

Interim Reporting Framework

INGO Accountability Charter

REVISED 05 September 2009

The Founding Signatories of the INGO Accountability Charter have entered into a process of creating reporting standards under which all signatories of the Accountability Charter will report on their compliance with the Charter. Developed in the framework of and in close cooperation with the Global Reporting Initiative these standards will be available in the course of the year 2009.

Until then all signatories of the Accountability Charter are being asked to provide their reports in this Interim Reporting Framework.

This Framework has been compiled following “grosso modo” the structure of the INGO Accountability Charter. It includes reporting items and text from the following sources:

- INGO Accountability Charter
- GRI, DRAFT G3 Integrated with NPOSS v1, 19 May 2008
- InterAction, 2008 Self-Certification Plus, Compliance Form

This Framework serves as a basis for a self-certification process in which each signatory provides information on whether over the last 12 months they have fulfilled the Charter criteria or not.

- When answering questions, the organisation should specify whether they are reporting for the secretariat/global headquarters or the federation/Confederation/network and/or both.
- In cases where an organisation has fulfilled a criterion (ticked “yes” under “**Compliance**”) they should collect respective evidence and be in a position to provide this evidence upon request.
- In cases where an organisation has NOT FULFILLED or PARTIALLY FULFILLED a criterion (ticked “no/not fully” under “**Compliance**”) they should explain under “Action Plan if not in Compliance” how they will make sure that they fulfil the criteria as soon as possible and in any case until the next report is due.
- Some provisions may not be applicable to certain organisations. In this case the organisation should tick “Not applicable” and briefly explain under “Action Plan if not in Compliance” why the criteria is not applicable in their case.

For signatories that have adopted the Charter prior to June 2007, the reporting date is 30 November 2009.

For those that have adopted the Charter after June 2007, the reports are due 15 months after the date of adoption.

By the respective deadline all signatories are being asked to provide CIVICUS with a filled in Interim Reporting Framework signed by both their Chair and CEO. The address the Framework should be sent to:

Singobile Dube
CIVICUS World Alliance for Citizen Participation
PO box 933 Southdale
2135 Johannesburg
South Africa

For any requests or additional information:

Please DO NOT SEND additional material providing evidence for your statements. Nevertheless you should have complete evidence prepared in case the Board of the INGO Accountability Charter or other interested parties (e.g. donors, journalists etc.) ask for it.

In case reporting organisations have any questions and concerns they may get in touch with Singobile Dube at CIVICUS.

Email: singobile.dube@civicus.org
Phone: +27 11 8335959

For the Board of the INGO Accountability Charter

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Date and signature

1. Profile of the Organisation

Name of the organisation	STICHTING OXFAM INTERNATIONAL
Name and title of Board Chair	Mr Keith Johnston
Name and title of CEO	Mr Jeremy Hobbs
Vision	<p>Oxfam International (OI) is a Confederation of non-governmental organizations (Affiliates) dedicated to fighting poverty and injustice around the world. The Affiliates work together internationally to achieve a greater impact through their collective efforts. In all OI's actions, the ultimate goal is to enable people to exercise their rights and manage their own lives. We work with partners and allies to bring about lasting change. Our vision is a just world without poverty.</p> <p>The name "Oxfam" is synonymous with a clear and consistent approach, achieved through closer co-operation in communications, advocacy, education, public campaigns, fundraising, emergency response, development programs, and fair trading.</p>
Mission	<p>OI's programs address the structural causes of poverty and injustice and work primarily through local accountable organizations, seeking to enhance their effectiveness. We aim to help people directly where local capacity is insufficient or inappropriate for OI's purposes, and to assist in the development of structures which directly benefit people facing the realities of poverty and injustice.</p> <p>The Stichting Oxfam International Secretariat ('the Secretariat') works to promote, assist and co-ordinate collaboration within the Confederation. The Secretariat also protects the integrity of the Oxfam brand by ensuring that brand risks are managed properly. The Secretariat seeks to ensure that commitments between Affiliates are honoured and where necessary will provide an appropriate dispute resolution mechanism to resolve conflict.</p>
Values	<p>In November 2000, OI adopted the rights-based approach as the framework for all the work of the Confederation and its partners. OI recognizes the universality and indivisibility of human rights and has adopted these overarching aims to express these rights in practical terms:</p>

	<ul style="list-style-type: none"> • 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 <p>OI believes that poverty and powerlessness are avoidable and can be eliminated by human action and political will. The right to a sustainable livelihood, and the right and capacity to participate in societies and make positive changes to people's lives are basic human needs and rights which can be met. OI believes that peace and substantial arms reduction are essential conditions for development and that inequalities can be significantly reduced both between rich and poor nations and within nations. Our strategic plan 'Demanding Justice 2007 - 2012' sets out our central commitment to put into practice our rights-based approach by supporting people living in poverty to hold governments, corporations and international organisations (including Oxfam) to account for their responsibilities.</p>
Primary brands	<p>"Oxfam International" is the primary brand for the Confederation. It includes the Oxfam logo, the name "Oxfam" and our visual identity which prescribes the use of a particular font, layout and colour. OI communicates under that brand for all its external materials, including the OI annual report, press releases, the OI website, and policy papers. Each Affiliate must be party to a Trade Mark Licence, which grants it permission to use the Oxfam brand as permitted by OI. These licences serve to protect the integrity of the brand.</p>
Major programmes	<p>The Secretariat supports Affiliates, their partners and allies to coordinate their work in advocacy and campaigns, and humanitarian response and development work with the intent to challenge and achieve positive change in four areas referred to as Change Goals¹.</p>
Core activities	<p>During 2007 – 2012 Oxfam International shall focus its resources on four Change</p>

¹ See the Oxfam International Strategic Plan 'Demanding Justice' 2007-2012

	<p>Goals:</p> <p>1. Economic Justice</p> <ul style="list-style-type: none"> • Make agriculture work for farmers and agricultural labourers living in poverty and vulnerable circumstances. Reaching the majority of people living in poverty will mean transforming agriculture so that they get a decent reward for their labour. • Achieve fairer trade rules for poor countries. People living in poverty must get a fair share of the wealth and opportunities generated by world trade. • Reduce the impact of climate change and energy shocks by supporting vulnerable people and communities, particularly in agriculture, to adapt to climate change. We will tackle the injustice of climate change by promoting energy equity for developing countries. <p>2. Essential Services</p> <ul style="list-style-type: none"> • Demand that national governments fulfil their responsibilities for equitable delivery of good quality health, education, water and sanitation, especially for women and excluded groups. • Support civil society organizations and alliances to hold governments accountable for the delivery of these services. • Ensure better policies and more funding from rich countries and international institutions, as well as make sure they honour already existing commitments on aid and debt reduction. <p>3. Rights in Crisis</p> <ul style="list-style-type: none"> • Improve our ability to deliver better protection and greater assistance, through improving our competencies and capacities, and becoming more accountable to the people we are assisting. We will also increase work with and through local organizations, and particularly strengthen the role of women. • Change policies and practices of the international humanitarian system to deliver better protection and greater assistance. This
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	<p>will mean lifting the standards of disaster response by international agencies, implementing commitments by governments on the 'Responsibility to Protect' and pursuing an Arms Trade Treaty.</p> <ul style="list-style-type: none"> • Work within the framework of human security, with a greater focus on preventing conflict, peace-building, reconciliation and longer-term development. <p>4. Gender Justice</p> <ul style="list-style-type: none"> • Support women's leadership at all levels to achieve greater power in decision-making and greater control over their lives. • Work to end gender-based violence by changing ideas, attitudes and beliefs of men and women that permit violence against women. • Strengthen Oxfam's own learning and capacities on gender to ensure that gender justice is achieved in all our work.
<p>Ownership and legal form</p>	<p>Oxfam International is a Confederation of 14 independent aid, development and advocacy organisations. Oxfam India and Oxfam Japan are OI observer members, with both organisations set to become full affiliates in the near future.</p> <p>The Confederation is supported by the Secretariat, a not-for-profit Foundation with its registered office in The Hague, Netherlands. The purpose of the Secretariat is to provide leadership, coordination and facilitation to the Confederation as a whole, and to provide individual support to Affiliates where necessary. The Secretariat is also responsible for protecting the integrity of the brand and ensuring that brand risks to OI and its affiliates are managed properly. The Secretariat also has a role to ensure accountability of the Confederation, and the Secretariat, to all Oxfam stake-holders.</p> <p>Oxfam International is governed by three constitutional documents:</p> <ul style="list-style-type: none"> • The Constitution which governs the actions of Secretariat; • The Code of Conduct which regulates the use of the Oxfam brand and

	<p>criteria for membership of the Confederation;</p> <ul style="list-style-type: none"> • The Rules of Procedure which relate to the governance of the OI Board, affiliation of new members and dispute resolution practice within the Confederation. <p>Each Affiliate subscribes to the constitution through an affiliation agreement which governs the relationship between OI and the Affiliate, ensuring a commitment to OI's objectives.</p>
<p>Operational structure <i>Including roles and responsibilities of global and national entities</i></p>	<p>Oxfam International Board</p> <p>The OI Board comprises the Executive Director, Chair of each Affiliate, and the OI Chair. Each Affiliate holds one vote which is usually exercised by the Affiliate Chair or delegated to the Executive Director. The OI Chair and Affiliates Chairs are voting members and are non-remunerated. The Board elects the Deputy Chair and Treasurer from among its voting members.</p> <p>The Board Chair is responsible for ensuring that the OI Secretariat is accountable, transparent, and fit for purpose. The constitution and Strategic Plan are also approved at Board level. The Board takes recommendations from Executive Directors and ensures that the Confederation is working to its agreed aims. The Board also agrees membership of the Confederation, selects the Honorary President, the Honorary Advisor, the Board Officers and the OI Executive Director. A number of subcommittees with expert members are also mandated by the Board to assist with specific issues.</p> <p>Executive Directors</p> <p>The Executive Directors (EDs) include each Affiliate's Executive Director and the OI Executive Director. The latter works with Affiliate Executive Directors as a peer in order to reach consensus and form recommendations to be made to the OI Board, as well as leading and managing the Secretariat operation.</p> <p>As well as Affiliate responsibilities, the EDs form the non-voting half of the OI Board. They operate as a group to take those decisions which are not required to be tabled at the Board. They agree the operating architecture of the Confederation</p>

	<p>and have overall responsibility for initiating and management of the Strategic Plan. They are responsible for organizational alignment, OI budgetary decisions and alignment of their own Affiliates to achieve OI's objectives.</p> <p>Global Team</p> <p>The Global Team (GT) consists of up to 16 senior staff, nominated by Affiliates and selected on merit by the EDs. The GT is accountable to the EDs and membership is subject to a fixed renewable term to ensure rotation. The GT supports the EDs agenda, through providing strategic input and overseeing organisational development of the Confederation within parameters agreed with the EDs and Board. The GT is responsible for the implementation of the Strategic Plan by directly supporting delivery groups and streamlining Affiliate operational plans in areas such as campaigning, advocacy, marketing and programmes. Within this remit the GT are required to promote monitoring, evaluation and learning initiatives within the Confederation and to assist with resolving problems as they arise.</p>
<p>Location and address of global headquarters/ secretariat</p>	<p>Oxfam International Secretariat</p> <p>Suite 20 266 Banbury Road Oxford OX2 7DL United Kingdom Phone: +44 1865 339 100 Fax: +44 1865 330 101 Email: information@oxfaminternational.org Website: www.oxfam.org</p>
<p>Number of countries where the organisation operates <i>Please attach list of all countries where you operate</i></p>	<p>Oxfam International Secretariat Offices</p> <ul style="list-style-type: none"> • 7 countries (not including Affiliates operations) <ul style="list-style-type: none"> ○ Oxford, United Kingdom

	<ul style="list-style-type: none"> ○ Brussels, Belgium ○ Geneva, Switzerland ○ Washington DC and New York, USA ○ Brasilia, Brazil ○ Addis Ababa, Ethiopia ○ Rome, Italy (we are working in partnership with Italian NGO, UCODEP)
Number of employees	62 – Oxfam International Secretariat

Finance	2006 (12 Months) £000	2007 (12 Months) £000	2008 – 09 (15 Months) £000
Income from			
- Individual donations²	n/a	n/a	7
- Foundations	n/a	n/a	5
- Governments	n/a	n/a	
- International Organisations <i>UN, EU, The World Bank etc.</i>	n/a	n/a	
- Business	n/a	n/a	
- Others - <i>please specify</i> –			
Contributions from Affiliates	2,549	4,049	8790
Shared space and services	0	5	7
Interest	3	24	28
TOTAL INCOME	2,552	4,078	8837
Total income by country - for countries/regions that make up 5 percent or more of total income <i>Please list countries and provide total income for each one</i>			
America	155	227	451
Australia	150	164	323
Great Britain	1,099	1,684	4558 ³
Spain	89	318	690

² Income from **individual donations, Foundations, Governments, International Organizations, Business** – The Secretariat is not a fundraising organisation, but does occasionally receive donations from the public or corporate bodies. Unless the donation is specifically given for a project being undertaken by the Secretariat or the donor explicitly states otherwise, donations are paid over to the affiliate most closely linked to the donor's country of origin. (*Note 4: 2007 Statutory Accounts*)

³ Includes transfers of £1,305k from Tsunami Fund following its closure in December 2008

Netherlands	524	1,055	1984
a) Programmes and activities directly addressing the organisation's purpose			
<i>Planning and Programme Development</i>	340	356	745
<i>Communications</i>	481	667	1229
<i>Humanitarian Co-ordination</i>	476	376	747
<i>Advocacy and Campaigning</i>	1,091	1,468	2314
<i>Membership Development</i>	234	290	1033
<i>Non aligned</i>			
b) Fundraising	n/a	n/a	n/a
c) Administration	157	137	226
d) Others - please specify			
TOTAL EXPENDITURE	2,779	3,294	6294
Total expenditure by country - for countries/regions that make up 5 percent or more of total expenditure <i>Please list countries and provide total expenditure for each one</i>			
Advocacy - Switzerland (UN)	338	388	494
Advocacy - Belgium (EU)	179	293	555
Advocacy - US (UN)	464	675	795
	<p>e) These costs include attributable overheads.</p> <p>f) Most of the Secretariat's remaining spend is made in the UK. However, all material elements of this spend relate to activities that are supporting the OI Confederation as a whole and as such are not deemed to be spend relating to a particular country or region.</p>		
Reserves	95	937	3474

Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves

At the start of the reporting period 2006 it was decided to expand the portfolio of activities undertaken by the

<p><i>including</i></p> <ul style="list-style-type: none"> - <i>the location of operations, including opening of new offices, starting new major activities, and closings</i> - <i>legal status or ownership</i> - <i>global structure and governance</i> 	<p>Stichting on behalf of the Confederation, this is reflected in the growing levels of both expenditure and income during the period. During 2007 it was also recognised that the Stichting needed some unrestricted reserves to give it time to respond proactively to changes. Reserves at the end of the period include the output of this decision, along with a balance of £1.3m in restricted funds. During 2008-09 a sister charity (The Oxfam International Tsunami Fund) was wound up and funds held were transferred to the Stichting (£1.4m). The majority of this funding will be transferred to Affiliates during the 2009 calendar year, as they complete the Humanitarian Programmes that were co-ordinated by the Charity.</p>
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2. Compliance with the principles of the INGO Accountability Charter

Respect for Universal Declaration of Human Rights

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
1	Vision, mission, values and key documents position the organisation's work in the context of Universal Declaration of Human Rights	The organisation's statutes and key programmatic documents.	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	
2	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has been working in line with Universal Declaration of Human Rights and that it has resolved any formal written complaints (<i>formal written complaints:</i>	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	

		<p><i>either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt</i>) it may have received concerning its alleged breach of these Principles.</p> <p>The Organisation has a Board authorised system to deal with complaints.</p>		
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Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	<ul style="list-style-type: none"> - Organisation receives less than 50% from one single source; - Organisation is not owned/controlled by government, political party or business 	<p>Documentation on</p> <ul style="list-style-type: none"> - ownership and - income 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	

Responsible Advocacy

	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
4	The organisation has written policies ensuring	The organisation's written advocacy	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully 	

	<p>that its public policy positions and advocacy are</p> <ul style="list-style-type: none"> - in line with its mission and strategy - accurate and - conform with applicable national law 	<p>policies</p> <ul style="list-style-type: none"> - describe the criteria or circumstances in which it will involve itself; - define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate; - contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties. 	<ul style="list-style-type: none"> <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	
5	<p>The organisation's practice fully complies with its policies.</p>	<p>The organisation confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has resolved any formal written complaint it may have received concerning its alleged breach of these policies.</p> <p>The Organisation has a Board authorised system to deal with complaints.</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	

Effective Programmes

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
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6	The organisation's programmes are conducted in genuine partnership with local communities.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable to the Secretariat.</p> <p>Full compliance for the Confederation.</p> <p>These are the core principles of Oxfam Affiliates, all of which are compliant with this approach.</p>
7	The organisation's programmes aim for sustainable development.	<p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes</p> <ul style="list-style-type: none"> - are based on the potential of local resources to sustain the activity - contribute to further strengthening sustainability at local level and - do not create or increase dependence on external support. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable for the Secretariat</p> <p>Full compliance for the Confederation.</p> <p>These are the core principles of Oxfam Affiliates, all of which are compliant with this approach.</p>
8	The organisation's programmes are appropriate for the local needs and conditions.	<p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes</p> <ul style="list-style-type: none"> - take relevant local conditions into account, e.g. by involving local stakeholders in all stages of programme design and implementation - take appropriate care of relevant local gender, diversity, cultural and religious issues; 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>This applies to the Confederation.</p> <p>NB. To the extent that Secretariat advocacy staff engage with partners, including at the local level, they endeavour to observe these principles (e.g. engaging with farmers organisations in our Make Trade Fair campaign, or with local people working on Control Arms.)</p>

		- avoid negative environmental impact and, where possible, secure a positive impact.		
9	Funds raised for specific programmes reach the people or cause in whose name they were raised.	The organisation's fundraising and donor information materials, donor communication, programme reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	NB. In general this applies to the Confederation; however there are occasions where the Secretariat has been a conduit for funds.
10	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own programme policies and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies. The Organisation has a Board authorised system to deal with complaints.	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	

Non-Discrimination

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
11	The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external.	- The organisation's written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board	<input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	We have a written policy in place, it will be reviewed this year (as recommended under the ACAS guidelines) to ensure it continues to reflect good practice. We carry out monitoring for employees but not currently for job applicants.

		<p>levels;</p> <ul style="list-style-type: none"> - The organization's plans and operations which fully reflect the non-discrimination policy; - The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination. 		<p>This will be reviewed when we implement the HR Database in early 2009 which will facilitate improved data collection and reporting.</p> <p>As part of our commitment to equal opportunities we are developing a number of policies in the areas of Training & Development; Flexible Working, and Bullying and Harassment. These policies are due for completion by the end of 2009.</p>
12	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies. The Organisation has a Board authorised system to deal with complaints.	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	

Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
13	The organisation is open, transparent and honest about its structures, mission,	- The organisation's reports which adhere to generally accepted standards of technical accuracy and	<input checked="" type="radio"/> Fully <input type="radio"/> Partially	

	policies and activities.	<p>honesty in presenting and interpreting data and research;</p> <ul style="list-style-type: none"> - The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates. 	<ul style="list-style-type: none"> <input type="radio"/> Not at all <input type="radio"/> Not applicable 	
14	The organisation reports publicly at least once a year about its activities and achievements.	<p>The organisation's annual report which contains:</p> <ul style="list-style-type: none"> - Mission and values; - Objectives and outcomes achieved in programme and advocacy; - Environmental impact; - Human rights impact; - Governance structure and processes, and main office bearers; - Main sources of funding from corporations, foundations, governments, and individuals; - Financial performance; - Compliance with the INGO Accountability Charter and - Contact details. 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Yes <input type="radio"/> No/not fully <input type="radio"/> Not applicable 	
15	The organisation's annual financial report will conform to relevant laws and practices and be audited by a qualified independent public accountant whose statement will accompany the report.	Independently audited annual accounts	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	
16	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has resolved any formal written	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	

		complaints it may have received concerning its alleged breach of its reporting provisions. The Organisation has a Board authorised system to deal with complaints.		
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Good Governance

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
17	The organisation has a governing body which has responsibility for the oversight of all aspects of the organisation.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the organisation's governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> - selects, supervises and evaluates the chief executive, - oversees programme and budgetary matters - defines the overall strategy, consistent with the organisational mission, - verifies that resources are used efficiently and appropriately, - ensures that performance is measured, - secures financial integrity and - makes sure that public trust is maintained. <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly</p>	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	

		and successfully.		
18	The work of the organisation's governing body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> - identify required qualifications and expertise of the members of the governing body and the mix of skills across the group - specify the frequency of meetings of the governing body, - specify adequate attendance by directors (at least a majority of <i>directors</i> on average), and - lay down voting requirements - provide a process for evaluating the governance body's own performance. <p>Records of the meetings provide evidence that meetings were held and which decisions were taken.</p> <p>A regular general meeting takes place with authority to appoint and replace members of the governing body.</p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	Under the Constitution the OI Board must consist of the Chair and Executive Director of each Affiliate. To this extent the Board is automatically selected taking into account Affiliate selection processes and standards. However, Board officers and sub-committee members are selected by the Board based on relevant qualifications and expertise.
19	The organisation tries to prevent and, if they occur, actively manages conflicts of interest.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> - disclose any affiliation they have with an actual or potential supplier of goods and services, recipient of grant funds, or organisation with competing or conflicting objectives; - absent themselves from discussion and abstain from voting or otherwise 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	

		<p>participating in a decision on any issue in which there is a conflict of interest; and</p> <ul style="list-style-type: none"> - refuse large or otherwise inappropriate gifts for personal use. 		
20	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has resolved any formal written complaints it may have received concerning its governance system or members of its governing body. The Organisation has a Board authorised system to deal with complaints.	<ul style="list-style-type: none"> <input checked="" type="radio"/> Yes <input type="radio"/> No/not fully <input type="radio"/> Not applicable 	

Ethical Fundraising

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
21	In accepting funds the organisation ensures that it complies with its own ethical standards.	The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.	<ul style="list-style-type: none"> <input type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input checked="" type="radio"/> Not applicable 	<p>Not applicable to the Secretariat</p> <p>The Secretariat does not have a remit to fundraise directly in the community. It is funded solely by contributions from affiliates in the Oxfam Confederation. The OI Secretariat encourages all members to have written ethical screening policies in place. Currently all affiliates undertake screening processes, and many members do have written policies. The Confederation is currently working towards a joint policy for minimum ethical standards.</p>
22	The organisation respects the rights and	The organisation's written policy confirms donors' rights	<ul style="list-style-type: none"> <input type="radio"/> Fully 	<p>Not applicable to the Secretariat</p> <p>The Secretariat does not have a remit to</p>

	wishes of donors.	<ul style="list-style-type: none"> - to be informed about causes for which the organisation is fundraising; - to be informed about how their donation is being used; - to have their names deleted from mailing lists; - to be informed of the status and authority of fundraisers and - to anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence and - that donations accepted for a specific purpose, are used for that purpose. <p>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</p>	<ul style="list-style-type: none"> ○ Partially ○ Not at all ○ Not applicable 	<p>fundraise directly in the community. It is funded solely by contributions from affiliates in the Oxfam Confederation. The OI Secretariat encourages all members to adhere to fundraising codes of practice issued by local regulatory bodies, and observe local and international data protection legislation.</p>
23	In raising funds, the organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.	<p>The organisation's fundraising materials and communication</p> <ul style="list-style-type: none"> - show how the donation will further the organisation's mission; - neither minimise nor overstate the size or urgency of the challenge the organisation wants to address; - do not contain any material omissions or exaggerations of facts, misleading photographs, 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable</p> <p>The Secretariat does not have a remit to fundraise directly in the community. It is funded solely by contributions from affiliates in the Oxfam Confederation. The OI Secretariat encourages all members to adhere to fundraising codes of practice issued by local regulatory bodies, and observe local and international data protection legislation.</p>

		<p>nor create a false impression or misunderstanding;</p> <ul style="list-style-type: none"> - show how organisation will handle any shortfall or excess of income raised for a specific project. <p>The organisation's donor information materials and communication provide detailed documentation on the use of donations.</p> <p>Follow-up with donors about clarity and quality of materials sent to them shows that the organisation's intended message is accurately getting through.</p>		
24	The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.	<p>The organisation's written gifts-in-kind policy</p> <ul style="list-style-type: none"> - states under which conditions and for which purposes gifts-in-kind are being accepted; - provides clear parameters for valuation and auditing of gifts-in-kind. <p>The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable</p> <p>The Secretariat does not have a remit to fundraise directly in the community. It is funded solely by contributions from affiliates in the Oxfam Confederation.</p> <p>The OI Secretariat encourages all members of the Confederation to have chartered/ audited accounts, and all comply with this recommendation. For more information, see affiliate annual reports.</p>
25	The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in	<p>The organisation's policy for the use of agents or other third parties for fundraising purposes states</p> <ul style="list-style-type: none"> - that contracts between the organisation and a third party 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not 	<p>Not applicable</p> <p>The Secretariat does not have a remit to fundraise directly in the community. It is funded solely by contributions from affiliates in the Oxfam Confederation.</p>

	full conformity with its own practices.	will be in writing and - that these contracts will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards.	applicable	The OI Secretariat encourages all members to work only with third parties that comply with our fundraising/ ethical standards.
26	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its fundraising and related policies and that it has resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice. The Organisation has a Board authorised system to deal with complaints.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	Not applicable The Secretariat does not have a remit to fundraise directly in the community. It is funded solely by contributions from affiliates in the Oxfam Confederation. All members sign up to agreed accountability principles. See http://www.oxfam.org/en/about/accountability for more information.

Professional Management

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
27	The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.	The organisation's written management terms and conditions, policies and procedures contain - job specifications and personnel profiles for the CEO and Senior Management Team positions - annual work plans for the CEO and the Senior Management Team directly referring to the organisation's strategy - an appraisal system with the CEO being appraised by the governing body.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	

		The organisation's strategy and key policies lay down clear objectives and criteria defining excellence.		
28	Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.	<p>The organisation operates according to a budget approved by its governing body.</p> <p>The organisation exercises adequate internal controls over disbursements to avoid unauthorised payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organisation's annual, audited financial statements</p> <ul style="list-style-type: none"> - are produced by a certified public accountant; - presented timely (normally not later than 6 months after the end of the financial year) and in line with the organisation's written finance policy; - comply with nationally accepted accounting standards and legal requirements. 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	
29	The organisation has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.	<p>The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.</p>	<ul style="list-style-type: none"> <input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	A Monitoring, Learning and Evaluation system is being developed, which will cut across all Secretariat activities. The Secretariat has a Peer Review procedure in place and is further developing a set of Governance Standards.
30	The organisation ensures	In its policies guiding the selection of and		

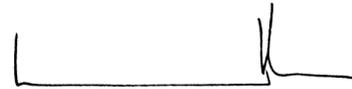
	that its partners meet the highest standards of probity and accountability.	<p>cooperation with partners the organisation</p> <ul style="list-style-type: none"> - identifies adequate criteria for the selection of effective, legitimate and reliable partners; - takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice. 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	
31	The organisation recognises the crucial role the quality and dedication of its staff play in the success of its work and is committed to investing in human resource development.	<p>The organisation's written human resources policies and procedures</p> <ul style="list-style-type: none"> - conform fully with relevant international and national labour regulations; - provide for remuneration and benefits levels which strike a balance between public expectations of not-for-profit organisations and the need to attract and retain the staff the organisation needs to fulfil its mission; - apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work. - include procedures for evaluating the performance of all staff on a regular basis. 	<ul style="list-style-type: none"> <input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	The People in Aid standard was adopted in February 2009 as a commitment to monitoring improvement in this area. We are in the process of reviewing operations within our Geneva office to ensure full compliance with Swiss administrative, tax and employment laws. We are also in the process of developing employment regulations for the Brussels office which will be finalised later this year.
32	The organisation takes all required provisions to exclude corruption and bribery from its work.	<p>The organisation's relevant policies</p> <ul style="list-style-type: none"> - specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisation; - identify appropriate steps to be undertaken in cases of suspected bribery or corruption. 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	The OI financial standards prohibit money laundering, bribery or corruption. While the Secretariat is not operational, it is involved in setting and monitoring standards of the operational Affiliates through the Peer Review process.
33	The organisation respects	The organisation's relevant policies		A Bullying & Harassment

	sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.	contain appropriate provisions - preventing sexual exploitation, abuse; - ensuring gender equality; - preventing discrimination in all its forms; - fostering ethnic and racial diversity. -	<input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	Policy is due for completion by end December 2009.
34	The organisation provides internal feed-back mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission.	The organisation's written whistle-blowing policy enables and encourages staff to draw management's attention to activities that may not comply with the law or the organisation's mission and commitments, including the provisions of the INGO Accountability Charter.	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	
35	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related policies and procedures and that it has resolved any formal written complaints it may have received concerning its management provisions and practice. The Organisation has a Board authorised system to deal with complaints.	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	

Date: 27 November 2009



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Keith Johnston
Chair of the Board



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Jeremy Hobbs
Chief Executive Officer