OXFAM
ACCOUNTABILITY REPORT

2013 - 2014

INGO
Accountability Charter

OXFAM

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CONTACT

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

Oxfam is an international confederation of 17 organizations or 'affiliates' networked together in 94 countries. The Oxfam International Secretariat provides co-ordination and support to the confederation. This report has been prepared on behalf of the Oxfam confederation by the Oxfam International Secretariat, the registered office of which is Suite 20, 266 Banbury Road, Oxford OX2 7DL. Contact details for individual affiliates can be found at www.oxfam.org

CLICK ON AN IMAGE TO GO DIRECTLY TO A SECTION.

MESSAGE FROM THE CHIEF EXECUTIVE

At Oxfam we are committed to explaining and accounting for our actions, and to seeking to understand the views of those who are affected by our work, whether that is the communities in which our programs operate, our supporters, our staff, the targets of our advocacy work or others.

That is why one of the twelve Goals that we have set ourselves in our Oxfam Strategic Plan 2013-19 is to: "strengthen accountability to all stakeholders; the communities we work with, the donating public and institutional funders". Placing accountability at the heart of our vision for the future has encouraged us to keep a close eye on making progress in this area. This Report provides an overview of how we have fared against this Goal in the last financial year.

We have listened to feedback from a variety of our stakeholders about the need for greater consistency and better transparency of our accountability reporting across the confederation. In previous years different Oxfam affiliates have detailed their accountability efforts separately. This year, for the first time, we are presenting in this Report a description of all accountability efforts across the confederation. It explains the different ways in which different affiliates are all accountable to key groups of stakeholders; and the basis of our decision making where these stakeholders have conflicting demands.

We are not yet at a position where we have a common approach to all elements of accountability across all our activities. We have tried to represent this diversity of approaches within this Report. But we recognize that this diversity can be confusing to our stakeholders and so you will see that we have made some important progress in developing a stronger foundation of common policies; and

a more consistent approach to our stakeholder engagement. This work is at an early stage and will continue throughout the period of the Oxfam Strategic Plan.

Ensuring good accountability in our program work is challenging; and I am particularly proud of the progress that has been achieved across the sector to improve accountability in humanitarian contexts. It is particularly difficult for those facing crises, who often have little power or influence, to hold

organisations to account for actions taken on their behalf. We have had a particular focus on this area in the last year, building on and supporting sector efforts such as the Sphere Project standards.

While we have done a lot of work to get improved policies in place, implementing them can prove challenging, particularly for country offices with heavy workloads and often operating in difficult environments. So a major focus for next year will be to make sure that the policies that we now have are embedded in our working practices and procedures. Our humanitarian responses have demonstrated excellent commitment to putting accountability into practice. We need to build on this good practice to make it a systematic way of carrying out all our work.

In the last year we have also entered into a significant organizational change agenda to ensure that we work to become more globally balanced over the period of the Oxfam Strategic Plan: through stronger representation, power and influence from the global South. Over the coming years we will be working to achieve a shift in power in Oxfam from being a Northern led to a truly global organization, with more affiliates to be created in developing countries; and the Oxfam International Secretariat to move its location out of Europe to a headquarters in the global South. I am confident that in so doing, we will ensure we become more legitimate, more transparent, more accountable to the communities with whom we work, and more effective.

WINNIE BYANYIMA
CHIEF EXECUTIVE OF OXFAM INTERNATIONAL

ABOVE RIGHT: Dullah (35) is a shrimp farmer from the village of Tanjung Berukang. He collects shrimp fry on the seashore and transfers them to a pond at his house where they grow to a size suitable for selling. Oxfam supports this sustainable way of cultivating shrimp, by providing training for farmers in shrimp cultivation, water management and mangrove restoration. PHOTO © Kemal Jufri | OXFAM

SCOPE OF THIS REPORT

1.1 The Oxfam International Secretariat (hereafter referred to as "OI" in this Report) and 5 Oxfam affiliates (Oxfam Canada, Oxfam GB, Oxfam Hong Kong, Oxfam Intermón and Oxfam New Zealand) have been reporting annually on efforts to improve accountability to all stakeholders (including, for example, the communities with whom we work, our donors, staff and volunteers) for a number of years. We have done so using the Global Reporting Initiative (GRI) framework in accordance with our membership of, and compliance with, the INGO Accountability Charter (http://www.ingoaccountabilitycharter.org/).

1.2 In an effort to improve transparency and accessibility, this report for the financial year 2013/14 marks the first in which we present a consolidated report for the accountability work of both the Oxfam International Secretariat and a number of Oxfam affiliates. As a first step it includes a full set of information from seven affiliates (Oxfam International, Oxfam Canada, Oxfam GB, Oxfam Hong Kong, Oxfam Intermón[1], Oxfam New Zealand and Oxfam Novib[2]), with information from the other affiliates provided only for some sections. We are aiming to present a full picture of accountability efforts by all affiliates in next year's (2014/15) report.

1.3 The focus of this report is on how we are ensuring we are accountable to, and balance the needs of our stakeholders in decision-making and activities. In so doing it is distinct from Oxfam affiliates' own Annual Reports and Accounts, which summarize affiliates' achievements and performance in their use of charitable resources as required by their relevant statutory obligations and which are published annually on each affiliate's website[3]. This Accountability Report will be published prominently on the OI and individual affiliate's websites; and is also used for internal communications purposes to raise awareness amongst Oxfam's dispersed workforce of accountability policies, procedures, and future ambitions.

1.4 Production of the report has been steered by an Accountability Working Group of representatives from each Oxfam affiliate; and approved by Oxfam's Board of Supervisors. The parameters of the Report were determined by the cross-affiliate 'Accountability Working Group' to reflect both the GRI and INGO Charter template guidance as well as the Group's own objectives to improve accountability as set out in the Oxfam Strategic Plan Enabling Change Goal 3: Strengthening Accountability[4]. Preparation of the Report has helped to encourage deeper understanding of different affiliate approaches to accountability and prompted development of cross-Oxfam policies and procedures. This approach to common policy development will be built upon with exploration of a common Complaints Policy and Open Information policy as two priorities for the next financial year.

1.5 The Accountability Working Group aims to involve staff and volunteers from across the world, and from different functions, to share learning and promote accountability through different forms of stakeholder engagement. In 2013/14 this has included for example, conducting a global Partner Survey, a global staff online conversation (Oxfam Reflects),

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1. Oxfam Intermón has provided full disclosure against all elements apart from the section on Environmental impact, since they only collect such environmental data on a biennial basis.
2. Oxfam Novib have also produced their own full report against the INGO Charter Standard this year, which will be published on their website
3. OI Secretariat: www.oxfam.org/oxfam-annual-report-2013-2014.pdf. Oxfam GB: www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies. Oxfam Intermon: www.oxfamintermon.org/es/informate/publicaciones/memoria-anual. Oxfam Canada: www.oxfam.ca/about/accountability-transparency/annual-reports. Oxfam New Zealand: http://www.oxfam.org.nz/about-us/financial-statement. Oxfam Hong Kong: http://www.oxfam.org.hk/en/annualreport.aspx
4. Oxfam Strategic Plan http://www.oxfam.org/en/countries/oxfam-strategic-plan-2013-2019-power-people-against-poverty p.25

as well as individual affiliate initiatives to improve accountability, described in more detail in Section 4.

1.6 Unless otherwise indicated, this report relates to the:

- Whole of OI, which is the Netherlands-registered umbrella body for all Oxfams
- Whole of Oxfam Intermón (including regional offices and committees in Spain and local offices in countries)
- Whole of Oxfam GB (OGB) and its subsidiaries (as these are described in the Oxfam GB Annual Report and Accounts on page 30; but apart from financial consolidation and numbers of affected stakeholders served, excludes Finance for Development Ltd in Azerbaijan, Frip Ethique in Senegal and OGB's shares in Cafédirect plc
- Whole of Oxfam Canada, Oxfam Hong Kong, Oxfam New Zealand and Oxfam Novib including both their home country headquarters as well as all their country programme offices.

- The remaining eleven Oxfam affiliates (listed at www.oxfaminternational.org) have fully disclosed their financial and environmental data in Sections 5 & 6, but provided only partial or anecdotal evidence for the other sections.

1.7 Partial disclosure this year is not an indication that accountability commitments are not being adhered to by Oxfam affiliates but reflects the decentralized nature of the confederation and challenges in coordinating and consolidating information. The cross-Oxfam Accountability Working Group reviews affiliate progress against commitments that have been made on accountability, in particular, the extent to which members have committed to nationally applicable Codes of Conduct. We are aiming for full disclosure against the INGO Accountability Charter requirements by all affiliates by 2014/15.

ABOVE RIGHT: Yan Lin (35) a farmer from Paung Ta Chaung village collects and sells firewood and leaves at his local market. After Cyclone Nargis hit in 2008, the livelihoods of hundreds of thousands of farmers were destroyed. Oxfam has worked partners, such The Metta Development Foundation, ever since to restore agricultural activities and help to build the resilience of communities to future weather events. PHOTO © Saikat Mojumder | OXFAM

WHERE WE WORK

1.8 In 2013/14 we had a presence in 96 countries across the world.
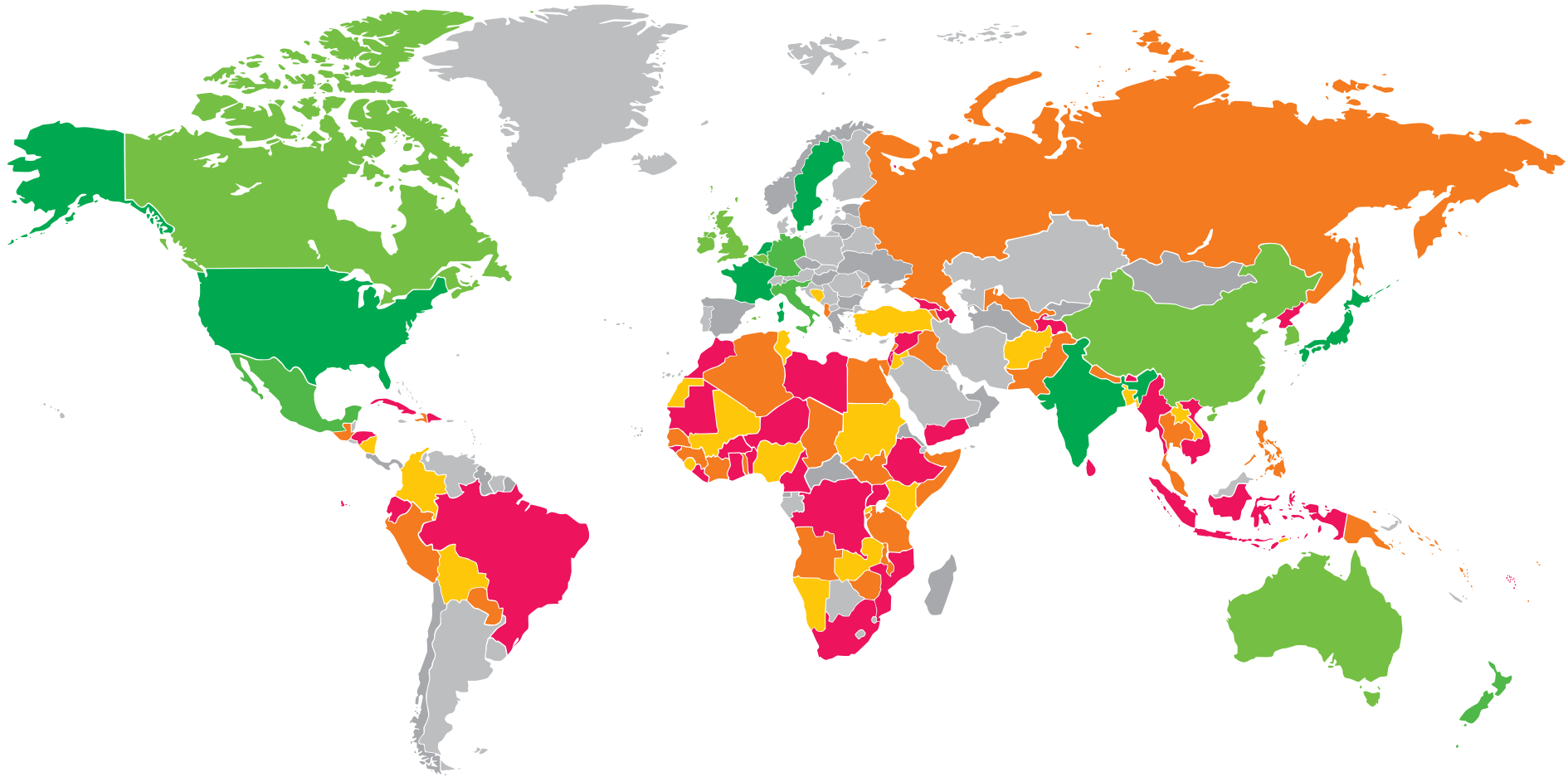
AROUND THE WORLD, OXFAM MOBILIZES THE POWER OF PEOPLE AGAINST POVERTY

OXFAM HEADQUARTER COUNTRIES

COUNTRIES WHERE WE WORK

ABOUT OXFAM

WHO WE ARE & WHAT WE DO

2.1 Oxfam is an international confederation of 17 organizations networked together in more than 90 countries, as part of a global movement for change, to build a future free from the injustice of poverty[5]. To achieve this goal Oxfam uses a combination of rights-based sustainable development programs, public education, Fair Trade, campaigns, advocacy, and humanitarian assistance in disasters and conflicts[6].

2.2 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

'ONE' OXFAM

2.3 We (the 17 affiliates) share a common vision, common philosophies and, to a large extent, common working practices. We all have the same brand values, the same passion and commitment. We have joined forces as an international confederation because we believe we will achieve greater impact by working together in collaboration with others.

2.4 Oxfam International is registered as a Foundation in The Hague, Netherlands. Each affiliate is a member of the Foundation and subscribes to the Foundation's constitution through an affiliation agreement. The Oxfam International Secretariat coordinates the confederation and keeps it operating as one so that people everywhere see and experience a unified, global organization. All affiliates share a single Strategic Plan that provides the shared agenda for all affiliates to choose the approaches and themes of work that will enable them to achieve the most impact in their specific contexts.

To ensure delivery of that Plan, all Oxfam affiliates have committed to improving the way we work together. By 2020 we will:

• Become more globally balanced: bringing people from the north and south together, in equality, including through stronger representation, power and influence from the global South;
• Strengthen our ability to influence by building and sharing knowledge within and beyond Oxfam;
• Simplify and streamline our ways of working, especially in country programs, diminishing complexity while remaining inclusive and open.

OXFAM STRATEGIC PLAN

2.5 Between 2013-19, all Oxfam affiliates have committed to working to achieve six 'External Change Goals' and six 'Operational Change Goals', as set out in the Oxfam Strategic Plan 2013-19: The Power of People against Poverty[7]. This provides the framework for all affiliates' work in all countries in which Oxfam operates.

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5. Oxfam mission statement, http://www.oxfam.org/en/about
6. Oxfam purpose and beliefs, paragraph 3, http://www.oxfam.org/en/about/what/purpose-and-beliefs
7. http://www.oxfam.org/en/policies-plans-and-reports

EXTERNAL CHANGE GOALS:
6 GOALS TO CHANGE THE WORLD

GOAL 1: ACTIVE CITIZENS

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

GOAL 2: ADVANCING GENDER JUSTICE

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

GOAL 3: SAVING LIVES, NOW AND IN THE FUTURE

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

GOAL 4: SUSTAINABLE FOOD

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

GOAL 5: FAIR SHARING OF NATURAL RESOURCES

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

GOAL 6: FINANCING FOR DEVELOPMENT AND UNIVERSAL ESSENTIAL SERVICES

By 2019: There will be higher quality and quantity of financial flows that target poverty and inequality, and empower citizens, especially women, to hold governments, donors and the private sector to account of how revenue is raised and spent. More women, men, 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.

OPERATIONAL CHANGE GOALS:
6 GOALS TO CHANGE THE WAY WE WORK

GOAL 1: CREATING A WORLDWIDE INFLUENCING NETWORK

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

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

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

OPERATIONAL CHANGE GOAL 3: STRENGTHENING ACCOUNTABILITY

By 2019: Oxfam will be able to demonstrate that our commitment to strengthened accountability contributes to greater impact.

OPERATIONAL CHANGE GOAL 4: INVESTING IN PEOPLE

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

OPERATIONAL CHANGE GOAL 5: COST EFFECTIVENESS

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

OPERATIONAL CHANGE GOAL 6: INCOME STRATEGIES

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

NUMBERS OF DIRECT BENEFICIARIES IMPACTED
BY OXFAM'S WORK WORLDWIDE IN 2013/14

2,910
PARTNER
ORGANIZATIONS

TOTAL
(incl. affiliate home countries and OI advocacy offices)

20,700,000[8]
DIRECT BENEFICIARIES

52%[9]
WOMEN & GIRLS

KEY

- % NATIONAL NGOS INCLUDING WOMEN'S ORGANIZATIONS
- % INGOS
- % GOVERNMENT AND PUBLIC SECTOR
- % ACADEMIC, TRAINING & RESEARCH
- % OTHER (INCL. NETWORKS, UN AGENCIES AND PRIVATE SECTOR)
- AFFILIATE HOME CONTRIES (ON MAP)

154
PARTNER
ORGANIZATIONS

ECA
1,400,000
DIRECT BENEFICIARIES

56%
WOMEN & GIRLS

268
PARTNER
ORGANIZATIONS

MEMAG & EEFSU
2,800,000
DIRECT BENEFICIARIES

48%
WOMEN & GIRLS

192
PARTNER
ORGANIZATIONS

WEST AFRICA
3,400,000
DIRECT BENEFICIARIES

52%
WOMEN & GIRLS

324
PARTNER
ORGANIZATIONS

SOUTH ASIA
4,200,000
DIRECT BENEFICIARIES

56%
WOMEN & GIRLS

400
PARTNER
ORGANIZATIONS

LAC
1,300,000
DIRECT BENEFICIARIES

47%
WOMEN & GIRLS

258
PARTNER
ORGANIZATIONS

SOUTHERN AFRICA
800,000
DIRECT BENEFICIARIES

66%
WOMEN & GIRLS

79
PARTNER
ORGANIZATIONS

HORN
3,700,000
DIRECT BENEFICIARIES

50%
WOMEN & GIRLS

725
PARTNER
ORGANIZATIONS

EAST ASIA & PACIFIC
2,900,000
DIRECT BENEFICIARIES

50%
WOMEN & GIRLS

In our efforts to improve our accountability to stakeholders, we have for the first time this year started to collate statistical information from all affiliates about the number of direct beneficiaries of Oxfam's work. Given the breadth and depth of our work, we acknowledge the difficulties in measuring this. We have used our own monitoring systems to compile the data, and figures have been rounded as appropriate. We have worked hard to avoid any double counting however there is likely to be some overlap between specific activities, as some individuals will be supported in more than one area of our work; and we cannot guarantee that in this first full round of joint data collection, the data quality assurance process has been followed in all country offices to the same extent. No data is available for France, Japan, Ireland and Sudan. For South Sudan, Myanmar, the Maghreb Country Cluster and Guatemala data is only available in draft form and therefore not included. Additional data gaps may occur in relation to our regional programming. Additional data quality issues: For Australia the figures are based on interim data from July 2013 to April 2014. In Cambodia the beneficiary numbers may present a slight under-estimation as not all partner reports for the financial year 2013/14 were available by the time this report was produced. Oxfam Novib's data includes all data for the period 1/1/2013 – 31/3/2014 (15 months).
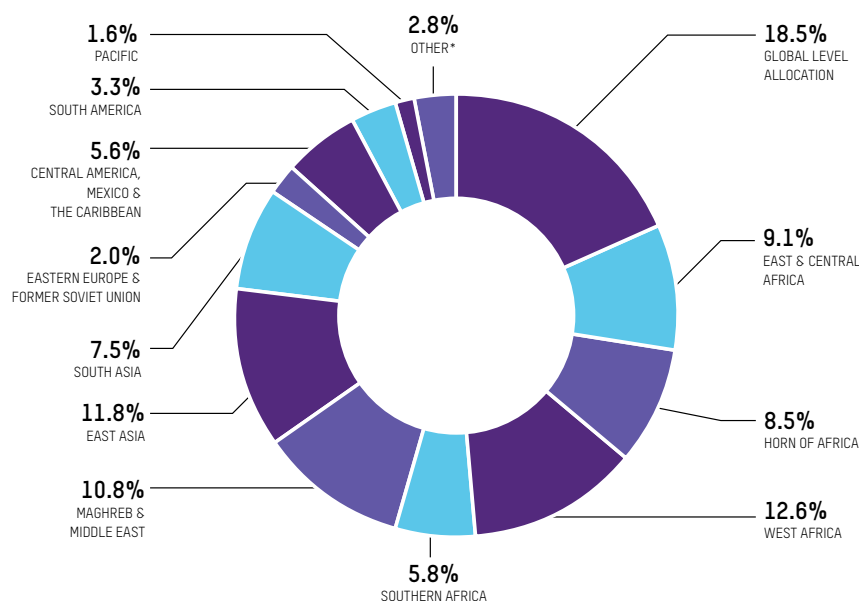
FOOTNOTES 8 AND 9 ON NEXT PAGE

OUR PROGRAMS

2.7 In 2013/14, we spent €915m in 96 countries across the world. Our programs reached 20.7 million people directly, with millions more benefiting indirectly from changes in governments and other actors' policies and practice influenced by Oxfam.

2.8 The biggest part of our program spending in 2013/14 was allocated to our humanitarian work (Goal3: "Saving Lives"), and to sustainable food systems and the fair sharing of natural resources (Goals 4 and 5). The other Oxfam Strategic Plan Goals accounted for the remaining 30 – 35 %. It is important to note that ensuring gender justice and enabling active citizenship runs through all our program work.
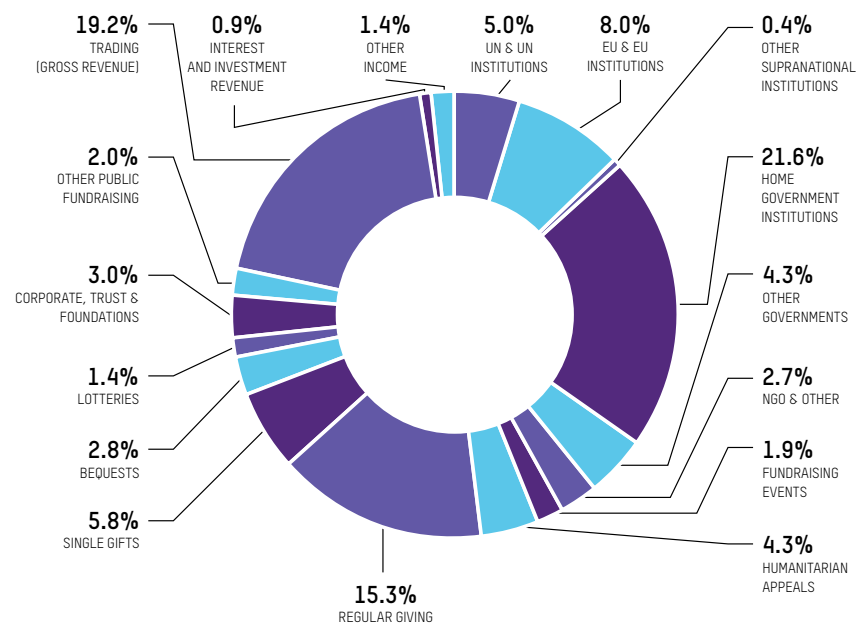
OUR INCOME

2.9 Our income comes from a variety of sources: voluntary donations, trading income, investment income, from governments, institutional donors, and other public authorities. Typically, Oxfam affiliates are expected to raise a minimum of 20-50% of their income from their local community in order to guarantee independence from government and to demonstrate that the affiliate is strongly rooted in its own society with local community support.

Figure 1: Oxfam Total Program Expenditure by Region

1.6% PACIFIC
3.3% SOUTH AMERICA
5.6% CENTRAL AMERICA, MEXICO & THE CARIBBEAN
2.0% EASTERN EUROPE & FORMER SOVIET UNION
7.5% SOUTH ASIA
11.8% EAST ASIA
10.8% MAGHREB & MIDDLE EAST
5.8% SOUTHERN AFRICA
2.8% OTHER*
18.5% GLOBAL LEVEL ALLOCATION
9.1% EAST & CENTRAL AFRICA
8.5% HORN OF AFRICA
12.6% WEST AFRICA

Figure 2: Where our funds came from in 2013/14

19.2% TRADING (GROSS REVENUE)
0.9% INTEREST AND INVESTMENT REVENUE
1.4% OTHER INCOME
5.0% UN & UN INSTITUTIONS
8.0% EU & EU INSTITUTIONS
0.4% OTHER SUPRANATIONAL INSTITUTIONS
2.0% OTHER PUBLIC FUNDRAISING
3.0% CORPORATE, TRUST & FOUNDATIONS
1.4% LOTTERIES
2.8% BEQUESTS
5.8% SINGLE GIFTS
15.3% REGULAR GIVING
21.6% HOME GOVERNMENT INSTITUTIONS
4.3% OTHER GOVERNMENTS
2.7% NGO & OTHER
1.9% FUNDRAISING EVENTS
4.3% HUMANITARIAN APPEALS

8. We consider direct beneficiaries all project participants if they are engaged in project activities and have direct access (benefit) to the products / services of the project. We additionally include those who, without being engaged in project activities, also obtain direct benefit from activities / products / services of the project if the following three criteria apply concurrently: 1) non-project participants are explicitly identified as intended direct beneficiaries in the project plan; 2) the benefit has occurred during the relevant financial year (2013/14), i.e. at the time of counting, the benefit should already have materialized with sufficient certainty that the access (benefit) is direct rather than potential (if doubts existed as to the occurrence or materialization of the access (benefit), the beneficiary was not counted); 3) there is a direct relationship with the project participants (usually through being part of the same household).

9. This figure is based on Oxfam's joint output reporting which was carried out this year for the first time according to shared definitions. We counted as partnerships those funding relationships with autonomous, independent, accountable organizations that are mediated by a written contractual agreement and where Oxfam has contributed funding during the FY 2013/14 to achieve shared specific or long-term goals. Partnerships that did not involve funding were only reported if the relationship was based on a written agreement; or if the relationship was established at least one year ago and the partner was actively involved in the different stages of the project management cycle including planning & design, implementation and MEL. Institutional, suppliers, consultants and contractors have not been considered as partners.

2.10 Total income was €947m in 2013/14; a decrease of €9m on the previous year. During 2013/14, affiliates have been working increasingly closely together to fundraise more globally, strategically and efficiently.

Figure 3: The six largest donors and the monetary value of their contribution (€m)

Top 5 largest single donors	Monetary value
Home Government Institutions	€ 204.2m
Trading Revenue	€ 181.4m
Regular Giving (Public Fundraising)	€ 145.3m
EU & EU Institutions	€ 75.3m
Single Gifts (Public Fundraising)	€ 55m
UN & UN Institutions (Institutional Fundraising)	€ 47.4m

OUR PEOPLE

2.11 In 2013/14, Oxfam employed approximately 9,700 staff and 50,000 volunteers worldwide. Oxfam prides itself on its strong base of volunteer support, and the contribution of an active local volunteer base is also taken into consideration in assessing independence and local support of any Oxfam affiliate

Figure 4: Breakdown of people information for each affiliate providing full accountability disclosure in this Report.

Oxfam affiliate	Total number of staff	Number of volunteers (where information is available)
OI Secretariat	55	10
Oxfam Canada	35	300
Oxfam Great Britain	4,987	22,000[10]
Oxfam Hong Kong	201	607
Oxfam Intermon	1,282	1,653
Oxfam New Zealand	43	30
Oxfam Novib	661	2,574

10. Oxfam GB has a large retail network that relies heavily on volunteers

GOVERNANCE

STRUCTURE

3.1 Oxfam International is a confederation of autonomous affiliates registered as a Foundation in the Netherlands. The Foundation is governed by the OI Board. Apart from the Chair, the members of the Board of Supervisors are the affiliate chairs. The duties of the Board of Supervisors are set out in the OI constitution which is published on the OI website, and include:

(i)   appointing the OI Executive Director;

(ii)   supervising the work of the Meeting of Executive Directors and the OI Secretariat and approving their reports, policies and programs;

(iii) supervising the work of the Board Committees;

(iv)   adopting the annual financial accounts of the Foundation;

(v)   approving the Foundation's purposes and beliefs, prepared by the Meeting of Executive Directors;

(vi)   approving the Rules of Procedure and Code of Conduct, prepared by the Meeting of Executive Directors;

(viii) approving the Oxfam Strategic Plan, prepared by the Meeting of Executive Directors.

Each affiliate uses its own method of selection for their Chair. Affiliate Boards have adopted accountability mechanisms for electing or selecting their Boards which are appropriate to their context. The structure of Committees in 2013/14 was as set out on page 14. Some changes are due to be made to simplify the Committee structure from 2014/15.

ABOVE RIGHT: Ali Bado, a farmer from Bagré, Burkina Faso, takes a break from harvesting rice. PHOTO © Pablo Tosco | OXFAM

Figure X: Oxfam's architecture

OXFAM ARCHITECTURE

```
                          BOARD OF
                          SUPERVISORS

FINANCE & AUDIT                                        BOARD-ED
COMMITTEE                                              COMMITTEE
                          MEETING OF
                          EXECUTIVE DIRECTORS
HUMANITARIAN CONSORTIUM
GOVERNANCE GROUP & HUMANITARIAN                        FUNDRAISING
CONSORTIUM EXECUTIVE DIRECTORS                         INVESTMENT GROUP

                          GLOBAL TEAM
```

| HUMANITARIAN CONSORTIUM GOVERNANCE GROUP | PROGRAM DEVELOPMENT GROUP | POLICY SIGN-OFF GROUP | CAMPAIGNS GROUP | PRIVATE SECTOR TEAM | SHARED SERVICES GROUP | BRAND & COMMUNICATIONS GROUP | INCOME & GROWTH GROUP |

- **HUMANITARIAN CONSORTIUM GOVERNANCE GROUP**
  - EMERGENCY MANAGERS NETWORK
  - HUMANITARIAN COUNTRY TEAMS

- **PROGRAM DEVELOPMENT GROUP**
  - MONITORING, EVALUATION & LEARNING NETWORK
  - GENDER JUSTICE
  - PROGRAM GOVERNANCE GROUPS
  - COUNTRY LEADERSHIP TEAMS
  - ACTIVE CITIZENSHIP
  - INSTITUTIONAL FUNDRAISERS GROUP

- **CAMPAIGNS GROUP**
  - BRICSAM
  - RIGHTS IN CRISIS
  - ECONOMIC JUSTICE
  - EXTRACTIVE INDUSTRIES CoP
  - FAIR TRADE GROUP
  - ESSENTIAL SERVICES
  - HIV/AIDS GROUP
  - CROSS-CAMPAIGNS MANAGEMENT TEAM

- **PRIVATE SECTOR TEAM**
  - CORPORATE RELATIONSHIPS GROUP

- **SHARED SERVICES GROUP**
  - HUMAN RESOURCES GROUP
  - FINANCE DIRECTORS GROUP
  - INFORMATION TECHNOLOGY GROUP

- **BRAND & COMMUNICATIONS GROUP**
  - CONTENT GROUP
  - MEDIA GROUP
  - DIGITAL COMMUNICATIONS GROUP
  - WEB MANAGERS
  - BRAND GROUP

- **INCOME & GROWTH GROUP**
  - OXFAM TRADING WORKING GROUP
  - CORPORATE FUNDRAISING GROUP
  - MARKETING & FUNDRAISING LEADERSHIP GROUP
  - OXFAM TRAILWALKER GROUP
  - OXFAM UNWRAPPED GROUP
  - REGULAR GIVING GROUP

KEY TO GROUPS

- GOVERNANCE & LEADERSHIP
- DELIVERY
- LEARNING & SHARING

3.2 The Meeting of Executive Directors regularly updates the Board of Supervisors on its work. The duties of the Meeting of Executive Directors are:

(i)   managing the Foundation and organizing the jointly agreed common activities of Affiliates;

(ii)   preparing, implementing and updating the Oxfam Strategic Plan through consultations with Affiliates;

(iii)   maintaining and updating the risk register of the Foundation and the Affiliates, and managing risks;

(iv)   preparing the annual Accountability Report;

(v)   establishing working groups;

(vi)   preparing the Foundation's purposes and beliefs, Code of Conduct and Rules of Procedure;

(vii) preparing policy and strategy documents and programs, and delegating the development of more detailed plans, policies and protocols to working groups;

(viii) and ensuring that a common and coordinated implementation of such documents and programs is accomplished throughout the Affiliates.

3.3 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 advisory capacity. In turn, the Executive Director leads the Oxfam International Management Team who are all employed by Oxfam International.

3.4 For details of individual affiliate governance structures, see their Annual Reports. The highest governance body of the six affiliates providing full disclosure - in addition to Oxfam International - as part of this report (Oxfam Canada, Oxfam Great Britain, Oxfam Hong Kong, Oxfam Intermón and Oxfam New Zealand) are all non-executive bodies staffed by volunteers with the Chief Executives of these affiliates and their respective Management Teams being paid employees who report to those non-executive bodies. The non-executive governance bodies set the strategic framework but delegate most day-to-day decision making to respective affiliate Executive Officers.

ENSURING EFFECTIVE DECISION-MAKING

3.5 The process of decision-making at the annual Oxfam Board of Supervisors meeting is open, transparent and democratic and clearly defined in the constitution. Decisions are usually made by consensus; but where votes are needed, each affiliate has one vote regardless of size or history and normal decisions may be decided by a 75% majority of affiliates. The Meetings of Executive Directors take place at least twice a year, chaired by the OI Executive Director who works with affiliates to reach consensus and make recommendations to the Board. These meetings agree the operating architecture of Oxfam; have overall responsibility for the initiation and management of the Strategic Plan and are responsible for organizational alignment, budgetary decisions and alignment of their own affiliates to achieve Oxfam's objectives.

3.6 In 2013/14 there were two subcommittees of the Board: the Board Executive Director (Board ED) Committee; and the Finance and Audit Committee. The Board ED 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 Board ED's terms of reference, oversees confederation growth on behalf of the Board of Supervisors and enables efficient functioning of business between the Board of Supervisors and the Meeting of Executive Directors. 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, financial risk and the audit. A multi-disciplinary team of sixteen senior staff drawn from across the confederation (the "Global Team") met twice in 2013/14 and developed a number of operational models to be worked up under the OI "2020" organisational change programme. The Global Team has since been disbanded.

3.7 Each affiliate, in addition, ensures that their primary stakeholders are able to provide inputs to strategic decision-making in different ways. For example:

• Oxfam Canada's Board of Directors has a non-voting Staff Representative who ensures that employee views are reported to their Board of Directors; and a program of annual staff reporting and targeted consultations. In addition, Oxfam Canada hold a National Assembly every 3 years, a forum that ensures a space for dialogue with overseas and domestic partners as well as a space for feedback from members, staff, partners, volunteers and other stakeholders on Oxfam Canada programs and plans.

• Oxfam GB has an Association whose views are sought at an Annual General Meeting. Oxfam GB's employees and volunteers are not directly represented in this Association but their views are sought through a variety of mechanisms including a staff survey (every two years), volunteer survey (at least every two years); and at least one Trustee visit each year.

• The Oxfam International Secretariat holds quarterly learning events to keep staff informed of developments and to collect views, with the Executive Director holding general sessions to enable staff to voice concerns and views to coincide with major governance events.

TRANSPARENCY

3.8 Open Information: The OI Board Accountability Policy[11] requires OI and its affiliates to publish: the Strategic Plan, Annual Reports, campaign policy documents, program reports, research, evaluations, media releases and campaign actions, including feedback. In addition, the OI Secretariat and individual affiliates provide information on governance, strategies and plans, financial information, performance, relationships (partners and allies) and public policy positions (via briefing papers). All key documents are published in English, French and Spanish. Following each Meeting of the OI Board and Executive Directors a communiqué is sent to all staff to communicate key decisions, but not currently available publicly given discussions which may be commercial-in-confidence, security risks, and advocacy strategies that could be compromised if made public before they were implemented. Other affiliates do publish minutes from their own governance bodies' discussions (for example Oxfam GB publishes summaries of all Board meetings on its website). In 2013/14 we began consulting on a confederation wide Open Information Policy to ensure better harmonisation amongst affiliates, and aim to conclude this in 2014/15

3.9 As part of our Open Information commitments, we have also supported the development of the International Aid Transparency Initiative[12], a platform for improving the transparency of aid spending, since its launch in 2011. Three affiliates (Oxfam GB, Oxfam India and Oxfam Novib) are currently publishing basic information about projects (including a short description of the project, the start and end dates, percentage of expenditure allocated to different themes, and revised budgets for current and future financial years).

3.10 Remuneration: Members of the Oxfam Board of Supervisors are unremunerated. Remuneration for the OI Senior Management Team is set by the OI Board in accordance with the salary policy and on the recommendation of the OI Executive Director. Work on the creation of a common remuneration policy for all Oxfam staff will start this year and will be coordinated by a newly established cross-Oxfam Reward Centre of Expertise. In the meantime for Regional Directors and National (Local) staff in countries which have completed Reward Harmonisation, the Executive Director's Reward Principles are followed. For all other staff, affiliates follow different approaches which they publish in their Annual Report & Accounts.

11. www.oxfam.org/sites/www.oxfam.org/files/oxfam-international-board-accountability-policies-2012.pdf
12. http://www.aidtransparency.net/

3.11 Conflict of Interest: The Oxfam Code of Conduct stipulates that: in the event of a personal conflict of interest between an Affiliate and a member of that Affiliate's board, the member of the Affiliate's board shall refrain from participating in the discussions at the meeting and from using its voting right on that particular matter; and affiliates will exclude formal religious or political affiliations or other such affiliations which may compromise its independence. In addition, a joint Oxfam Employee Code of Conduct was agreed this year, which binds each Employee to: "perform my duties and conduct my private life in a manner that avoids possible conflicts of interest with the work of Oxfam". All employees must:

(i) "declare any financial, personal, family (or close intimate relationship) interest in matters of official business which may impact on the work of Oxfam (e.g. contract for goods/services, employment or promotion within Oxfam, partner organizations, beneficiary groups).

(ii) advise Oxfam of any intention to seek a nomination as a prospective candidate or another official role for any political party or public office to clarify whether any conflict, or perceived conflicts, with my duties with Oxfam may arise.

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

PERFORMANCE MEASUREMENT

3.12 Measurement of Board effectiveness: The creation of an OI Governance Committee has been approved this year, to regularly review the performance of the Board of Supervisors, its collective roles and responsibilities and those of its committees; and its relations with the Meeting of Executive Directors, Committees, the OI Secretariat and affiliates. Individual affiliates take similar approaches to assessing their own Board's effectiveness. For example, Oxfam Intermón have a Head of Good Governance and Organizational Development, who works with the Senior Executive Team and uses an external facilitator at an annual workshop to analyze Board dynamics and agendas, and establish improvement plans to ensure effective governance.

3.13 Measurement of Strategy implementation: the Board of Supervisors and Meeting of Executive Directors evaluate confederation-wide performance in achieving the Oxfam Strategic Plan through:

- an annual report on the numbers of people and communities reached by Oxfam's programs worldwide; and narrative self-assessment by senior staff of progress by Oxfam programmes towards achievement of the Strategic Plan Goals.
- at three-yearly intervals, a deeper evaluation exercise of outcome achievements as well as challenges, to test the core assumptions about how Oxfam contributes to social change, and assess effectiveness in different contexts against each of the External Change goals;
- Partners Surveys (one at the beginning and one at the end of the Strategic Plan period), to provide a measure of what our stakeholders think about Oxfam's achievements and relationships.

COMPLIANCE WITH LEGAL OBLIGATIONS & MEMBERSHIP OF EXTERNAL CHARTERS & PRINCIPLES

3.14 All affiliates are required to comply with the relevant laws and regulations that are consistent with human rights and international law, in the jurisdictions in which they operate, in accordance with the OI Code of Conduct[13]. Affiliates take different approaches to ensuring adherence: all affiliates are independently audited; and some affiliates in addition have internal auditors who will review a number of things including the extent to which country offices are complying with internal systems and relevant external laws. Some affiliates will add to these audit reports with, for example, internal surveys of legal compliance to be completed annually by Country Directors. In 2014 all affiliates adopted an "Aid Diversion & Counter Terrorism" policy to support compliance with good practice and our legal obligations in relation to money laundering and counter-terrorism.

3.15 All affiliates agree to be accountable to the Code of Conduct for International Red Cross and Red Crescent Movement and Non-Governmental Organizations in Disaster Relief, and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere). Oxfam also has consultative status with the United Nations Economic & Social Council (ECOSOC). Figure 5 sets out in more detail the additional External Charters and Principles that individual affiliates providing full accountability disclosure in this Report sign up to include[14]:

Figure 5: Membership of External Charters & Principles

Oxfam affiliate	Membership of External Charters & Principles
Oxfam Canada	Canadian Council for International Development Code of Ethics, Imagine Canada Ethical Code for standards of fundraising and financial accountability, Canadian code for Volunteer Involvement, Association of Fundraising Professionals. These are in addition to compliance with all Canadian legal obligations.
Oxfam Great Britain	UK Fundraising Standards Board (FRSB), the Institute of Fundraising (IoF) and the Public Fundraising Regulatory Association (PFRA). Membership of the FRSB requires compliance with the IoF Codes of Fundraising Practice and Code of Conduct. These are in addition to compliance with all UK legal obligations, such as Data Protection.
Oxfam Hong Kong	Fair Trade Hong Kong; World Fair Trade Organization; Hong Kong Council of Social Services; International NGO Accountability Charter; People in Aid; Face-to-Face Monthly Giving Alliance.
Oxfam Intermon	Spanish Coordinator for Non-Governmental Development Organizations (CONGDE); Code of Conduct for NGOs (including a Transparency and Good Governance tool; World Fair Trade Organization Principles; Code of Conduct for the Development of Fundraising in Spain. These are in addition to compliance with all Spanish legal obligations, such as Data Protection
Oxfam New Zealand	Centre for International Development (NZ) Code of Ethics; International NGO Accountability Charter; World Fair Trade Organisation. These are in addition to compliance with all NZ legal obligations, such as Data Protection
Oxfam Novib	ISO 9001:2008; Partos norm (a special ISO norm derived from ISO 9001:2008 for the development cooperation sector in the Netherlands); the Central Bureau on Fundraising (CBF); the code of conduct that applies to members of the Dutch charity sector association VFI on standards of behaviour and actions for fundraising organisations; Wijffels (the governance code for charities in The Netherlands); and the IATI norm for open data and transparency.

13. http://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/story/oi-code-of-conduct-oct-2011.pdf
14. Confederation Membership of International and National Codes and Charters: 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

ENGAGING WITH OUR
STAKEHOLDERS

OUR DIVERSE STAKEHOLDERS

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

- partner organizations and allies;
- supporters, including both private and institutional donors;
- staff and volunteers;
- the targets of our advocacy at local, national, regional and international levels: including politicians, governments and private sector;
- publics in each affiliate host country;
- and the environment

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

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

(see also 4.4 below)

ENGAGING STAKEHOLDERS IN STRATEGY AND POLICY DEVELOPMENT

4.2 The Oxfam Strategic Plan, which provides the guiding framework for all Oxfam's operations worldwide, was developed through an extensive consultation process over an 18 month period. The views of a wide range of internal staff and external actors and allies from the fields of development academia, institutions, fellow civil society organisations, humanitarian actors and the media from the global South and North were collected and analysed. Affiliates were asked to suggest potential candidates for consultation, semi-structured interviews were designed to guide those consultations; and the summarised feedback was presented for the Board of Supervisors to consider before the Strategic Plan's main themes were agreed. OI has a policy of conducting a Consultative Forum of key partners and allies every three years; and two of these Forums were used to shape the Strategic Plan.

4.3 At a country program level, a Joint Country Analysis & Strategy (JCAS) is produced in every country in which Oxfam operates to align factors relevant to each country context with the Oxfam Strategic Plan framework, to provide a set of change objectives and possible approaches to be pursued by Oxfam in that country. All countries are currently reviewing their existing JCAS will be formulating new Strategies for March 2015. Guidelines for these reviews include standards for involving all relevant stakeholders in its preparation.

4.4 At affiliate headquarters level, each affiliate has its own approach to mapping its particular stakeholders and engaging them in strategy and policy development. By March 2015 we are committed to publicising the different platforms that are used, to encourage ease of engagement, recognising that different platforms will work for different audiences (we call this approach Oxfam Nexus). In 2013/14 we also began the development of a common stakeholder engagement policy for all Oxfam affiliates to be completed by March 2015. This process will combine existing stakeholder maps and analysis. The criteria for identifying and prioritizing appropriate approaches to stakeholder engagement are being developed through a consultative process to include representatives from each of the stakeholder groups.

4.5 Types of stakeholder engagement are varied, and tailored to the type of stakeholder group. A number of affiliates use Customer Relationship Marketing software to collect and analyse a range of supporter responses to different actions, approaches and themes, which fundraisers and campaigners use to develop more targeted tactics for specific audiences. Surveys, group discussions and interviews are used to allow stakeholders to offer qualitative feedback on programs. Oxfam Novib invite supporters to visit projects and report about these on their website and use a platform called ATLAS - a publicly available web portal that allows the public to access data on expenditure in an interactive map[15]. Oxfam GB's specialist 'Policy and Practice' website encourages debate and knowledge sharing about learning from Oxfam's programs and policy amongst the international development sector. In 2013/14 it received 373,874 visits to the website[16] (a 29% increase), with downloads of

material also rising by 37% from the previous year. Oxfam India have recently introduced an example of using social network analysis to assess how the NGO networks that they fund are functioning, using visuals to map the relationships, and indicating how Oxfam India has been able to use the findings to focus their investment and get a better understanding of how different actors within their networks contribute to outcomes.

ENGAGING STAKEHOLDERS IN PROGRAM DESIGN AND DELIVERY

4.6 A set of Program Standards guide stakeholder engagement in the design and delivery of all Oxfam programs (attached in full at Annex B). Amongst a variety of other factors, these include:

- Standard #2: Program strategies are created in a participatory and collaborative manner
- Standard #6: Programs rely upon partnership and alliances with autonomous, independent,

accountable organizations to achieve positive changes in people's lives as well as policy changes- these relationships should be mutually empowering, cognizant of power imbalances between partners, and focused on impact, mutual growth, organizational development, and institutional strengthening
- Standard #10: Programs engage in participatory, evidence-based learning and are results based, and
- Standard #11: Programs have explicit mechanisms and processes in place in order to demonstrate accountability.

4.7 A review of Program Standards adherence (based on self-assessment questionnaires completed by Country Programs) took place in 2013[17] and provides a good evidence base from which improvements will be made. The reflections from country teams illustrate the diversity of challenges but also an awareness of the need to improve specific areas of program

strategy and delivery. For the standards which relate to accountability and working with partners:

- Standard #2: Overall self-assessment performance ratings were high. However there were cases where staff questioned the ability of programs to measure their progress and success, with 40% of program teams indicating that program strategies were not explicit about indicators of success and mechanisms for how these will be measured. More than one in two teams intends to strengthen partner and community participation in the development of program strategies.

"The Joint Country Analysis & Strategy is clear on identification of areas of work and long and medium term results as well as capacity needed to implement the action ... (but) the inclusion of partners in the process is not clear. Partners in different projects are treated differently in engaging

15. https://atlas.oxfamnovib.nl/index.cfm?action=map
16. www.oxfam.org.uk/policyandpractice
17. For the full analysis please see: http://policy-practice.oxfam.org.uk/publications/improving-program-quality-in-international-development-lessons-from-oxfams-prog-323547

them in planning and monitoring and evaluation; partners identify resources and budget but the final decision comes from Oxfam; partners and beneficiaries are not aware about the program strategy…" (feedback from a country program in the Middle East & Maghreb region)

- Standard #10: Performance ratings were varied, with program staff cautious about an overall judgment. In most programs the basics were found to be in place but work needs to be done for monitoring, evaluation and learning to become an integral part of program management, contributing to a culture of greater accountability and learning. The majority of programs have basic monitoring, evaluation and learning systems in place, but 40% were found to have dedicated less than 1% of program costs for this purpose. The majority of program teams

include space for reflections in their programming, but there is more to be done to ensure that these reflections are grounded in the data being collected by the program. The findings also show that two-thirds of program teams do not consult communities and partners in the development of outcome indicators; and communities and partners from less than 10% of programs participate in decisions about what to monitor and evaluate in a project. Strengthening the ability of partners and communities to undertake basic monitoring activities themselves is priority for the majority of programs; with 60% of program teams intending to work on their monitoring, evaluation and learning systems both for partners and Oxfam staff as part of their improvement plans. Guidance has been circulated to provide program teams with support in these efforts under the banner of a "Common approach to MEL and Social Accountability (CAMSA)"

- Standards 6 & 11: While program teams assessed their relationships with partners and allies as strong, many programs identified weaknesses with accountability and other formal aspects of partnership.

In almost half of all Oxfam's program **decisions were found to have been made jointly by program/project staff and partners**, with stakeholders being consulted about plans. 7 in 10 program teams **devote time to building equal relationships** of mutual respect among staff, local people and partners with formal mechanisms in place to support this aspiration. Almost half of the programs **have a capacity-building strategy** in place.

3 in 4 programs were found to have **no exit strategy**. 7 in 10 programs **lack a formal mechanism for feedback and complaints**. Finally, 4 in 10 program teams are **not aware of the international standards or codes** that Oxfam is signed up to.

Views on whether the formalization of relationships is always desirable vary. Depending on the type of partnership (strategic vs. project-based) program teams do not necessarily consider clear formal mechanisms desirable. This may be due to funding being project-based and the absence of long-term financial security: for example, exit strategies may then only refer to a contractual relationship, while the strategic relationship may not be set out formally. One program suggests not

making exit strategies a requirement as partners value Oxfam's flexibility. For the majority of program teams, improvement plans focus on developing or strengthening an exit strategy as well as improving the transparency and openness of information shared. However, full transparency is not aspired to everywhere; a fragile country context and security concerns (e.g. Somalia) as well as the sensitivity of issues (e.g. land rights) can be reasons for not being fully transparent.

OXFAM AUSTRALIA'S EXPERIENCE OF BRIDGING THE RHETORIC REALITY GAP IN ACCOUNTABILITY IN SRI LANKA

Research into the impact of Oxfam Australia's work in Sri Lanka has provided some useful lessons in how to manage the (often conflicting) accountabilities of different stakeholders in one program.

Many of the partner staff, community members and some of Oxfam Australia's staff who took part in the study found it difficult to directly respond to the "concept of accountability". This was partly due to the fact that the term travels very poorly across in Sinhala and Tamil. Rather than push this as a single concept, in the Sri Lankan context it was found to be appropriate to build it up from constituent elements that partners felt more comfortable with and had been practicing in spirit and form. This offered valuable lessons in managing conflicting accountabilities.

First, 'accountability to staff' was consistently brought up as an important accountability obligation for Oxfam Australia which it was claimed had a strong influence on outward accountability. Secondly, there were responses to the effect that accountability is not only to defined stake holders but Oxfam Australia should also be accountable to its mission and core values. 'How' we do and 'why' we do certain things in a particular way has more to do with individuals taking their bearings from these intangibles, as much as it does from any expressed accountability demand from the stakeholders. Thirdly, individual/personal accountability - "to 'the cause' and principles around it, to fellow activists working on same issues and to the social movements in the country" came out as a crucial contributor to how 'accountability of Oxfam' was defined.

Strikingly staff felt that the stakeholder to whom Oxfam Australia was most accountable to was the 'target community' whereas the partners felt Oxfam Australia was most accountable

to the Government in its practices. Though staff predominantly felt that their foremost accountability was to the target community, it appeared that partners felt that this accountability to the community ran through them. Only 34% of the partners ranked donors as 1st or 2nd most important stakeholder to whom Oxfam Australia *should* be accountable to. The corresponding figure for staff was 60%. Interestingly while Oxfam Australia did not consider itself to be accountable to other INGOs, the partners felt otherwise. 23% of the partners felt that other INGOs were among the top two stakeholder group to which Oxfam was accountable.

Distinguishing between support that is *done for* downward accountability and support that is *done in the name of* downward accountability helps to build an understanding that what is expected from us does not necessarily end up having that effect. Real consultation and participation came out as the most important condition for accountability, and the depth, breadth and scope of consultations was seen as determining the quality of accountability.

A COMMON STANDARD FOR WORKING WITH PARTNERS

4.9 The Oxfam Strategic Plan and all the program guidance that underpins its implementation are based on our strongly held belief that the root causes of poverty, vulnerability and injustice will only be successfully addressed through working together with thousands of local and global civil society organizations and other actors. In delivering our programs we are increasingly working in sophisticated sets of relationships with, for example, government institutions, academic institutions, UN, private sector, social movements, coalitions, community,

based organisations, faith-based groups and local NGOs. In 2013/14 Oxfam worked with 2,910[18] partner organizations.

4.10 A set of six Partnership Principles[19] define how we will encourage good cooperation with those partners, through:

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

Guidance on working in partnerships is being developed to help to translate these partnership principles in our program work. This means for example, not just giving a grant to a local NGO for a project, but working to ensure that the partner is meaningfully engaged at all stages of the program's design, delivery and evaluation. We hope to nurture growing independent organisations, but recognise that this may mean that we need to allow partners to take risks and make mistakes as their capacity develops; and we are developing guidance for our program staff in how to manage those potential risks. We will survey our partners at the beginning and end of the Oxfam Strategic Plan period, which will allow us to benchmark partners' experience of Oxfam against many others in the sector.

OXFAM NEW ZEALAND IN PNG

In Papua New Guinea, partners frequently describe feeling isolated, especially in rural communities where there is little infrastructure or where tribal tensions make widespread travel risky and travel costs are in any event extremely high. To respond to this, Oxfam New Zealand combined its partner consultation mechanisms to cover a number of themes, instead of doing separate consultation exercises. This enabled partners from different areas of the country as well as with different experiences of working with Oxfam across different thematic areas to meet, share, and reflect together. The partners benefited from their interactions with each other, and for Oxfam New Zealand this approach also enabled better overlap between the learning generated on how issues, challenges, and success overlap across programs and how successes from one area can be replicated across others.

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18. This figure is based on Oxfam's joint output reporting which was carried out this year for the first time according to shared definitions. We counted as partnerships those funding relationships with autonomous, independent, accountable organizations that are mediated by a written contractual agreement and where Oxfam has contributed funding during the FY 2013/14 to achieve shared specific or long-term goals. Partnerships that did not involve funding were only reported if the relationship was based on a written agreement; or if the relationship was established at least one year ago and the partner was actively involved in the different stages of the project management cycle including planning & design, implementation and MEL. Institutional, suppliers, consultants and contractors have not been considered as partners. No data is available for France, Japan, Ireland and Sudan. For South Sudan, Myanmar, the Maghreb Country Cluster and Guatemala data is only available in draft form and therefore not included here. Additional data gaps may occur in relation to our regional programming. In addition, while data has been checked at global level, we cannot guarantee that in this first round of joint data collection, the data quality assurance process has been followed in all country offices to the same extent.

19. www.oxfam.org/sites/www.oxfam.org/files/oxfam-partnership-principles.pdf

ENGAGING STAKEHOLDERS IN PROGRAM MONITORING AND EVALUATION

4.11 An Oxfam Evaluation Policy[20] sets out the expectations on Oxfam staff to ensure that evaluations:

- Improve the quality and impact of what we, our partners and allies do;
- Enhance mutual accountability, transparency and learning between the communities, partners , allies and donors
- Enhance the ability of those people whom we seek to benefit to create opportunities and means to hold us –and others- to account
- Use processes and outcomes to influence the practice and accountability of other actors
- Strengthen our credibility as an international non-governmental organization working in development.
- Promote processes of mutual learning and capacity building amongst ourselves and with partners on effective and empowering approaches to evaluation

OXFAM NOVIB FEMALE CONDOMS PROJECT

In Cameroon, Nigeria and Mozambique, Oxfam Novib has worked with local organisations to campaign for universal access to female condoms. A thorough evaluation of the project that included semi-structured interviews, focus group discussions and an assessment workshop with stakeholders identified direct advocacy towards national governments as key to the project's success. This had not been envisaged or adequately resourced in the first phase of the project and as a result of the evaluation it was subsequently included in the second phase of the project.

The Board of Supervisors and individual affiliate Boards are responsible for compliance with and revision of the policy; and a Working Group of Evaluation professionals from across the confederation is developing operational guidance to accompany the policy and ensure it is consistently implemented across Oxfam's programs. An Evaluation Quality Assessment Tool is also being developed to judge the quality of evaluations and monitor changes over time to ensure that we invest to improve our monitoring and evaluation capacity over time.

4.12 All Oxfam programs and projects have a monitoring and evaluation plan and the executive summary and management response for all evaluations are posted on the relevant Oxfam website. Different affiliates have additional methods for aggregating lessons across a number of programs or ensuring evaluations lead to changes in program design. For example, annually Oxfam GB produce a report on the total number of people that are directly affected by Oxfam GB's programs and projects in that year. This allows Oxfam GB to understand and communicate the scale and scope of its work, but such output data does not provide evidence for whether program work overall is bringing about the hoped-for changes in people's lives.

With over 400 projects starting up and closing in any one year, it makes sense to drill down and rigorously evaluate a random sample of these projects by theme. In 2013/14, Oxfam GB undertook 23 of these Effectiveness Reviews, which give a strong sense of what is working – and what isn't – in particular projects and programs. The results are fed back to country programs and lessons discussed with the global evaluation team who agree how to respond to the findings, and follow up through managers. Each Review, and its management response, is published in full on the Oxfam GB Policy & Practice website[21]. A completed Effectiveness Review is provided at Annex C for illustrative purposes, in advance of the Management Response being available.

4.13 An independent review undertaken in 2013/14 into Oxfam GB's Effectiveness Review approach confirmed that "in most cases, country staff have made changes to the selected project as a result of the findings from the Review". However, while the results of Effectiveness Reviews are also usually shared with programme partners and with project funders, and have contributed to discussions with them about how to strengthen project effectiveness, the independent review found that "there is very limited evidence to date of them shaping the design of related projects in other countries, and there has been little systematic sharing of relevant findings with programme staff in other countries." Work is underway to address this, through the development of 'Knowledge Hubs' to support greater consistency of analysis, learning and ultimately impact across those involved in programming throughout the confederation.

Figure 6: Changes made to projects following Oxfam GB's Effectiveness Reviews
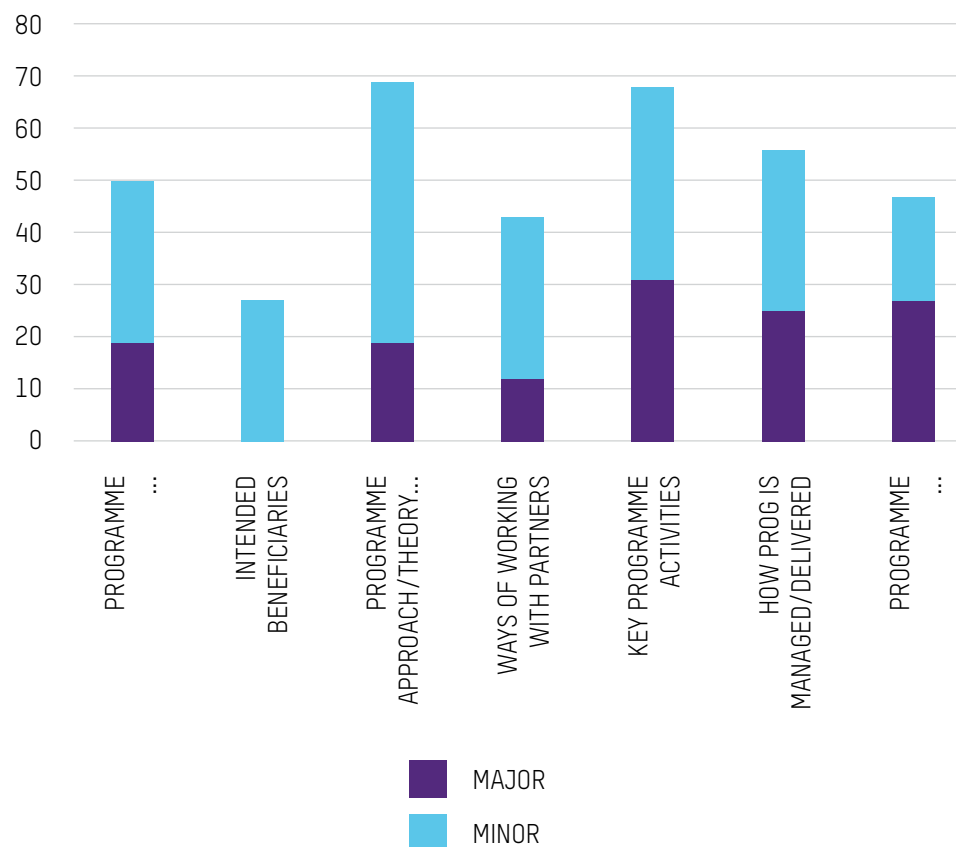
OXFAM INTERMON IN SOUTH SUDAN

Following delays in implementation of a community-led sanitation program in South Sudan, Oxfam Intermon undertook focus groups with the communities with whom the projects were operating. These consultations identified that the project would not benefit from community finance and manpower unless it were paused until after the harvest period (when communities would have more money to invest; and materials to be used for the latrines would be available). As a result of this feedback the starting date of the program was changed.

PROMOTING GENDER EQUITY

4.14 Oxfam's Strategic Plan commitment to promoting gender equity establishes a commitment that we will be accountable to women in the communities we work with and to the women's organizations with whom

we cooperate and collaborate. This is already embedded in Oxfam's Program Standards, with a specific requirement for all stages of the program cycle to consider gender equity issues.

OXFAM CANADA GENDER CAPACITY BUILDING PROGRAM

In Mozambique, South Africa, Namibia, Zimbabwe, Ethiopia, Tanzania, Pakistan, Cuba, Nicaragua, Guatemala and El Salvador Oxfam Canada has supported over 40 partner organizations in their organizational gender capacity development. A mid-term learning review conducted in 2013 using a range of participatory methods, resulted in broad consensus amongst program partners of the need to modify Oxfam Canada's capacity building model. The new model is described in "The Power of Gender Just Organizations"

4.15 In 2013/14 a roadmap was developed to build on these Program Standards with more detailed guidance for staff. An Implementation Plan has been established with clear priorities, timelines and resources required or secured to deliver the Oxfam Strategic Plan commitment to promoting gender equity. This Implementation Plan includes:

a) An increase in funding for women's rights organizations, and women's rights initiatives within other organizations as a matter of priority.

b) A Gender Marker System to provide an overview of progress on Gender Justice and Women's Rights in mainstream work according to measures of success.

c) A set of recruitment guidelines and an assessment tool will be developed to ensure new hires are familiar with gender concepts and/or have willingness to learn.

d) All new staff will receive inductions, trainings and materials on Oxfam's approach to Gender Justice and Women's Rights as part of standard inductions.

e) An Oxfam Women's Rights E-learning Series - including a basic module for all staff, and a gender power analysis module for use in new program and country strategy development

f) All humanitarian responses should implement the OI Gender in Emergencies Minimum Standards, and have a monitoring system in place to ensure accountability.

g) All managers are responsible for defining core areas of gender expertise necessary in their staffing structure and assessing whether they have right competencies in place.

h) Dedicated global gender policy expertise to provide strategic advice, policy development and alliance building to at least for one global campaign per year;

OXFAM INTERMON VALUE CHAIN PROJECT IN BURUNDI

In the design phase of a new program to improve rural livelihoods in Burundi, Oxfam Intermon combined the use of women-only and men-only focus groups with some combined discussions; identifying important differences among different women's groups. The focus groups showed that more empowered women chose to produce cash crops, whereas women's groups that were new to the program preferred staple crops with less market potential because they were concerned about the potential reaction of their male relatives if they were involved in cash crops. This knowledge was used in designing the program which now addresses both the different preferences of different women's groups, as well as women's empowerment as a key issue.

OXFAM GREAT BRITAIN – RURAL LIVELIHOODS PROJECT IN ETHIOPIA

In 2013, Oxfam GB conducted an analysis of its honey value chain project; and specifically the extent to which this project was able to address issues affecting women. Women's views were collected through consultations facilitated by female community researchers to get their views. Women's concerns, needs and experiences were identified and integrated in to the project design. The majority of women identified that domestic work burden and domestic violence were major barriers affecting their participation in farmers' organizations. With this understanding, the project introduced and integrated time and fuel saving cooking technologies to save cooking time, firewood collection time and to engage men in cooking with the improved technologies. Male engagement has also been introduced as a strategy to address domestic violence.

ACCOUNTABILITY IN OUR ADVOCACY WORK

4.16 A well-tested internal management process, accountable to Oxfam's Executive Directors, is used to ensure coherence and consistency in Oxfam's public campaign and advocacy policies. This engages relevant functional, target, thematic and country experts. In order to ensure that public campaign and advocacy positions are consistent with our mission, advance defined public interests, and are evidence-based and guided by ethical policies. Where possible, we seek partners' views as well as academic peer-reviews; and have issued guidance to staff to ensure that all facts in our public papers are clearly referenced through footnotes.

4.17 Moreover, accountability and participation in our campaign and advocacy programs is encouraged through adherence to the program standards and evaluation framework set out in paragraphs 4.6 to 4.12 above.

4.18 All evaluations into global campaign programs are made publicly available on Oxfam's website for scrutiny by those affected. In 2013/14, this included publication of the mid-term evaluation into our flagship GROW campaign[22], which identified a number of important findings that are now being acted upon. The evaluation found that Oxfam had achieved the most external impact in gaining:

- Commitments from the world's biggest food companies to change their policies
- Increased access to decisions makers for women food producers generated by the Female Food Heroes project in 15 countries;
- Changes to World Bank policies as a result of our 'Land Freeze' initiative;
- Changes to national agricultural and food security processes/policies and local wins on securing land for women and vulnerable groups in some 20 countries

- Ending or suspending speculative trading on agricultural commodities by banks in France, Germany, Austria and the UK
- Contributing to improvements in the Voluntary Guidelines of Responsible Governance of Tenure of Land, Fisheries and Forests by the Committee on World Food Security.

The evaluation recommended that more needed to be done to focus a diverse campaign and to elevate national issues to global level, to strengthen our work building movements and alliances, to streamline our internal coordination, and to build on our successes putting gender and women's rights at the heart of the campaign, most notably at national level. As a result of this the next phase of the Campaign will focus on framing our campaigning in ways that truly resonate with publics in different countries, prioritising work with partners and allies who are engaged in reaching out to publics and building our alliances with other organisations, strengthening the

voice of Southern countries on our campaign management team, and actively encouraging greater input from gender specialists. An excerpt of those findings and the management response are provided at Annex D for illustrative purposes.

4.19 The partnership principles set out in paragraph 4.10 above are adhered to in developing any new campaign or advocacy program, whether at a global or country level. This year these have been supplemented with a set of guidelines for national influencing, to ensure the participation and empowerment of both rights holders and partners in our advocacy at each stage of any campaign cycle. An example of this is the "It's My Right, Make It Right" Girls Education Campaign in Pakistan, where we have supported three local partners (Pakistan Coalition for Education; We Can Pakistan Chapter

and the Insitute of Social and Policy Science) to engage legislators to ensure the effective implementation of a Right To Education Act. At a global level, this has helped us to secure funding for a new advocacy initiative to support local civil society networks across Brazil, Russia, India, Indonesia, China, South Africa and Mexico to have collective capacity to engage in dialogue and to influence global policy-making, with a particular focus on issues of inequality[23].

4.20 This year we have also worked to improve on our practice of involving partners in the design stage of new campaigns. For example, multiple partner consultations have taken place in design of our forthcoming Inequality campaign. We also have improved our practices regarding consultations with targets prior to public campaigning. This included sharing assessments of the public policy statements of the top 10 food and beverage companies for their comments on factual accuracy in advance of publishing the "Behind the Brands"campaign messages.

OXFAM INTERMON FAIR TRADE SUPPORT AND CAMPAIGN WORK

In 2013/14 through membership in the European Fair Trade Association, Oxfam Intermon have continued to encourage participation and collaboration amongst organizations involved in campaigning for; and purchasing from; fair trade goods. This has included sharing lobbying positions with the managers of the ten largest European fair trade organizations; maintaining the monitoring guarantee system; bringing together organizations involved in purchasing fair-trade handicrafts to share designs and address specific difficulties with producers' groups that are shared by members. The Association have established a forum in which product exchanges are negotiated and debated to get better deals for partners; and helps partners to improve their marketing strategies.

APPROACH TO MANAGING IMPACTS ON COMMUNITIES AND COORDINATE WITH OTHER ACTORS

4.21 Oxfam's Program Standards provide clear guidelines for program staff to ensure that programs are designed to take into account and coordinate with other actors and ensure awareness of their impacts on communities.

In particular:

- Standard # 6: We make "long-term commitments to partners, set agreed mutual expectations, and are clear about when and why partnerships end. Programs establish explicit mechanisms for partner feedback and mutual influence. We talk openly and consistently about power imbalances between partners, imbalances created by funding discrepancies, size, North/South dynamics. The quality and productivity of partnerships and alliances is subject to regular and formal evaluation".

- Standard # 8: "All humanitarian work is conducted in line with agreed humanitarian principles". This includes those commonly considered to be "core" humanitarian principles (humanitarian imperative, neutrality, impartiality) as well as ensuring the integrity and non-politicized nature of our humanitarian work; striving to "do no harm" or to minimize the harm that may be inadvertently felt simply by being present and providing assistance.

OXFAM GREAT BRITAIN IN JORDAN

Due to consultation with and feedback from camp communities, Oxfam implemented radical change to washing facilities for Syrian refugees in Jordan, living in the Za'atari Camp. Not only did Oxfam change the designs for the facilities it was building but many other organisations, on the back of the success of the Oxfam design, also followed suit.

OXFAM ITALY IN LEBANON

Through listening to local communities, Oxfam Italy has transformed the effects of a crisis into a joint investment in the future of the district of Bcharre in northern Lebanon. Consultations with local municipalities, Syrian refugees and vulnerable host communities led Oxfam Italy to change the direction of a cash transfer program to focus instead on cash for work. The program now employs both refugees and vulnerable people from the hosting communities in planting cedar trees which will be an investment for years to come.

- Standard # 11: "Accountability mechanisms and processes engage donors, partners, collaborating affiliates, and most importantly the vulnerable and marginalized themselves in transparent dialogues about Oxfam's results and its ways of working with and for others".

OXFAM GREAT BRITAIN – WATER PROJECT IN TAJKISTAN

Oxfam GB's project to improve access to and management of water in households in Tajikistan used focus groups with women to incorporate their views in the project's delivery. This included for example, incorporating women's views on the location of taps and the need for places to wash clothes and carpets. A recent Review found that these consultations played a broader role in encouraging women's participation in a number of other community forums such as water user associations and sanitation and hygiene promotion campaigns.

4.22 The Oxfam Code of Conduct requires all staff to: "ensure that relationships and behaviour are not exploitative, abusive or corrupt in any way; … respect all peoples' rights, including children's rights, and not engage in any form of abuse or sexual exploitation of children (as defined in the country Child Protection Policy), or of any persons of any age." Any suspected safeguarding issue is taken extremely seriously, and managed consistently across affiliates through adherence to an Oxfam Security Protocol. Oxfam GB are at present the only affiliate able to ensure full transparency about allegations of sexual exploitation and abuse perpetrated by its staff and partners. As a result of efforts to raise awareness of the issues Oxfam GB saw an increase in 2013/14 in the number of reported allegations from 19 to 39. All 39 allegations were or are in the process of being investigated: 54% have resulted in disciplinary action so far, 8% found insufficient evidence to take action and 36% were being investigated at the time of this report. We do not know the outcome of the remaining 2% because they were reported and managed by an external statutory agency.

4.23 Under-reporting is recognised within the sector as the major barrier to tackling sexual exploitation and abuse in delivering humanitarian and development programmes. The appointment of a dedicated Safeguarding post-holder in Oxfam GB has raised visibility of the Preventing Sexual Exploitation and Abuse policy and reporting procedures. The increases in the number of allegations that Oxfam GB has seen in recent years indicates improving awareness of this important issue and we hope gives survivors more confidence to report incidents.

FEEDBACK, COMPLAINTS AND COMPLIMENTS

4.24 A common Oxfam Complaints Policy is being developed for March 2015. In the meantime, existing affiliate policies continue to be operational are published on the relevant affiliate websites. For all of the affiliates contributing in full to this Report, these policies include both procedures for those wishing to make a complaint and those managing complaints. Some go further than others, for example Oxfam Canada and Oxfam New Zealand's policies also details how to respond to whistle-blowing and the protection of whistleblowers. Oxfam Canada have recently made efforts to signpost their primary partners to their complaints policy, following feedback received as part of a Partners Survey that many did not know that one was available.

4.25 Oxfam GB's minimum standard for dealing with feedback and complaints requires all projects to have mechanisms in place that are capable of dealing with positive and negative feedback and have been discussed and agreed with people affected by the project; and all feedback and complaints to receive a response. Biannually, both Oxfam GB and Oxfam Intermón analyse trends in feedback and complaints and synthesise learning in an Annual Report to their respective Senior Management Teams and Boards, and cascade this through their affiliate staffs and publish the results on their websites (see Annex E for more detailed analysis of complaints received by Oxfam GB in 2013/14).

ABOVE RIGHT: Wawan (20) is assistant and caretaker for shrimp and crab fisherman in Punggur, in the Mahakams Delta. Each time they go out to fish, he earns 20 per cent of the catch for food, or to sell at market. He normally catches between 3 to 5 crabs a day and keeps them alive to sell to a buyer twice a week. PHOTO © Kemal Jufri | OXFAM
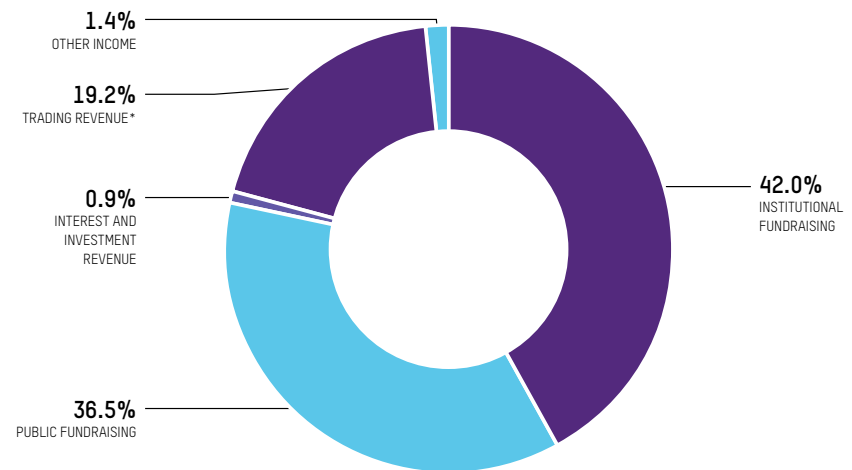
MANAGING OUR FINANCES

5.1 Oxfam must match its ambitions to overcome poverty to the resources that are available. Resources are mobilised at the affiliate level, with the OI Secretariat predominantly funded through contributions from affiliates.

WHERE DOES OUR MONEY COME FROM?

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

Figure 7: Total Oxfam income by type (2013/14)

- 1.4% OTHER INCOME
- 19.2% TRADING REVENUE*
- 0.9% INTEREST AND INVESTMENT REVENUE
- 42.0% INSTITUTIONAL FUNDRAISING
- 36.5% PUBLIC FUNDRAISING

* TRADING REVENUE FIGURES ARE GROSS – NO TRADING COSTS HAVE BEEN DEDUCTED.

FINANCIAL REPORTING AND ACCOUNTING POLICIES

5.3 All affiliates are required to comply with relevant statutory requirements in their home country in the publication of annual accounts, and publish these on their relevant websites. These generally provide an overview of activities undertaken within the financial year as well as their financial statements, and are subject to annual independent audit. These audited annual reports and accounts are accessible to the public, and by stakeholders including regulators, donors, staff and volunteers.

5.4 The OI Annual Report[24] provides two sets of accounts: one for the work of the Oxfam International Secretariat; and a second set of consolidated figures drawn from a "Common Oxfam Norms,

Standards and Objects in Ledgers" (CONSOL) report, which annually tracks detail of overall expenditure by all affiliates in each region, country and against the Oxfam Strategic Plan Goals. These consolidated figures are based either on affiliate annual results or on intra-year estimates, for the small number of affiliates which have not yet aligned their statutory year ends with 31 March. The figures are adjusted to ensure that they use common data definitions and accounting policies. The OI Annual Report is intended to complement but not replace those of affiliates.

5.5 Each affiliate needs to use the accounting policies which are prescribed in its country of operations. In many cases these will be broadly aligned with International Financial Reporting Standards ("IFRS"), but because there is no IFRS accounting standard for not-for-profit organizations, there may be some slight variations. As stated above, in preparing the consolidated figures for the whole of Oxfam, adjustments are made to ensure consistency.

RESOURCE ALLOCATION FRAMEWORK

5.6 A "Global Program and Influencing Investment Framework" ("GPIIF") helps guide decision-making and planning on expenditure allocations, including which countries Oxfam should be present in, roughly what size of program is most appropriate and what the broad shape of the program should be. In this first year of the Oxfam Strategic Plan period, there has been a transitional approach with affiliates working to align their own planning processes and programs with the GPIIF and to co-ordinate their activities with other affiliates who are present in the same country or region. This co-ordination process is expected to be complete by 2016/17. In the future, our intention is for a proportion of affiliates' income to be shared, and to be allocated to common priorities and programs. This will increase the importance of the GPIIF, to be used in a more active way for resource allocation, at least for this proportion of our income.

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

reimbursement may be required by a donor of part of the funds allocated to a specific programme.

FINANCIAL RISK MANAGEMENT

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

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

- That affiliates have a risk management policy, and processes for both identifying and mitigating, those risks which it faces, including using appropriate insurance cover;
- That suitable internal controls are in place, including schedules of delegation limits, financial instructions and process manuals are kept, and that staff are made aware of all relevant policies;
- That anti-corruption and anti-fraud policies and practices, including whistle-blowing, and vetting processes for donors and partner organizations, are in place.

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

5.10 In addition, all Oxfam employees are required within the Code of Conduct to:

a) "act against any form of corruption and not offer, promise, give or accept any bribes; and appropriately account for all Oxfam money and property, (e.g. vehicles, office equipment, Oxfam-provided accommodation, computers including the use of internet, email and intranet)

b) declare any financial, personal, family (or close intimate relationship) interest in matters of official business which may impact on the work of Oxfam …, and advise Oxfam of any intention to seek a nomination as a prospective candidate or another official role for any political party or public office to clarify whether any conflict, or perceived conflicts, with my duties with Oxfam may arise.

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

5.11 There is currently no common system to track reported incidents of corruption or fraud across the confederation and practices for awareness raising, detection and investigation vary. Those affiliates who publish their number of suspected and reported incidents do so through their Annual Report & Accounts. Oxfam Intermón has procedures to facilitate the prevention, detection, investigation and response to fraud and corruption; and provides guidelines and assigns responsibilities for the development of these controls and the conduct of investigations. A variety of training and communication channels are used to encourage staff to be vigilant and rigorously investigate alleged cases of fraud and/or corruption. Oxfam GB's control framework is subject to a wide range of review and testing detailed in its Annual Report. Over the last year Oxfam GB have invested significantly in improving deterrence, prevention, detection and response to fraud and corruption. This has included work to capture and enhance learning from incidents; prevention and education activities; a zero tolerance policy to paying bribes; always making public any significant frauds as well as prosecuting offenders where possible. These activities have seen an increase in reporting of suspicions, which now provides a strong base on which to launch investigations and inform further preventative activity.

ETHICAL FUNDRAISING

5.12 All affiliates have signed up to the relevant national code on ethical fundraising. A table of codes is provided at Annex F.

MANAGING OUR ENVIRONMENTAL IMPACT

6.1 In 2013-14, Oxfam generated a total of 27,661 tonnes CO2e[25]. Passenger air travel and electricity constituted the largest sources of emissions (46% and 45% of all reported emissions respectively). Compared to last financial year, this represents a:

- 5% reduction on overall emissions
- 13% reduction in air travel emissions
- 17% increase in heating fuel emissions
- 80% equivalent of total electricity emissions reduced by using renewable-sourced energy (or 36% of total reported emissions)

Oxfam GB, the largest affiliate, made up 50% of all reported emissions, followed by Oxfam America (9%), Oxfam Australia, Oxfam Novib and Oxfam Intermón (each 8%).

ENVIRONMENTAL IMPACTS FROM AFFILIATE HOME COUNTRY OPERATIONS

6.2 Affiliate home countries have been reporting their emissions annually since 2009-10[26] and in 2010, Executive Directors set a direction for a reduction of 5 to 10% per annum over a period of five years, depending on the affiliate. Achieving this target has proved a challenge but great progress has been achieved: ten affiliates have reduced their emissions since 2012/13 and a range of initiatives have been taken to reduce environmental impact. As affiliates move towards working as one Oxfam, we will seek opportunities for collaborative working, shared learning and more robust frameworks to address the environmental impact of Oxfam's activities.

ABOVE RIGHT: Chea Bo (67) is a rice farmer from Chroul village. He and his wife, Prak Sour, have benefitted from a system of rice intensification, introduced by Oxfam's partner, Padek. By planting their rice seeds further apart, in shallower water, and adding natural compost, yields are increasing and harvesting is easier.. PHOTO © Kimlong Meng | OXFAM

25. All greenhouse gas emissions presented in this report were calculated using the methodology set out by the UK Department for Environment, Food and Rural Affairs (Defra). For electricity, some affiliates were able to provide nationally sourced conversion factors. Where such factors could not be found, Defra's conversion factors for overseas electricity were used by default. In the absence of a joint methodology agreed by all Affiliates, these conversion factors provide a framework which allows for consistent comparisons between Affiliates and offer a good picture of the impact on the environment of Oxfam's activities. To mitigate the limitations of the methodology used, consumption data is provided where practicable (i.e. where the same unit of measurement is applied across all countries). Data collected covers affiliate home-country based activities only: passenger air travel booked from the Affiliate home country, property emissions (lighting and heating) and owned or leased. Oxfam Intermón were unable to contribute to this year's report and Oxfam Japan were unable to provide electricity data. In these instances, 2012/13 data was used as proxy. Data covers financial year 2013/14 with the exception of Oxfam Belgium for whom data covered calendar year 2013.

26. As a result of improved data quality and the addition of new Affiliates over time, our baseline year was changed to 2011-12 two years ago.

Figure 8: Oxfam Affiliate home countries (excluding international operations) greenhouse gas emissions by reporting category, including direct and indirect emissions, 2011 to 2013, tonnes CO2e.

	2013-14	2012-13	2011-12
Total footprint	27,661	29,270	27,856
Electricity	12,448	12,373	10,358
District Heating	86	86	92
Other fuels for heating and lighting	1,203	1,030	920
Passenger air travel (incl. radiative force)	12,703	14,634	15,577
Owned and leased vehicles	1,221	1,148	910

Figure 8a: Distribution of emission categories as percentage of total reported emissions

- 46% PASSENGER AIR TRAVEL
- 4% OTHER FUELS FOR HEATING AND LIGHTING
- 0% DISTRICT HEATING
- 5% OWNED AND LEASED VEHICLES
- 45% ELECTRICITY
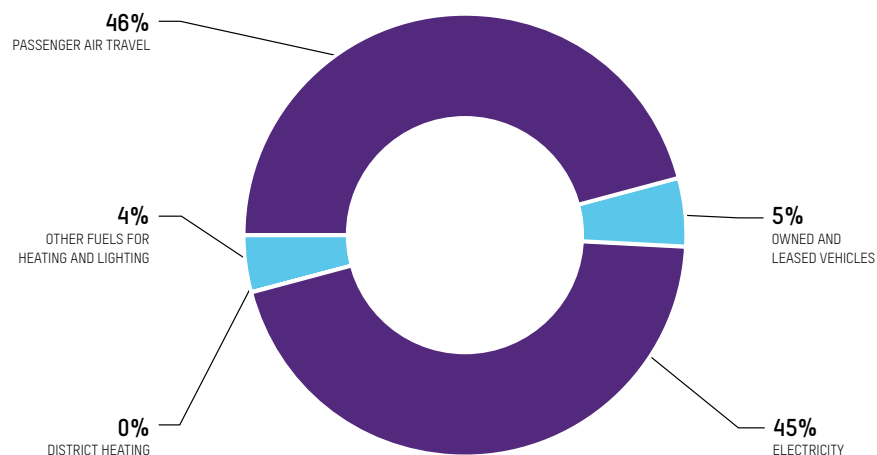
Figure 8b: Individual affiliate home country emissions as percentage of total emissions

- 0% OJP
- 0% OMX
- 8% ONL
- 1% ONZ
- 1% OQC
- 9% OUS
- 2% OZZ
- 8% OAU
- 1% OBE
- 0% OCA
- 4% ODE
- 8% OES
- 0% OFR
- 1% OIT
- 3% OIR
- 1% OIN
- 2% OHK
- 50% OGR
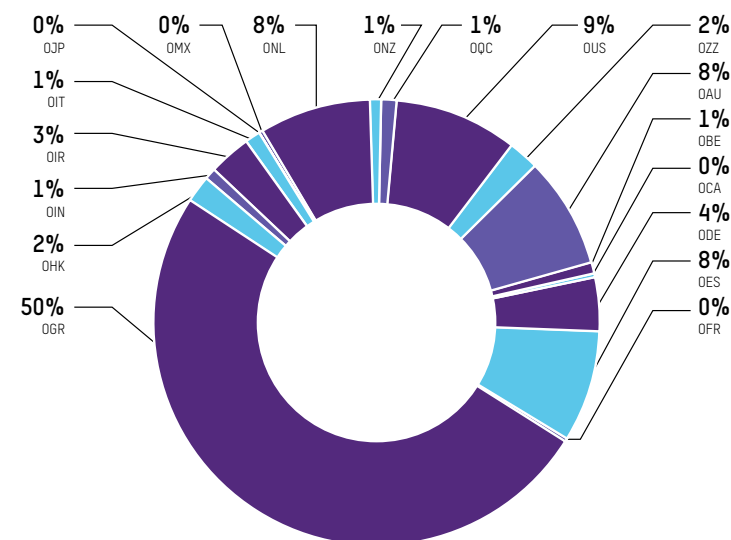
6.3 Environmental impact reduction is managed at affiliate level rather than harmonised at confederation level. In 2013/14, the following frameworks and systems were in place to support the reduction of greenhouse gas emissions associated with affiliate operations:

- Eight affiliates have an environmental policy (Oxfam Belgium, Oxfam Australia, Oxfam Intermon, Oxfam GB, Oxfam Hong Kong, Oxfam Italy, Oxfam Quebec and the OI Secretariat)
- Oxfam Belgium has an environmental management system (Eco-Management and Audit Scheme) with defined reduction targets for passenger travel and an environmental impact reduction framework.

- Six Affiliates have a dedicated team with senior level management commitment and oversight (Oxfam Australia, Oxfam Belgium, Oxfam GB, Oxfam Ireland, Oxfam Quebec, and the OI Secretariat).

- Two Affiliates have set separate carbon reduction targets or developed an environmental impact reduction framework (Oxfam GB, Oxfam Australia).

Figure 9: Greenhouse gas emission trends by reporting category, 2011 to 2013.

	2013/14 as percentage change from 2012/13	2013/14 as percentage change from baseline 2011/12
Total footprint	-5%	-1%
Electricity	1%	20%
District Heating	0%	-7%
Other fuels for heating and lighting	17%	31%
Passenger air travel	-13%	-18%
Owned and leased vehicles	6%	34%

ELECTRICITY AND HEATING

6.4 Affiliate electricity emissions have increased by 1% year on year and by 20% since baseline 2011/12 while consumption has increased by 3% year on year and by 11% since 2011/12.

District heating emissions[27] remained stable year on year and are 7% below baseline year value, while the emissions from natural gas and other property fuels have increased by 17% since 2012-13 and are 31% above baseline year. These increases in both consumption and carbon emission figures are explained by:

- The addition of new sites in the reporting scope (e.g. an OI Secretariat Brussels office, Oxfam GB opened a new warehouse, and Oxfam Australia included shops and warehouses)
- Increase in reporting scope over time (e.g. Oxfam France reported natural gas from 2012-13)
- The addition of a new reporting Affiliate (Oxfam India)
- Changes in conversion factors (e.g. for some countries, emissions have increased despite a reduction in electricity consumption)
- Variations in weather patterns requiring either more heating or air conditioning

6.5 Projects to reduce the impact of electricity consumption and heating continued across Oxfam in 2013/14 and have included the installation of new energy efficient equipment, property refits and energy management controls. In Oxfam Quebec, for example, the installation of energy efficient equipment and careful monitoring of HVAC systems reduced electricity

usage by 7% in offices and resulted in a 48 tonne reduction in emissions. In Oxfam Belgium, an 8% reduction in emissions was achieved as a result of tighter energy management and the installation of energy efficient equipment. For the OI Secretariat, stringent monitoring of the boiler schedule led to a 4% reduction in gas consumption at the Oxford office while electricity consumption remained stable despite an increase in staff. Oxfam GB have continued a pilot shop refit scheme, the sustainability aspects of which will be rolled out more widely as part of OGB's new property programme to be achieved in all shops by 2017. As part of this, the installation of Light Emitting Diodes (LED) lighting in shops' sale area is expected to contribute to a 65% saving in shop floor lighting. Oxfam GB also piloted Automatic Metre Readings (AMR) in shops in 2013/14 and have plans to roll out to all shops from 2014/15. The data collected via AMRs will help determine the exact impact of the refit pilot and will be used to inform reduction targets and also better manage

energy consumption. Similarly, Oxfam Ireland have been working with their energy provider to implement monthly meter readings to reduce reliance on estimated data and be in a better position to manage its energy use.

6.6 Four Affiliates (Oxfam Belgium, Oxfam Germany, Oxfam GB and the OI Secretariat) purchase renewable energy through their energy suppliers and OMX produces its electricity on site. In the case of Oxfam Quebec, power generation is naturally low in emissions as a result of the province's heavy reliance on hydropower. Although we are unable to accurately determine the emissions avoided through these contracts, we estimate that they help avoid the release into the atmosphere of the equivalent of 80% of Oxfam's total reported electricity emissions. This figure will increase next year as Oxfam Ireland signed a contract for renewable energy in July 2014.

PASSENGER AIR TRAVEL

6.7 Passenger air travel is the largest single source of greenhouse gases (46% of total emissions). This decreased by 13% year on year and emissions are 18% below 2011/12 values despite the addition of a new affiliate in 2012/13. Total kilometres flown decreased by 10% year on year and are 11% lower than in 2011/12. Air travel constitutes the largest source of emissions to 11 of 18 Affiliate home countries and is a key area of focus for reductions. Measures to reduce air travel in 2013/14 included tighter budget controls, stricter travel and booking policies and improved synergy between geographically close affiliates. Some emission reductions have also been achieved over time thanks to improved data quality. The use of virtual meeting technology is generally seen as a solution to address air travel, and has been generalised in some affiliates (e.g. Oxfam America). Oxfam New Zealand estimate that virtual communication and meeting tools contributed to a 12% reduction in air travel.

6.8 Air travel data includes travel for emergency response, an activity at the heart of Oxfam's mission and over which Oxfam has limited influence. In 2012, Oxfam GB (24% of total air travel emissions) developed a "reason for travel" data capture in its booking system with the first full year of data available in 2013/14. Emergency travel represented 17% of all Oxfam GB air travel booked via the UK. Oxfam GB will use this data to set informed 2020 reduction targets. A pilot project will take place in 2014/15 to reduce air travel and with the expectation to roll out the pilot to other teams.

OWNED AND LEASED VEHICLES

6.9 Owned and leased vehicles make up 5% of Oxfam's greenhouse gas emissions. Not all affiliates have a fleet of vehicles and with 700 shops country-wide, Oxfam GB is the largest user of owned or leased vehicles and makes up nearly 85% of total emissions in this reporting category. Year on year, emissions have increased by 6% and are 34% above 2011/12 values[28].

Excluding Oxfam GB, emissions from vehicles have decreased by 3% year on year and are 4% below baseline. These decreases are mainly the result of a reduced fleet since 2011/12. In 2012/13, an increase in donations to Oxfam led to an increase in transport activities and associated emissions. In 2013/14 Oxfam GB's total transport logistics emissions, which also include the emissions from contracted activities, increased again by 8% despite a 2% decrease in mileage achieved through improved routing and a review of transport activities. This increase is the result of higher conversion factors. Oxfam GB has been monitoring its transport logistics activities since 2011/12 and is developing longer term reduction targets for this reporting category as part of its 2020 reduction target framework.

It is important to bear in mind that a significant portion of this transportation is used in ensuring clothes and other donated items are being reused or recycled, which has a

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28. Albeit it is important to bear in mind that much of that transportation undertaken by the retail division in OGB is used in ensuring over 10,000 tonnes of clothes are being reused, which has a significant (if unquantified) postive impact on carbon and landfill site usage.

significant positive impact on carbon and landfill site usage. Oxfam GB are currently calculating the carbon emissions savings enabled by their donated goods network and recycling activities in 2012-13 and 2013-14. In 2011-12, these totalled 34,000 tonnes CO2e and Oxfam GB expect the savings enabled in 2012-13 and 2013-14 to be similar or exceed the total emissions reported by Oxfam GB in these years. Oxfam Belgium also calculates the positive impact of their donated goods network as part of their environmental management system. In 2013-14, it is estimated that Oxfam Belgium's network helped save 5000 tonnes CO2e.

6.10 Collecting data on overland business travel and staff commuting is not consistently measured across all affiliates. Measures are in place to both address the impact of these activities and improve data collection moving forward, for instance through awareness campaigns and incentives and work with suppliers to collect overland business travel data.

OTHER INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS

6.11 Other initiatives to reduce Oxfam's environmental impact have been taken in the areas of waste management, paper consumption, staff commute and procurement. A summary of areas of focus for different affiliates is provided at Annex G. Examples of initiatives include:

- A switch to double sided printing in Oxfam Quebec, leading to an 8% decrease in paper consumption
- A 31% year on year reduction in paper consumption by weight in Oxfam GB achieved partly thanks to the use of digital communication channels.
- Oxfam Australia reduced its packing waste by switching to reusable, recyclable and biodegradable air-cushions and using reusable insulated cooler bags instead of polystyrene boxes for the distribution of chocolate for retail.

- Oxfam GB reviewed the tools that support its buying process for retail products, thereby strengthening its product screening process and improving environmental risk management in its supply chain.
- Improved recycling and with the case of the OI Secretariat, the implementation of a separate collection for food waste.

MITIGATING ENVIRONMENTAL IMPACTS IN OUR PROGRAM WORK

6.12 We do not have a common, systematic approach to assessing the overall environmental impact of our program work, given the vast array of activities, products and services undertaken in different types of project. A significant number of projects are aimed directly at mitigating or adapting to climate change and include measures such as soil and water conservation. But we recognise that other programs may have a negative impact on the environment

(such as those requiring air travel, construction or hydraulic works). The types of environmental assessment carried out will vary depending on the type of project, and in some cases are also guided by legislation. Examples of initiatives either taken or continued in 2013/14 to address the environmental impact of Oxfam's programme activities include:

- Work to improve international fleet management through closer monitoring of fuel usage (including monitoring speed) and working with drivers to improve fuel consumption continued. We exceeded our annual target (set at 5.92km/l for improved fuel consumption and achieved a rate of 6.8 km/l on our international fleet. We also successfully improved the reliability of fuel consumption reporting globally increasing reporting from 69% to 87% of projects regularly entering this and other fleet management data on-line.

- A special energy efficiency review of equipment in Oxfam's emergency materials catalogue was completed and a new selection criterion for all future additions of equipment and reviews of existing supply contracts was added.

- Oxfam GB continued to invest in strengthening its programmatic ability to build environmental considerations into its programmes. To support these efforts, two new tools were developed to help the most vulnerable groups that Oxfam works with better understand and adapt to environmental degradation and climate change/weather impacts. Oxfam has also further developed – in a recently published paper - its conceptual and programmatic thinking around sustainable agricultural practices and sustainable use of natural resources. Over 2014/2015 Oxfam will invest time into developing this thinking into practical programmatic guidelines.

- Oxfam GB restructured its programme policy team to give increased prominence to its work on resilience and environmental issues as well as increased capacity to invest in this work. Oxfam's work on Measuring Resilience has also strengthened the organisation's ability to operationalise its thinking on resilience, including environmental issues.

- Oxfam Belgium apply a series of environmental checks to programmes, including staff training, procurement, energy and transport.

- Oxfam GB's Water, Sanitation and Hygiene team, has implemented measures which combine disaster relief or programme work with environmental impact mitigation. For instance, implementing new sanitation measures which both reduce public health risk and supports the environment by using the by-products of sanitation work to produce composted materials to be used as fertiliser for the growing of local crops. The team are also progressively using new technology to reduce the environmental impact of activities in the field. For instance, high fuel consuming generators for water pumping have been replaced with solar pumps in a number of locations, including South Sudan, Kenya, and Ethiopia.

- Assessments for Oxfam Quebec's overseas projects require compliance with local legislation, e.g. the Canadian Environmental Assessment Act. Oxfam Quebec provide training on environmental management in overseas offices to reduce the consumption of electricity, paper, water, chemical detergents and waste production and encourage good waste management practices and has also implemented water collection methods to reduce water consumption.

MANAGING OUR PEOPLE

7.1 The Oxfam Strategic Plan sets out our commitment to "value, understand and inspire" our staff. In implementing the Oxfam Strategic Plan we are committed to ensuring that our organisational purpose, leadership, culture, capability, structure, processes and systems are aligned.

7.2 We have set the following objectives for 'Investing in our people' by 2019:

- Capability: Oxfam attracts, retains and develops the people needed for delivery of the Strategic Plan
- Culture and leadership: Oxfam has an organisational culture that supports delivery of the Plan

and is aligned with Oxfam's values and brand

- Systems, processes and structure: Oxfam maximises its effectiveness through increased use of shared services

OVERVIEW OF OUR WORKFORCE

7.3 The retention, active engagement and continual professional development of this workforce are recognised as integral to our success. As at March 31st 2014, approximately 9,700 staff and 50,000 interns/ volunteers were working for Oxfam across 96 countries. A detailed breakdown of staff numbers for those affiliates contributing to this report is provided in Figure 10 and at Annex H.

Figure 10: Staff breakdown for Oxfam affiliates providing full disclosure in this Report

Oxfam affiliate	Total no. of employees in affiliate HQs	Total no. of expatriate employees in country offices	Total no. of local employees appointed in country	Number of volunteers (where information is available)
OI Secretariat	55[29]	4	34	10
Oxfam Canada	35	1	33	300
Oxfam Great Britain	732	225	2,787	22,000[30]
Oxfam Hong Kong	118	7	76	607
Oxfam Intermon	320	91	871	1,653
Oxfam New Zealand	43	3	14	30
Oxfam Novib	315	80	319	2,574

RECRUITMENT

7.4 A common 'Oxfam offer' has been agreed for use across all affiliates to attract high calibre candidates from diverse backgrounds. This offer includes provision for:

- A total remuneration package that is relevant to the local market but includes broadly similar offerings across the countries where Oxfam operates.
- Well targeted recruitment information which includes an accurate job description, full description of benefits, as well as

29. In addition, there are 11 individuals who are currently doing OI posts but are hosted by another affiliate. This means that the total number of OI staff at 31 March 2014 was 114, including volunteers/interns, or 104 without.
30. Oxfam GB has a large retail network that relies heavily on volunteers

opportunities for career development and progression as applicable.

- Effective advertising that clearly defines the offer and role to be undertaken and is promoted through appropriate internal and external communication channels and networks.
- Appropriate, well planned and timely selection processes that are conducted in a professional way.

7.5 Oxfam now has a Confederation-wide 'Center of Excellence' that is coordinating the production of a common reward policy for all Oxfam staff. Presently, affiliates take different approaches to the local hiring of staff. In general recruitment from local candidates reflecting local culture and context (as opposed to the use of expatriate staff) is encouraged. Exceptions to this are for the most part only for security or political reasons or where it is agreed that another cultural perspective would be valuable to the team and/or programme. There is an assumption that where a knowledge or skills shortage exists in a country context; it proves difficult to source local staff, or if there is an agreed advantage to recruiting non-national staff, then candidates from outside the country are considered. However, Country Directors and Associate Country Directors are also encouraged to move between countries (both in Region and across Region) to develop their own skills and bring fresh knowledge and experience to the role. Currently only Oxfam GB are able to publicise information on the number of staff recruited from OECD and non-OECD countries (a proxy for information on local hiring). This is set out in Annex H and shows a slight decrease (of 0.7%) in the numbers recruited from non-OECD countries in 2013/14[31].

DIVERSITY

7.6 Oxfam has a common Diversity and Equal Opportunities Policy to be adhered to in all recruitment processes. This policy requires all Oxfam staff to; adhere to the principle of non-discrimination in its staffing, individual volunteer membership and programs with respect to race, religion, gender, sexual orientation and physical ability Members of recruitment panels are expected to attend a training course on 'Recruiting and Selecting a Diverse Workforce'. Diversity statistics are not yet collected on a confederation-wide level. Individual affiliates collect data on diversity against different definitions depending on their national legislative requirements. At present, only information on the gender profiles of those affiliates providing full disclosure in this Report (and apart from Oxfam Canada) are available (see Figure 11). Statistical analysis for the other characteristics of diversity are not currently available.:

Figure 11: Gender profile of employees in those affiliates providing full accountability disclosure in this Report:

Oxfam affiliate	Gender profile (Female as % of total workforce)	
	Employees	Volunteers (where data available)
OI Secretariat	67.3%	40.0%
Oxfam Great Britain	40.5%	-
Oxfam Hong Kong	71.8%	74.8%
Oxfam Intermon	39.7%	77.6%
Oxfam New Zealand	59.0%	56.8%
Oxfam Novib	53.0%	-

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31. These figures are not comparable with previous year's Reports, as the data collection has been amended to no longer include data on numbers of staff recruited in the International Division butased in Oxfam GB's Oxford HQ.

DEALING WITH GRIEVANCE, HEALTH & SAFETY AND SECURITY INCIDENTS

7.7 The Oxfam Guide to Mandatory Processes provides a guide for all staff in dealing with incidents of Health and Safety. Grievance and disciplinary procedures are managed differently by different affiliates and in accordance with local legal requirements; an Oxfam Human Resources Standard requires all Oxfam staff to be made aware of the grievance procedures that apply to them; and an Oxfam Security Policy records and communicates guiding principles and responsibilities that form the governing framework for security risk management, providing managers and staff with guidance to protect Oxfam's employees from harm.

ENCOURAGING LEARNING & DEVELOPMENT

7.8 As Oxfam has evolved into a global network, work across the confederation has produced a wide range of Learning and Development projects aimed at accelerating the process of becoming 'One Oxfam'. Staff are encouraged to take personal responsibility for their own development, together with line managers who have a responsibility to support and enable the development of their staff. Affiliates will share training possibilities and tools and seek to make participation possible from any affiliate. Each country where Oxfam operates is responsible for adopting appropriate and sustainable learning and development frameworks and processes that help to build the capacity and skills of local staff to support the achievement of Oxfam's strategic goals.

7.9 Each affiliate is responsible for managing its staff using performance management systems that meet minimum Oxfam standards. This includes requirements for managers to ensure agreed objectives are set out at the beginning of a contract or employment agreement and thereafter on an annual basis. Personal development objectives must show clear links to program delivery and wider organizational objectives. Formal performance reviews are conducted to provide an assessment of achievement of individual objectives. A common performance management system and process for all country program staff employed by any Oxfam affiliate is currently being piloted, to harmonise the approach taken.

Figure 12: Spending on Learning & Development (€) for Oxfam affiliates providing full disclosure in this Report

Oxfam affiliate	Total no. of employees	Total Learning & Development spend (€)
OI Secretariat	114	46,610
Oxfam Canada	69	3,430
Oxfam Great Britain	4,987	2,431,490
Oxfam Hong Kong	201	9,830
Oxfam Intermon	1,282	214,062
Oxfam New Zealand	43	15,595
Oxfam Novib	661	676,710

ANNEX
GRI CONTENT INDEX

Global Reporting Initiative ("GRI") Content Index

Oxfam has reported on its compliance with the INGO Accountability Charter since 2008 using the Global Reporting Initiative ("GRI") framework. GRI provides Oxfam with a useful tool for enhancing transparency and driving organizational development and effectiveness. Throughout this Report we have

aimed to clearly demonstrate through concrete examples exactly how we strive to comply with the principles of the Charter. The following table sets out where each GRI requirement is addressed in the text, as reference for the INGO Accountability Charter

Profile disclosures	Page no. / paragraph reference
1. Strategic Commitment to Accountability	
1.1. Statement from the most senior decision-maker of the organization	pages 3-4
2. Organizational Profile	
2.1. Name of the organization	paragraph 1.1
2.2. Primary activities	paragraphs 2.1, 2.2 & 2.5
2.3. Operational structure	pages 13-15
2.4. Location of organization's headquarters	paragraph 1.8
2.5. Number and names of countries where the organization operates	paragraph 1.8
2.6. Nature of ownership and legal form	paragraph 2.4
2.8. Scale of the reporting organization including number of members and/or supporters; number of volunteers; number of employees; total income; scope and scale of activities, products or services provided.	pages 10-12
2.9. Significant changes during the reporting period regarding size, structure, governance or ownership.	N/A
3. Report Parameters	
3.1. Reporting period (e.g., fiscal/calendar year) for information provided.	paragraph 1.2
3.2. Date of most recent previous report (if any).	paragraph 1.1
3.3. Reporting cycle (annual, biennial, etc.).	paragraph 1.2
3.4. Contact person for questions regarding the report or its contents.	page 2
3.5. Process for defining reporting content and using reporting process.	paragraph 1.3
3.6. Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	paragraph 1.6
3.7. Specific limitations on the scope or boundary of the report.	paragraph 1.6

Profile disclosures		Page no. / paragraph reference
3.8.	Basis for reporting on national entities, joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities.	paragraph 1.6
3.11.	Significant changes from previous reporting periods in the scope, time frame boundary, or measurement methods applied in the report.	paragraph 1.2

4. Governance and Stakeholder Engagement

4.1.	Mission, governance structure and decision making process at the governance level of the organization. Roles, responsibilities and where relevant committees of the highest governance body that ensure it defines strategy consistent with the organisation's mission, ensures resources are used appropriately and efficiently, performance is measured and financial integrity is assured.	pages 13-15
4.2.	Whether the Chair of the highest governance body is also an executive officer. Division of powers between the highest governance body and the management and/or executives.	paragraphs 3.1-3.4
4.3.	Number of members of the highest governance body that are independent and/or non-executive members.	paragraph 3.4
4.4.	Mechanisms for internal stakeholders and employees to provide recommendations or direction to the highest governance body.	paragraphs 3.5-3.7
4.5.	Linkage between compensation for members of the highest governance body, senior managers, and executives and the organization's performance.	paragraph 3.10
4.6.	Processes in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly.	paragraph 3.11
4.10.	Process for ensuring the highest governance body's own performance.	paragraphs 3.12 & 3.13
4.12.	Externally developed environmental or social charters, principles or other initiatives to which the organization subscribes.	paragraphs 3.14 & 3.15
4.14.	List of stakeholder groups engaged by the organization.	paragraph 4.1
4.15.	Basis for identification and selection of stakeholders with whom to engage.	paragraphs 4.2-4.4
4.16.	Approaches of stakeholder engagement, including frequency of engagement by type and by stakeholder group.	paragraphs 4.5-4.13
4.17.	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded.	paragraphs 4.5-4.13

Profile disclosures		Page no. / paragraph reference

I. Programme Effectiveness

NGO1	How the involvement of affected stakeholder groups informs the design, implementation, monitoring and evaluation of policies and programs.	paragraphs 4.6-4.13
NGO2	Mechanisms for feedback and complaints to programs and policies and in response to policy breaches.	paragraphs 4.24 & 4.25
NGO3	System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	paragraphs 4.11-4.13
NGO4	Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle.	paragraphs 4.14 & 4.15
NGO5	Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	paragraphs 4.16-4.20
NGO6	Processes to take into account and coordinate with other actors.	paragraph 4.21

II. Financial Management

NGO7	Resource allocation frameworks and policies	paragraphs 5.6 & 5.7
NGO8	Sources of funding by category. Largest single donors and monetary value of their contribution.	paragraphs 2.9, 2.10 & 5.2

III. Environmental Management

EN16	Report the total of direct and indirect greenhouse gas emissions by weight at the organisational level	page 35
EN18	Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved.	pages 34-38
EN26	Initiatives to mitigate environmental impacts of activities and services.	pages 38-39

IV. Human Resource Management

LA1	Size and composition of total workforce: number of employees and volunteers broken down by geographical region and responsibility levels. .	page 40 & Annex H
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	paragraph 7.5
LA10	Workforce training to support organizational development.	paragraph 7.8

Profile disclosures		Page no. / paragraph reference
LA12	Performance reviews and career development plans supporting your organisations' ability to maintain and develop the necessary workforce skill sets.	paragraph 7.9
LA13	Diversity in your organisation displayed in the composition of governance bodies and employees.	paragraph 7.6
NG09	Mechanism for workforce to raise grievances to management and their resolution.	paragraph 7.7

V. Responsible Management of Impacts on Society

S01	Nature, scope, and effectiveness of any programmes and practices that assess and manage impacts of operations on communities, including entering, operating and exiting.	paragraphs 4.21-4.22
S03	How does your organisation ensure effective anti-corruption policies and procedures?	paragraphs 5.8-5.11
S04	Actions taken in response of incidents of corruption.	paragraph 5.11

VI. Ethical Fundraising

PR6	Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising, including advertising, promotion, and sponsorship.	paragraph 5.12

ANNEX
OXFAM'S PROGRAM STANDARDS

STANDARD 1:

Collaborative, iterative, analysis of root causes of poverty and injustice forms the basis of all programs.

"Collaborative" means that we do such analysis with partners and allies and with those whose rights are being denied or abridged. "Root causes" means that this collaborative analysis includes gender analysis, power analysis, vulnerability, trends, natural factors (e.g. climate change), and political economic analysis. The analysis looks at the systemic and structural causes of poverty and inequality. "Iterative" means that we revisit and revise this analysis at regular intervals. "Forms the basis of all programs" means that the analysis leads to being explicit about who is most vulnerable (gender, ethnicity, age, HIV prevalence), where causes need to be addressed (globally, regionally, nationally, sub-nationally, communities, within households), how public, private, and civil society sectors are implicated, , and which specific rights are at issue (political, economic, social, cultural, group, children, women, indigenous people, etc.).

STANDARD 2:

Program strategies are created in a participatory and collaborative manner and contain eight elements.

Oxfam does not work alone. Long-term program strategies are developed jointly with others. In addition, in all our work, we need to pay close attention to gender dynamics and be explicit about the changes in gender relations that programs will foster. Those jointly developed strategies all include the following elements, at a minimum:

- An articulation of the scale and nature of changes that will make the most impact on poverty and injustice ;
- An indicative time frame;
- A theory of change;
- Identification of key risks/challenges;
- The key relationships and partnerships we need to develop to deliver the changes, be they with civil society, state, or private sector actors;
- Oxfam's distinctive contribution and role;
- The linkage between long-term goals, objectives, inputs and indicators of success and how we will measure and assess progress; and
- Resources – an indicative budget – and capacities and skills needed. This includes identification of donors and Oxfams that will collaborate on the program, and what they will do.

STANDARD 3:

The program has clear ties to the Oxfam Strategic Plan.

Programs are an important investment. They represent long term commitments, implying joint work on fundraising, reporting, public relations, research, campaigning, and humanitarian and disaster risk reduction efforts (see standard below regarding the "one program approach"). Programs represent an important unit of strategic planning, monitoring and evaluation, calculations of efficiency and cost-effectiveness, and reporting about results. Every program, therefore, needs to connect to OI strategic plan priorities, report on results to OI change goals and record funding allocations according to CONSOL classification

STANDARD 4:

Programs are flexible and adaptive within the parameters of the Oxfam Strategic Plan.

Program strategies are not set in stone. Programs and program teams need to be open to innovative ideas, to changes in external context, to new insights about local context, to new partners or donor/government priorities. Innovative pilots may become the seeds of new programs, keeping OI's global program portfolio relevant, and appropriately adapting to new realities. Program strategies should be subject to consistent and regular review, program teams need to have explicit mechanisms and transparent processes for assessing the value of innovative ideas to the program, and programs should change over time.

STANDARD 5:

Programs link development, humanitarian, and advocacy and campaigning work (a 'One Program Approach') in pursuit of a common objective.

Oxfam's programming strength, distinctive competence, and capacity to achieve greatest impact lies in our ability to link long-term development programs, campaigning and advocacy at local, national and/or international levels, and humanitarian assistance and protection in rapid onset and chronic emergencies, as well as effective disaster risk reduction and preparedness work in order to support and preserve development and policy gains. Program strategies explain what the links are, and what needs to be done. Strategies are also explicit about which elements of the one program approach are not included due to contextual factors. . Strategies also identify which affiliates will take on which work.

STANDARD 6:

Programs rely upon partnership and alliances with autonomous, independent, accountable organizations to achieve positive changes in people's lives as well as policy changes- these relationships should be mutually empowering, cognizant of power imbalances between partners, and focused on impact, mutual growth, organizational development, and institutional strengthening.

Our Working Principles speak directly to the principles, beliefs, and values that Oxfam holds regarding partnership. Key values for Oxfam are respect for the diversity of people and partner organizations, respect for their autonomy, transparency and accountability of their own organizational policy and processes, and a consultative style that ensures that the voices of partners and allies can effectively influence Oxfam

thinking and practice. Programs do not instrumentalize partners. Effective partnering is a fundamental strategy through which Oxfam seeks to become redundant. We are transparent in how we select partners and allies through our country and regional joint analysis and strategic planning. We make long-term commitments to partners, set agreed mutual expectations, and are clear about when and why partnerships end. Programs establish explicit mechanisms for partner feedback and mutual influence. We talk openly and consistently about power imbalances between partners, imbalances created by funding discrepancies, size, North/South dynamics. The quality and productivity of partnerships and alliances is subject to regular and formal evaluation.

STANDARD 7:

Programs will have the capacity to deliver effective national campaigning across relevant elements of the OI Global Campaigning Force model (media, lobby, research, popmob, celebrities etc..) under the parameters set by the OI Southern Campaigning Guidelines as appropriate in a given country context, and to link this work to Oxfam International global campaigns.

Oxfam believes that much change happens at national level and the importance of linking national realities with, and influencing positive outcomes through, regional and/or international processes. This requires contributing to lasting changes in policies, practices, ideas and beliefs at a national level through context specific investments in campaigning for change. In order to achieve this, programs will be based on power analysis and the use of alliances and partnerships with a wide range of civil society organizations and social movements to stimulate active citizenship and deliver lasting change; linking our work from the national to global level as appropriate to achieve maximum impact.

STANDARD 8:

When programs engage in humanitarian work, they adhere to existing humanitarian agreements, standards, norms, policy, and guidelines.

All humanitarian responses by Oxfam affiliates are Oxfam International responses. That is, whichever affiliates respond, they do it on behalf of all. This means that all the Oxfams acting in a particular emergency will do it under the principles of OI and will do their best to coordinate their work according to the current Oxfam International's mechanisms. The Humanitarian Dossier applies to all programs. Program strategy identifies the preparedness, prevention, and disaster risk reduction activities needed, as well as important policy advocacy and campaigning issues related to humanitarian action. All humanitarian work conforms with Oxfam's Working Principles. OI humanitarian work must meet the Red Cross Code of Conduct, the Code of Conduct against Sexual Exploitation and Abuse, and strive to meet SPHERE standards, HAP principles, and the People in Aid Code of Good Practice. Above and beyond this, humanitarian work is conducted in line with agreed humanitarian principles.

STANDARD 9:

Programs integrate OI's agreed cross-cutting objectives of Gender Equity and Active Citizenship, and have strategies in place where appropriate for HIV and AIDS Response and engagement with the private sector.

Oxfam analysis, policies and campaign work, program design and implementation, and resource allocation should be premised

on gender equality concerns and perspectives. Strengthening of partner capacities for gender work is also needed. We must also build OI capacity to 'engender' all our work and to shift the internal culture and practice of affiliates. In the context of our rights-based approach, programs must be designed to empower poor women and men as agents of change and as active citizens... We must ensure active participation, grassroots leadership, and voice of the voiceless in all our programs and work to become a valued ally, especially of women's organizations. A clear analysis of the HIV and AIDS context in programs must be undertaken and context specific actions should be integrated into programs wherever appropriate. . The role of the private sector is an important part of our contextual and power analysis and strategy development should be guided by the OI private sector strategy

STANDARD 10:

Programs engage in participatory, evidence-based learning and are results based.

Programs require participatory monitoring, evaluation, and learning systems that allow Oxfam, partners, and vulnerable and marginalized people to use empirical data to improve our work and to demonstrate results. Participation of the people and partners in learning processes is an important element of empowerment, and they need to have ways to shape and influence what success is and how it will be measured and judged. Programs also organize periodic external evaluations to provide credible, unbiased public evaluation of our work to donors, governments, partners, and people. At least one percent of affiliate program budgets should be allocated to MEL activities with a proportional amount available for MEL in joint programs. Data and findings from the program's monitoring, evaluation, and learning system are used regularly to adjust program strategy and plans.

STANDARD 11:

Programs are accountable to stakeholders.

Programs have explicit mechanisms and processes in place in order to demonstrate accountability for inputs, rights-based approaches, and for outputs, outcomes, and impacts. These mechanisms empower stakeholders to hold Oxfams to account. Accountability mechanisms and processes engage donors, partners, collaborating affiliates, and most importantly the vulnerable and marginalized themselves in transparent dialogues about Oxfam's results and its ways of working with and for others.

ANNEX
EXTRACT FROM AN OXFAM GB EFFECTIVENESS REVIEW

Extract from an Oxfam GB Effectiveness Review, into the project "Building resilience and enhancing adaptive capacity of women and men to Climate Change and Climate Variability in Malawi". (the Full Report and accompanying Management Response will be available on the Oxfam GB's Policy & Practice website by December 2014).

EXECUTIVE SUMMARY

To assess the levels to which Oxfam Malawi is meeting its accountability commitments to partners and communities, an Accountability Effectiveness Review (AER) was undertaken. This was the first AER to be conducted for Malawi Rights in Crisis projects under Oxfam which sets a good basis for other projects as well but also it sets as a foundation upon which accountability improvements could be made. Data was gathered through Focus Group Discussions (FGDs), Key Informant Interviews (KII), home visits, manager and partner interviews, joint (partner and Oxfam) discussion, observations, attitudes and document review. AER was guided by tools for

respective interviews; all the tools had similar indicators to be assessed. FGDs used the Ten Seed Technique where quarry stones were used to represent responses on the art work. Scores for all the assignment ranged from 1 to 4 (low to very high).. Six FGDs, 6 KIIs and 15 home visits were conducted.

HOW ACCOUNTABLE IS OXFAM TO PARTNERS IN THIS PROJECT

Observations through joint discussions and manager and staff interviews indicated that most indicators are partially implemented. There is no systematic approach that staff and partners are exposed to on accountability, it is basically business as usual.

OXFAM'S ACCOUNTABILITY TO PARTNERS - FROM 1(LOW) TO 4 (V HIGH)

	(Av) Oxfam score	(Av) Partner score	Review team score
Transparency:	3	3	2
Feedback:	3	3	3
Participation:	4	3	3
Total:	3	3	3
Partnership practices:	4	3	3

The reviewer's scores were based on the accountability matrix for Oxfam. On transparency which measures information sharing, the issues of Monitoring Evaluation Accountability and Learning were not fully adhered to including limited sharing of baseline reports by Oxfam to partners. It was also evident that reports are not made available in appropriate local languages as well as available to other stakeholders. However the reviewer scored transparency as 2 because Oxfam and partners agreed that detailed project information is made publicly available, basic information about who Oxfam is, what they do, how they do it, who they work with, who funds them and about project budget and activities. Methods for sharing information are chosen by project staff and/or partners. In addition Oxfam is able to share annual reports, conduct monitoring visits, quarterly review meetings, joint proposal and budget development at the beginning of the project and changes to the project are documented and shared with partners.

On feedback, there were no established complaint/feedback mechanisms. However, complaints are informally addressed through emails, telephone calls and HR established systems.

Funding agreements also provide for complaints channels. On participation, partners and Oxfam are involved in decision making, planning and budgeting as well as agreeing on a common approach to implementation. It was revealed that communities were consulted about the project and information provided for project staff to use in making decisions and vulnerable groups were identified to be supported in the project. The only challenge was lack of evidence whether men and women were consulted separately in the project development and the weak MEAL process. On partnership practices there was evidence that mutual expectations in the programme are politely discussed, roles and responsibilities roles and responsibilities are clearly set out, Oxfam's practices support mutual growth, organizational development and institutional strengthening through capacity building. The only drawback is that there is no clearly agreed and relevant exit plan for the project. The scores for document review were relatively low because staff and partners are not aware of most policy instruments such as open information policy, minimum standards for transparency, Oxfam's complaints Policy and Procedures and Statement of Partnership Principles. Partners and staff could not ably and confidently refer to such polices in the discussion.

HOW ACCOUNTABLE ARE OXFAM AND PARTNERS TO COMMUNITIES IN THIS PROJECT

The average score from the community on transparency was 3 because of limited knowledge of the budget of the project and how it is spent. Transparency scored 3 because of limited openness on budgetary issues and sometimes limited information on the type of interventions to be implemented by the partner. Furthermore, most communities are not aware of their right to demand this information. Other than that, they know the objectives of the project and the target group of the project and it is very

easy for them to find out information about the project. Feedback which was assessed through listening was scored high by communities and they indicated that the partner listens to their issues but the only challenge is on providing responses hence the reviewers rating of 3. Participation for communities especially on decision making has not been inclusive. Partner staff is very friendly and communities feel comfortable to discuss their issues. Lastly satisfaction which is measured by how useful the project is and how wisely the money has been spent scored 3 because of the limited knowledge of communities on the project budget and hence difficult to know how wisely the money has been spent, however the communities appreciate the project as it is changing a lot of lives in the community.

They also indicated that they judge expenditure from the activities being implemented. During home visits, most households complained of not participating in the interventions.

The main strength for Oxfam is that all the accountability policies are in place but what remains is the implementation of such commitments including communicating them to staff. Overall, Oxfam exercises an average accountability in its leadership, systems and practices hence the recommendations below to improve its accountability;

- Oxfam should sensitize staff, partners and communities on accountability principles (accountability matrix), standards and policies.

- Oxfam need to develop and strengthen feedback mechanisms on how to provide feedback both to partner and communities. Such mechanisms will assist on how MEAL findings like baseline can reach the intended target;
- For the sake of sustainability and ownership, the partner should ensure that communities are involved throughout the project including issues of budgets; and
- An exit strategy for the project should immediately be developed otherwise it will be too late and sustainability of the project will be affected too.

ANNEX

EXTRACT FROM THE MID-TERM EVALUATION INTO OXFAM'S GROW CAMPAIGN

On 1 June 2011, Oxfam launched the GROW campaign to tackle food injustice and build a better food system. The GROW campaign is broad and diverse, operating at national, regional and international levels, across 4 thematic areas – land, investment in small-scale agriculture, climate change and food price volatility. As of March 2013, teams in 34 Southern countries and 16 Northern 'affiliate' countries were involved in the campaign.

FINDINGS

In this first phase, a number of outcomes were achieved across 50 countries and globally. The most significant achievement was securing policy changes or commitments on food and land from governments, corporations, and global bodies in addition to involving rural women in these processes. The biggest challenge has been to "deeply engage" with a significant global audience of 50 million on one or more of the GROW themes. More success has been seen in building national networks or cross-country initiatives, that while effective, haven't constituted a global movement on food.

THE MOST SIGNIFICANT OUTCOMES TO DATE WERE IDENTIFIED AS:

a) The commitments to change policies from companies targeted by the Behind the Brand (BtB) initiative;
b) The media exposure and access to decisions makers for the Female Food Heroes (FFH) as "voices" on food in over 15 countries;
c) Changes to World Bank policies as a result of the Land Freeze initiative;
d) Changes to national agricultural and food security processes/policies, local "wins" on securing land for women and vulnerable groups in some 20 countries;
e) Progress made in South-South collaboration within Oxfam.

In helping GROW movements build a better future (objective 1), Oxfam was successful in constructing strong networks on local levels mainly in the South, but still only reached an estimated 10% of its targets for global mobilisation, which were more aspirational than realistic according to Oxfam. Key achievements on mobilisation included the "Stop the African Hunger Games" petition on the Sahel crisis (533,000 signatures), the Polochic (Guatemala) land grab petition (107,000), the actions on the BtB websites (110,000), the World Bank Land Freeze petition (50,000) and online interactions around food - the GROW Method (30,000). GROW was able to influence decision makers in government with positive initial results seen in at least five countries, as was the set target. Influencing consumers' choice was also achieved but more on a local level, rather than global.

In stopping land and water grabs (objective 2), Oxfam was able to influence global policy through its Land Freeze initiative with the World Bank. However, it was less successful on a local level in influencing national policies. While direct action on land and water grabbing did bring results in some countries, it was less effective in others due to the sensitivity of the topic.

Reaching a global deal on climate change (objective 3) was not a major focus for GROW in the first 21 months given the lack of progress on climate change negotiations. However, some progress was seen on mitigation and finance issues, in addition to the support provided to national priorities and projects in many Southern countries.

Concerning investing in small-scale food producers, particularly women (objective 4), Oxfam was successful in ensuring that producers and women participated in decision-making processes and consequent policies in some 15 countries. Examples were seen where GROW was effective in initiatives concerning gender and women's rights, particularly with the FFH approach and by supporting rural women in their access to policy-makers and markets.

In responding to global food price crises (objective 5), some outcomes were seen with bio-fuels and speculative trading on agricultural commodities. In providing a fast and fair response, GROW together with the Rights in Crisis (RiC) campaign focused on both the Horn of Africa and Sahel crises during this period. Whereas the role of GROW in the Horn drought was limited, a combined GROW/RiC effort for Sahel mobilised supporters and brought media and political attention to the crisis, positively influencing

financial commitments. Interviews and survey responses revealed a number of limiting factors both internally and externally. Internal factors included the changing focus of the campaign in terms of rapid shifts from one theme to another and a lack of sufficient time to allow for an appropriate adoption by audiences. The lack of resources, both human and financial, to support the ambitious targets of GROW was also identified. Further challenges were seen with the coordination of different GROW priorities within, and between affiliates. And finally, the shift to the Single Management System (SMS) overstretched capacity available to support GROW and, in some cases, resulted in a general lack of ownership.

External factors identified included the existence of coalitions and NGOs already working actively in the thematic areas; the overlap with

other campaigns with similar focuses; the changing of governments which resulted in more or less support for the cause; the onset of crises that justifiably re-focused campaign resources and priorities but resulted in other GROW priorities becoming secondary; and limited public interest in some countries on some issues.

The flexibility of the GROW campaign model was effective on a national-global level as it allowed national campaigns to model and shape GROW to fit their contexts. The model also provided initiatives that could be transferred successfully from one context to another. Limited experiences were seen in bringing national issues to the global level. Less effective aspects of the model included unmet expectations about significant traction at the global level; Southern offices

struggled to find relevance in global initiatives such as the Land Freeze and BtB; the breadth of issues addressed meant that Oxfam staff had difficulty to follow progress on all issues and understand *who* was leading *what* and *with* which authority.

In general, GROW was seen as linking well to other Oxfam programmes particularly in the Southern regions and for aspects linked to agriculture (objective 4). Many Southern affiliates felt that the campaign supported them more than other past initiatives. GROW's work on the food crises was generally seen as positive from a programme perspective, although some felt that their local priorities were not always considered in the campaigning, particularly in the Horn of Africa crisis.

FACILITATED SUCCESS:

- Created through a broad consultation within Oxfam;
- Consistent GROW brand adopted widely;
- Engaging Southern partners in the concept phase ensured ownership;
- Flexibility of GROW allowed for local adaptation;
- The critical mass1 factor for initiatives such as FFH and BtB;
- The proximity and relevance to other programmes;
- The selection of precise policy areas;
- The combination of media, public mobilisation and policy in campaigning.

HINDERED SUCCESS:

- Difficult start and focus;
- Inability to create a critical mass around most initiatives;
- Inability to build a global movement;
- Coordination, focus and resource issues;
- The lack of coalition building in the North;
- The lack of mechanisms to identify and profile Southern issues;
- Divergence in focus by some affiliates linked to inconsistencies in supporting campaign
- priorities;
- Inconsistency between the North and South about the sensitivity of the land issue;
- "Battle of interests" to win policy support.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion	Recommendation
Focus: the findings of this evaluation present a type of paradox; GROW is a campaign that has been broad enough for all to be able to adapt to their own contexts. Yet at the same time, many identify this broadness as too complex and diverging from the original aim, which was on food justice and an improved food system. In that sense, priorities that emerged from the South (such as agricultural reform) are not conducive to those from the North (such as company policies). Therefore, GROW may be unable to find a global focus to address in the final phase of the campaign but more so recognise/reinforce national and regional priorities. Of note, the activity that mobilised the most in terms of numbers was a regional focus (Sahel petition).	Review the issues that have emerged and seen success at a regional or national level during the first phase of GROW; consider how these could be reinforced in the second phase, i.e. essentially seek out more of the "local to global" opportunities.
Movement: helping grow movements to build a better future (objective 1) on a global level was an ambitious objective that has yet to be met. While GROW has established a following on different issues across countries and regions which may be considered the starting point for a global movement on food, the fact that the objectives are so broad may have diluted the potential for a momentum and impact. Further whereas GROW has been successful in supporting this movement through coalition building in the South, limited success has been seen in the North. Coalition building has been limited with organisations of equal or similar status to Oxfam. The evaluation saw where coalition building had added real value to GROW in terms of reach and impact was at the expense of a reduced visibility for Oxfam, which this evaluation believes is worth sacrificing in this case	Review where GROW has successfully built supporter bases and coalitions; consider how these can be linked up and brought into an overall approach to supporting movements, focused exclusively on food to avoid confusion and dilution. Available resources would need to be reviewed to see what is feasible in this area.

Conclusion	Recommendation
Coordination: an analysis of the factors that hindered the success of the campaign demonstrates that the majority were internal and mostly linked to how Oxfam sets campaign priorities and whether affiliates and country offices support them or not. While this may be a structural issue inherent to any confederation, the inconsistency in following priorities in international campaigning caused frustrations and tensions both in affiliates and country offices.	Create a more transparent process where affiliates and offices state clearly their support and involvement in global campaigning priorities; review how the campaign structure (Campaigns Group and EJCMT) enforce and monitor their decisions and set priorities.
Sustainability: GROW has implicated itself in many policy processes that have demonstrated initial positive results. However, both internal and external stakeholders expressed some concern about long term monitoring and follow-up of these processes, some of which would span beyond the GROW time frame. An in-depth follow-up of some issues, such as policy implementation for the companies of BtB or Southern government implementation of policies would only be possible through the partnerships that Oxfam has established or needs to establish in those regions.	Ensure that resources (both human and financial) are available and allocated to monitoring and following-up on GROW's policy achievements both regionally and globally, in coordination with relevant partners and coalitions.
Global-national model: the model has faced challenges in bringing global issues to a local level and in securing global attention to local issues. Overall, there was greater success for the former in that Southern offices were focused on global issues, adapting them to the local context and working towards similar goals, mostly centred around agricultural reform but linked to land and food policy. Some inconsistency in relevance of some global initiatives is to be expected given the different contexts and priorities. Where GROW has been less successful is in bringing local issues to a global level, with the notable exception of the Polochic land grabbing case in Guatemala. While there was potential for other success stories in the South to be used for global campaigning, the sensitivities of the local context were not considered thoroughly enough. The Sahel crisis was another example that showed how global attention can be brought successfully to a regional issue.	Consider introducing a mechanism to identify local issues that need global support and/ or have the potential to be communicated effectively. Consider more carefully, the political context of the topics at hand and the long-term consequences for both the local and global levels.

LONG-TERM ISSUES

The following are four broad issues identified for reflection as a result of the evaluation. No precise recommendations are made.

Gender and campaigning: In many ways GROW is the perfect campaign to further gender issues in an integrated way: gender is inherent in many of the issues addressed by GROW (i.e. women's role in agriculture). However, although positive examples were found in the campaign, varying between countries and issues, the integration of gender was not always carried out in a consistent manner. Gender only took on an important role as a result of a conscious effort made by campaign staff rather than as a result of a campaign-wide approach. This evaluation found that GROW, or similar campaigns, would require further support from gender specialists (internal or external) in order to ensure

more effective integration: campaign staff mostly lack the skills and know-how at this stage to do so.

Food and climate justice: This area of focus in the GROW campaign is planned for the coming year. Climate justice is an issue that was a past priority for Oxfam (in the lead up to the climate negotiations of Copenhagen in 2009), however it has been less of a priority in the past years as focus shifted mainly to climate finance. While establishing connections between food and climate justice has obviously been considered by Oxfam (or is doing so), two findings from this evaluation may be relevant: 1) external persons interviewed recalled some of the climate justice work (the climate hearings) and this provided visibility for Oxfam, the issue and the climate-affected populations; 2) climate change campaigning has traditionally been linked to global negotiations. As mentioned above, the process is progressing slowly and the challenge for Oxfam will be to establish

how to ensure an impact in this area given this situation – in this regard, national (or regional) policy may be more suitable targets than international.

Policy or individual change: An analysis of the progress to date indicates that GROW has been most successful in influencing government policies, companies and multilateral bodies, such as the World Bank. In this area, Oxfam's expertise was recognised by external observers. Oxfam was seen as one of the best organisations to understand policy processes and recognise when to apply pressure. However, GROW is also about triggering individual change, whether through simple online actions or what food people buy or in determining how to best advocate to policy makers. Positive examples were found by this evaluation: from the nearly 7,000 who created a video clip for the Coldplay project to the women who were coached by Oxfam in Guatemala to take on leading roles in their movements.

Nevertheless, this evaluation found that more could be done by Oxfam to consider the individual behavioural model and its potential.

The global campaign: Perhaps the most significant issue at the heart of global campaigning is the question: is there a role for global campaigns such as GROW? Within Oxfam this evaluation found a split between those who see the value of "joined up" campaigning such as GROW and those who see the value of more targeted campaigning (with the Arms Trade Treaty campaign being an example cited). What is clear is that the global campaigning model is changing; the greatest reach of the campaign to date (the Sahel petition) was through the use of a free tool (Avaaz "do-it-yourself' module). Considering the short time frame of this evaluation a long term solution could not be delineated, however it was evident that more reflection is required about future models of global campaigning.

ANNEX
OXFAM GB COMPLAINTS ANNUAL REPORT

Oxfam GB's Complaints analysis distinguishes between feedback and complaints received that:

a) Relate to the delivery of programs
b) Are from our supporters
c) Relate to our retail operations

PROGRAM COMPLAINTS:

Actions and Progress in 2013/14

(1) During 2013-14 no complaints were reported through our central complaints systems relating to our programs. This does not mean that no complaints, but that complaints where forthcoming were dealt with at a program level.

(2) OGB's humanitarian response in Jordan was independently evaluated to have fulfilled all criteria to meet excellent standards in accountability - a balance of providing the right information and employing an array of suitable ways for people to give feedback.[32] Our Philippines response can demonstrate week on week what it is hearing from communities and how this information is used to change the way we deliver assistance to communities. The 'Town Gardens' project in Haiti found good and close working relationships between Oxfam, partners and communities where it was clear, in discussion, that a lot of feedback had been used to change some project approaches, but there was no documentation of this. Similar impressions were made of a resilience building project in Blantyre, Malawi[33].

(3) Based on such external evaluations of our major humanitarian responses we can say, with some confidence, that lots of feedback is received at a project level and this is taken into account by partners and Oxfam GB.

Learning and Actions for 2014/15

- Fifty two programs carried out Program Standard Self Assessments and approximately 60% assess themselves as meeting OGB's minimum standards in their programs and projects, therefore, 40% require some improvement. **Learning**: staff, partners and communities need to be clear about OGB's standards and the responsibilities that these imply and, importantly all staff need to be managed to adhere to these standards.

- OGB is able to demonstrate that it is a good listener and that its work takes into account what our partners and community members say but feedback is not something that Program staff naturally document. **Learning**: Program could do more to aggregate information about complaints in our

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32. Reports were not publicly available at time of report submission but could be made available and will, shortly, be published on Oxfam's Policy and Practice website.
33. These reports are available on request and will be published on Oxfam's Policy and Practice website during 2014.

Humanitarian Programs to have a better global view of what people think about the services provided. In humanitarian responses a lot of information and feedback is generated but it is not reported 'up the line'.

- In 3 randomly selected projects (in DRC, Haiti and Malawi) 'deep dive' Effectiveness Reviews found that our own staff are striving to do a good job but are rarely aware of our own Program Standards and are rarely 'managed' to put in place a decent system that ensures not only they, but also the rest of the organisation, can hear what people think of our work[34].

COMPLAINTS FROM OUR SUPPORTERS

Actions and Progress

(1) In comparison with 2012-13 figures the volume of recorded complaints and feedback has increased significantly (767 vs 3385). All complaints were handled within 14 days of receipt, which is in line with the departmental standard. The average time taken was one working day with most of the complaints requiring standard or fairly straightforward responses. Only 1% of complaints took longer than 4 days to deal with. The longest complaint took 13 days, due to the complexity of the issue (the complainant also included Oxfam America (OA), which led to consultation with OA, gathering their input and leading on the response to the complainant). During 2013-14 there has been investment in staff training on dealing with difficult callers. The training was provided by The Samaritans training team and formed part of a staff wellbeing initiative.

(2) In previous years, non-fundraising feedback (e.g. website issues, Oxfam policy) was under-recorded as a focus was placed upon fundraising complaints and other clearly actionable feedback. This approach has changed and over the last year to 18 months and feedback is now sought in areas such as website issues, which also impact upon the supporter experience. Almost a third of complaints this year, have been traced back to website issues - 1147 (made up of general web 682; online shop 354; My Account 111). Another area that has increased significantly has been the criticism of the organisation (90 v 735).

(3) The increased use of social media communications has had a major impact on the number of complaints against "Oxfam the organisation". At present complaints from the social media channel are not logged and tools and options to do this activity are currently being explored. Currently supporters are asked to email with details of specific complaints so they can be captured and followed up via this channel. In addition, public acknowledgement and comments will be made in the social channel where appropriate.

Learning and Actions for 2014-15

- **Learning:** capturing non-fundraising feedback has enabled a stronger case to be made for making improvements in these areas.
- **Learning:** taking a clear role on providing internal impetus where supporter experience fails and working with project teams on pushing for resolution has had a significant impact on the levels of feedback received.
- **Learning:** staff training was implemented in direct response to learning, feedback and an increase in more challenging contacts.

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34. As above in 2 - the reports of 3 Accountability Reviews (ARs) and 1 pilot AR will be publically available shortly.

- **Learning:** complaints via social media communications – OGB needs different tools in order to be able to monitor, capture and follow up on specific complaints effectively; tools are currently being explored.

- **Learning**: a mechanism to make public acknowledgements and website corrections needs to be developed/implemented and this activity will form part of the 2014/15 action plan.

COMPLAINTS RELATING TO OUR RETAIL NETWORK

Actions and Progress

(1) Complaints decreased significantly in 2013/14 (513 complaints compared with 801 in 2012-13 (-36%). This decline in activity followed an over-haul of the complaints processes, which saw on average, responses were achieved in 9 days, with 16% taking longer than the allotted 14 days.

(2) 296 (44%) of Oxfam's 675 shops did not have a complaint lodged against them in 2013-14. This is not to say that there were no complaints made in those shops but that they were handled successfully at a local level by Shop Management.

(3) Despite a reduction in the number of complaints the reason for the complaint is in line with previous years, with poor customer service being the primary cause of dissatisfaction (44% of all complaints). There was a slight increase in complaints about Oxfam Policy, which was in response to the closure of Oxfam's Book Barn (a recycling centre for Oxfam Shop's unsold books) and potential closure of Oxfam's festival shop.

ANNEX
MEMBERSHIP OF RELEVANT NATIONAL CODE ON ETHICAL FUNDRAISING

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Oxfam affiliate	Membership of relevant national code on ethical fundraising
America	Member of: the Better Business Bureau's Wise Giving Alliance and meets their high standards of operation, spending, truthfulness and disclosure. The Better Business Bureau requires a biannual review against its standards.
Australia	Member of: Fundraising Institute Australia (FIA) Principles and Standards of Fundraising Practice; Australian Direct Marketing Association (ADMA) Code of Practice. They check their compliance to these principles, standards and codes on an on-going basis.
Belgium	Member of: Association pour une Ethique dans les Récoltes de Fonds ('transparency and ethics in fundraising').
Canada	Member of: Association of Fundraising Professionals Code of Ethical Principles and Standards. Imagine Canada Ethical Fundraising and Financial Accountability Code

Oxfam affiliate	Membership of relevant national code on ethical fundraising
France	Oxfam France has been awarded the mark of the Comité de la Charte, an organisation which looks at management, the quality of communications, fundraising activities and financial prosperity in organisations. The mark of the Comite de la Charte is only awarded to organisations that comply with its strict standards on the use of donations, ethics, and transparency. Organisations must re-apply to be awarded this mark every three years
GB	Contractually obliged to follow DEC Mandatory Procedures – reporting procedures are monitored by DEC. Contractually obliged to follow Fundraising Standards Board standards. Member of the Professional Fundraising Regulatory Association, Institute of Fundraising Codes of Practice and Direct Debit Originators Guide. They took a detailed look at their compliance three years ago, and since then have looked at specific codes based on the risks associated with those areas of work and where we are doing new or different work
Germany	Oxfam Germany is annually granted the DZI Seal of Approval from the German Central Institute for Social Issues, which aims at protecting donors, donations and state revenue. The Seal acts as a symbol of trust. It is also a prerequisite to receiving public funding from the Federal Foreign Office and the Federal Ministry for Cooperation and EconomicDevelopment. Oxfam Germany also adheres to the VENRO (Verband Entwicklungspolitik Deutscher Nichtregierungs organisationen) Code of Conduct for transparency, management and controlling
Hong Kong	Nil
India	There are currently no official fundraising bodies in India. Oxfam India has started the process of bringing all the major INGO and NGOs together so that they can start regular meetings to set up a fundraising body.

Oxfam affiliate	Membership of relevant national code on ethical fundraising
Intermón	Member of the Spanish Fundraising Association and is committed to adhering to its codes of conduct. Principles of the World Fair Trade Organization and Code of Conduct for Fundraising in Spain.
Ireland	Oxfam Ireland is a member of the Institute of Fundraising and complies with their Codes of Fundraising Practice. Until recently there has been no charity commission in Northern Ireland, although it has now been formed and set up and the Northern Irish office will be registering with them when the commission is fully operational. Oxfam Ireland is a member of the ICTR (Irish Charities Tax Research), which developed the Statement of Guiding Principles for Fundraising. Oxfam Ireland checks adherence to these principles annually
Italy	Oxfam Italy has individual members who are part of ASSIF (Associazione Italiana Fundraiser) and who review compliance against their codes once a year.
Japan	Oxfam Japan maintains a good links with the Japanese Fundraising Association. It does not have specific rules or codes, but it does share best practice with the entire NGO sector. Oxfam Japan is part of a group pushing for law reforms which will be beneficial for the entire non-profit sector.
Mexico	Oxfam Mexico abides by Mexican law and tax rules as they apply to NGOs, banking, and information management. In Mexico, while there is no official regulation or uniform national standards for fundraising, Oxfam Mexico operates by its own code of conduct to respect donor interests and their privacy, as well as to guarantee accountability.
New Zealand	Oxfam New Zealand is part of the Fundraising Institute of New Zealand (FINZ) which operates under best practice and national fundraising guidelines. Oxfam New Zealand regularly checks they are adhering to the guidelines and working to best practice.

Oxfam affiliate	Membership of relevant national code on ethical fundraising
Novib	Oxfam Novib applies annually for the CBF 'Centraal Bureau Fondsenwerving' Seal, which allows the Dutch public to know that their fundraising and marketing spend is controlled. Oxfam Novib is also a member of the VFI (Vereniging van Fondsenwervende Instellingen) which teaches high standards in fundraising. CBF keurmerk: hallmark of central committee on fundraising (CBF is member of International Committee on fundraising organisations).
Quebec	Oxfam Québec follows the Code of Conduct of the Québec Professional Philanthropy Association and the AFP (Association of Fundraising Professionals) and checks adherences to their codes each year.
Oxfam International	The Secretariat does not fundraise directly.

ANNEX
INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS, INFORMATION FOR EACH OXFAM AFFILIATE

Table 3 Summary of areas of focus reported by Affiliates since 2011-12

	OAU	OBE	OCA	ODE	OES	OFR	OGB	OHK	OIR	OIN	OIT	OJP	OMX	ONL	ONZ	OQC	OUS	OZZ
Policy/guidance documents/Sustainability plan	✓	✓		✓	✓	✓	✓	✓	✓							✓		✓
Affiliate own targets	✓	✓					✓											
Virtual meetings	✓	✓	✓			✓	✓	✓						✓		✓	✓	✓
Air travel/ Air travel methodology	✓	✓	✓	✓		✓	✓	✓			✓			✓		✓	✓	✓
Other travel		✓				✓	✓	✓			✓			✓	✓			
Energy monitoring		✓	✓				✓							✓				
Energy equipment/behaviours	✓	✓				✓	✓				✓			✓	✓		✓	✓
Renewable energy		✓	✓	✓			✓		✓									✓
Water		✓												✓				✓
Waste/recycling	✓		✓			✓	✓				✓	✓	✓	✓	✓	✓		✓
Green Champions /dedicated team	✓						✓		✓		✓					✓		✓
Paper	✓			✓		✓	✓	✓			✓				✓	✓		✓
Procurement	✓		✓				✓											
Environmental impact overseas							✓									✓		✓

OIN: New affiliate 2013

ANNEX HR STATISTICS

OXFAM INTERMON'S HR STATISTICS

Employees, by grade:

In Spain:		In countries:	
ED	1	F2	266
Board of Directors	7	F1	12
Management Team	30	E2	292
Head of Unit or Program Manager	140	E1	141
Technical employees	102	D2	73
Administrative personnel	21	D1	72
Assistants and other	19	C2	77
		C1	13
		Country Directors or Associated	15
		Regional Director	1
Total	**320**	**Total**	**962**

Type of contract:

	fixed term contract / temporary	Permanent / open ended	Part-time contract	Full-time contract
Spain and Expats	29.4%	70.6%	8.27%	0.34%
Local employees	86.0%	14.0%	91.73%	99.66%

Geographical location:

LAC	11.00%
HECAM	28.63%
WAM	35.10%
Spain (There are 4 expats located in Spain but constantly travelling to countries*)	25.27%

Diversity characteristics

	Employees	Volunteers
Disabled	3	
Female / Male ratio	509 / 773	1,282 / 371

Analysis of gender in Board of Trustees and Board of Directors

	Women	Men	Total
Board of Trustees	2	12	14
Board of Directors (including ED)	3	5	8

Age profile

	< 30 años	30 - 50 años	> 50 años	TOTAL
Board of Trustees		7.14%	92.86%	100%
Board of Directors		75.00%	25.00%	100%
All employees	15.01%	79.00%	5.99%	100%
Volunteers	13.07%	36.36%	50.57%	100.00%

Volunteers

Volunteers	Number of volunteers per activity	% of volunteers per activity
Fair trade outlets	1,072	64.9%
Social mobilisation	255	15.4%
Administrative	192	11.6%
Fundraising	12	0.7%
Communication	41	2.5%
Research	46	2.8%
Others	35	2.1%
Total	1,653	100.0%

Training

Total amount of training budget as a % of total administration budget (LA10) = 2.62% (This includes Managed by the training and development Unit (HR Department). It doesn't include the cost of internal training, thus given by Oxfam Intermón employees

OXFAM GB'S HR STATISTICS

Employees, by grade:

In Oxford HQ:			In country program roles:		
Directors	6	0.4%	OI SMS Country Director	29	0.9%
A	23	1.4%	A (including Country Directors	16	0.5%
B	176	10.3%	B	126	3.8%
C	346	20.3%	C	825	25.1%
D	191	11.2%	D	1,103	33.6%
Shop Managers	646	37.9%			
E	242	14.2%	E	712	21.7%
F	72	4.2%	F	453	13.8%
Unknown	1	0.1%	Unknown	20	0.6%
Total	**1,703**	**100.0%**	Total	**3,284**	**100.0%**

Diversity characteristics

Summary by ethnicity (data only available for HQ staff)					
	2013		2014		
	Headcount	% of total Headcount	Headcount	% of total Headcount	% Total, less un-known
Total Ethnic minority	190	9.62%	174	9.19%	10.77%
Total White	1,528	77.33%	1,441	76.08%	89.23%
Total Unknown	258	13.06%	279	14.73%	
Total	**1,976**	**100.00%**	**1,894**	**100.00%**	

Summary by gender

	2013			2014		
	Total	Female	Female %	Total	Female	Female %
International Division (based in Oxford HQ)	229	132	58%	190	104	54.7%
UK Poverty Programme (based in Oxford HQ)	44	35	80%	36	26	72.2%
Other HQ divisions	1757	1157	66%	1,703	1,119	65.7%
Asia	839	317	38%	1,020	419	41.1%
Horn, East & Central Africa	1,192	373	31%	782	235	30.1%
Latin American & Caribbean	215	119	55%	202	110	54.5%
Middle East, Eastern Europe & Confederation of Independent States	395	174	44%	472	225	47.7%
Southern Africa	167	69	41%	160	74	46.3%
West Africa	371	123	33%	422	137	32.5%
Total	**5,209**	**2,499**	**48%**	**4,987**	**2,449**	**49.1%**

OECD/non-OECD split (proxy for extent of local recruitment)

OECD	2013		2014				
	Total	Non OECD % of total	Total	OECD	Non OECD	Unknown	Non OECD % of total
Asia	817	97.4%	1020	38	959	23	94.0%
Horn, East & Central Africa	1,138	95.5%	780	44	736		94.4%
West Africa	329	88.7%	417	31	385	1	92.3%
Southern Africa	159	95.2%	167	6	152	9	91.0%
Middle East, Eastern Europe & Confederation of Independent States	330	83.5%	467	62	401	4	85.9%
Latin America & Caribbean	169	78.6%	200	44	154	2	77%
Total country programmes	**2,942**		**3,051**	**225**	**2,787**	**16**	**91.35%**
UK Poverty Programme (based in Oxford HQ)	0	0.0%	37	35		2	0.0%
International Division (based in Oxford HQ)	39	17.0%	190	159	29	2	15.3%
Total	**2,981**	**86.4%**	**3,278**	**419**	**2,816**	**43**	**85.9%**

'MANAGING OUR PEOPLE': OXFAM HONG KONG'S HR STATISTICS

Employees, by grade:

In Hong Kong:		In countries:
ED	1	F2
Board of Directors	6	F1
Management Team		E2
Head of Unit or Program Manager		E1
Technical employees		D2
Administrative personnel		D1
Assistants and other		C2
		C1
		Country Directors or Associated
		Regional Director
Total	201	

Type of contract:

	fixed term contract / temporary	Permanent / open ended	Part-time contract	Full-time contract
	111	90		

Diversity characteristics

	Employees	Volunteers
Disabled		
Female / Male ratio	145 / 57	454 / 153

Analysis of gender in Board of Trustees and Board of Directors

	Women	Men	Total
Board of Trustees	6	8	14
Board of Directors (including ED)	4	2	6

Age profile

	< 30	30 - 50	> 50	TOTAL
Board of Trustees	-	3	11	14
Board of Directors	-	3	3	6
All employees	43	136	16	195
Volunteers	327	223	57	607

Volunteers

Volunteers	Number of volunteers per activity	% of volunteers per activity
Events	210	34.6
Administrative Support	350	57.7
Translation Services	47	7.7

'MANAGING OUR PEOPLE': OXFAM NEW ZEALAND HR STATISTICS

Employees, by grade:

In NZ:		In countries:	
ED	1	F2	3
Board of Directors	7	F1	3
Management Team	3	E2	
Head of Unit or Program Manager	6	E1	1
Technical employees	32	D2	9
Administrative personnel	2	D1	3
Assistants and other		C2	3
		C1	1
		Country Directors or Associated	
		Regional Director	
Total	50		

Type of contract:

	fixed term contract / temporary	Permanent / open ended	Part-time contract	Full-time contract
	3	43		

Diversity characteristics

	Employees	Volunteers
Disabled		
Female / Male ratio	27/19	

Analysis of gender in Board of Trustees and Board of Directors

	Women	Men	Total
Board of Trustees	3	3	6
Directors (including ED)	2	2	4

Age profile

	< 30	30 - 50	> 50	TOTAL
Board of Trustees	-	2	4	6
Directors	-	2	2	4
All employees	14	21	11	46
Volunteers				

Volunteers

Volunteers	Number of volunteers per activity	% of volunteers per activity
Events	300	
Administrative Support	5	
Appeals	55	
Interns	18	