue. Any contributions expended in excess of the contributions received from the donors are shown in the statement of financial position as accounts receivable.

(h) Expense allocation:

Oxfam classified expenses on the Statement of Operations by function. Expenses are recognized in the year they are incurred and are recorded to operating or program support to which they are directly related. Oxfam does not allocate expenses between operating and program support after initial recognition.

(i) Contributed services:

Volunteers contribute significant time per year to assist Oxfam Canada in carrying out its service delivery activities. These contributed services are not recognized in the financial statements because of the difficulty associated with measurement.

(j) Foreign currency translation:

Transactions denominated in foreign currencies are translated into Canadian dollars at the rate of exchange prevailing at the date of transaction. Foreign currency monetary assets and liabilities are translated into Canadian dollars at exchange rates in effect at the statement of financial position date. Foreign currency non-monetary assets are translated into Canadian dollars at exchange rates in effect at the time of acquisition. Any resulting foreign exchange gains or losses are included in the statement of revenue and expenses.

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

1. Significant accounting policies (continued):

(k) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the financial statements in the period they become known.

2. Short-term investments:

Short-term investments are held by Oxfam to fund its net assets for purposes specified in note 10. The short-term investments consist of a term deposit with interest rate of 0.3% and maturing on July 31, 2011.

3. Capital assets:

			2011	2010
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 465,880	\$ —	\$ 465,880	\$ 465,880
Building	3,909,866	300,028	3,609,838	3,793,198
Furniture and equipment	339,991	255,910	84,081	97,076
Management information system	794,060	68,141	725,919	147,930
Computer equipment and software	1,292,368	1,118,872	173,496	227,117
Vehicles	115,720	95,122	20,598	27,463
Leasehold improvements	36,689	25,956	10,733	18,070
	\$ 6,954,574	\$ 1,864,029	\$ 5,090,545	\$ 4,776,734

Cost and accumulated amortization at March 31, 2010 amounted to \$6,276,218 and \$1,499,484 respectively.

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

4. Post-employment benefits:

Oxfam Canada maintains a post-employment benefit plan for some of its employees. Employees hired since August 1, 2008 are not eligible for this benefit. Furthermore, employees hired prior to July 31, 2008 have the choice to opt out of this benefit in favour of a higher employer contribution to the pension benefit plan. For eligible employees, the following criteria must be met to receive the benefit: the sum of the employee's age and years of continuous service is equal or greater than 80, the employee has completed 25 years of continuous service, or the employee has reached the age of 55 with at least five years of continuous service. Eligible employees receive a retirement allowance equivalent to two weeks of salary for each year of continuous service, at the rate of pay on date of retirement, plus a prorated amount for any partial year of service.

The reconciliation of the funded status of the post-employment benefit plan to the amount recorded in the financial statements is as follows:

	2011	2010
Fair value of plan assets	\$ —	\$ —
Accrued benefit obligation	350,200	471,600
Funded status-plan deficit	350,200	471,600
Balance of unamortized amounts	(16,100)	153,577
Accrued benefit liability	\$ 366,300	\$ 318,023

The significant actuarial assumptions adopted in measuring Oxfam Canada's accrued benefit obligation are as follows:

	2011	2010
Accrued benefit obligation as of March 31:		
Discount rate	4.25%	4.50%
Salary escalation	3.0%	3.0%
Benefit costs for years ended March 31:		
Discount rate	4.50%	6.75%
Salary escalation	3.0%	3.0%

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

5. Deferred revenue:

Deferred revenue represents unspent resources that have been externally restricted. Changes in deferred revenue are as follows:

	2011	2010
Balance, beginning of year	\$ 12,369,161	\$ 5,991,532
Add amounts received in the year or included as receivable at year end	18,299,965	20,298,718
Less amounts recognized as revenue in the year	(18,450,602)	(13,921,089)
Balance, end of year	\$ 12,218,524	\$ 12,369,161

6. Long-term debt:

Oxfam Canada purchased a building in Ottawa in October 2008. In order to finance the purchase, a term loan was obtained on October 14, 2008 for the sum of \$1,907,500 at a fixed rate of 5.34%. As of March 31, 2011, the loan outstanding amounted to \$1,502,128 (2010 - \$1,604,002). Of that amount, the current portion, for 2011, is \$107,463 (2010 - \$101,885).

The loan is secured by the land and building at 39 McArthur Avenue, Ottawa, Ontario and a general security agreement.

The principal repayments of long-term debt for each of the four years subsequent to March 31, 2011 are as follows: 2012 - \$107,463; 2013 - \$113,342; 2014 - \$119,545; 2015 - \$126,087; and thereafter - \$1,035,691.

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

7. Internally restricted net assets:

The Board of Directors has established a contingency reserve policy to ensure continuity of partner funding and to address unforeseen circumstances. Per the reserve policy, the excess of unrestricted net assets over amounts internally restricted for specific projects is allocated to this reserve on an annual basis until a threshold of \$3 million is reached. Disbursements from this reserve require the approval of the Board of Directors. For the year ended March 31, 2011, \$456,356 was transferred from the contingency reserve to unrestricted net assets (2010 - \$228,110).

During the year, the Board did not approve any internal restrictions.

The internally restricted net asset balance consists of:

	Opening	Expenses	Transfers	Ending
Contingency Reserve	\$ 456,356	\$ —	\$ (456,356)	\$ —

8. Lease commitments:

Oxfam Canada rents premises under operating leases of varying terms to November 2014. The minimum annual rental payments are as follows:

2012	\$ 178,770
2013	164,099
2014	115,350
2015	73,753
	<hr/>
	\$ 531,972

In addition to the minimum annual rental payments above, Oxfam Canada is also responsible for operating and other related costs for its premises.

9. Contingencies:

As stated in note 1(g), the Canadian Government (CIDA) and certain other contributions are subject to conditions regarding the expenditures of the funds. Oxfam Canada's accounting records, as well as those of member institutions subcontracted to execute the projects, are subject to audit by CIDA and other funding agencies to identify instances, if any, in which the amounts charged to projects have not complied with the agreed terms and conditions, and which, therefore, would be refundable to the funding agency. Adjustments to the financial statements as a result of these audits will be recorded in the period in which they become known.

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

10. Capital disclosure:

Oxfam defines capital as net assets invested in capital assets, internally restricted net assets and unrestricted net assets.

Oxfam's objective with respect to capital is to fund its capital assets and to have funds available for future projects and ongoing operations. Oxfam manages its capital by transferring unrestricted net assets to internally restricted net assets for specific projects and a contingency reserve for project funding continuity.

11. Financial instruments:

Fair values

The carrying values of cash, accounts receivable, advances to partners and accounts payable and accrued liabilities approximate their fair value due to the relatively short periods to maturity of the instruments.

The carrying value of long-term debt approximates fair value because the interest rates of the instruments approximate the market rates of interest available on similar instruments.

Recognition and measurement

All financial instruments are classified as one of the following categories: held-for-trading, available-for-sale financial assets, held-to-maturity investments, loans and receivables, or other financial liabilities. Upon initial recognition, financial assets or financial liabilities are required to be measured at their fair value. The related accounting treatment for financial instruments subsequent to initial recognition depends on the classification.

Oxfam has implemented the following classifications:

Advances to partners and amounts receivable are designated as loans and receivables.

Short-term investments have been designated as held for trading.

Accounts payable and accrued liabilities have been classified as other financial liabilities.

OXFAM CANADA

Notes to Financial Statements (continued)

Year ended March 31, 2011

11. Financial instruments (continued):

Foreign exchange risk

Oxfam operates internationally, giving rise to exposure to market risks from changes in interest rates and foreign exchange rates.

Cash at March 31, 2011 include amounts held in foreign currencies as follows:

	Amount due in CDN \$
United States Dollars	\$ 769,296
Ethiopia Birr	288,876
Mozambique Metical	1,184

12. Comparative figures:

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

