Oxfam International Accountability Report FY17/18

1. Scope of this report

This Report provides information on the **performance of Oxfam International (OI) against a range of dimensions of accountability as set out in the Global Standard's [12 Accountability Commitments](#)**. It is being submitted, as agreed with Accountable Now, six months after the initial deadline for the reporting period to allow Oxfam to integrate where relevant information taken in response to the 2018 'safeguarding crisis'. As such, it includes information related to both FY2017/18 and FY2018/19.

The Report has been **compiled by the OI Secretariat with information provided by each of the 19 Oxfam organizations ("affiliates") that currently constitute the Oxfam confederation**.[1] It uses as its basis the updated Reporting and Assessment Framework developed by Accountable Now, of which Oxfam International has been a founding member. A reference table is provided as **Annex I** to help guide the Review Panel and other readers of this Report to relevant sections as they relate to specific reporting questions.

The focus of this Report is on **how as a learning organization, we seek to be accountable to our stakeholders** and to consider their needs in our decision-making and activities. In so doing it is distinct from Oxfam affiliates' own Annual Reports and Accounts or Financial Statements, which summarize affiliates' achievements and performance as required by their relevant statutory obligations and which are published annually on each affiliate's website.

The **'safeguarding crisis'** that was triggered by reports on the sexual misconduct by Oxfam staff during an aid operation following the 2011 earthquake in Haiti has further strengthened our resolve to be a leader on transparency and accountability in the sector. A wide range of measures to this effect have been taken over the last year and as we complete and consolidate our transition to a 'One Oxfam' model in countries and regions.

Expanding on the information provided in previous OI Accountability reports, this Report provides an update on how Oxfam has improved its **collection of data on safeguarding, other complaints and our partnership practice,** including by strengthening mechanisms to collect program participants' and communities feedback via a wider range of mechanisms at country program level. In addition, annual **Program Quality Reviews** and an **Outcome Area Review** of Oxfam's current Strategic Plan ("The Power of People against Poverty") implemented in the second half of 2018 have served as important inputs to this Report.

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[1] Due to protracted sustainability challenges, Oxfam Japan in March 2018 decided to withdraw from the global Oxfam confederation and to dissolve as an organization, reducing the number of Oxfam affiliates from 20 in FY2017/18 to 19, with two affiliation processes currently underway in Turkey and Colombia.

2. About Oxfam

2.1   Our Vision, Mission and Theory of Change

Our Vision

Oxfam's vision is a **just world without poverty**: a world in which people can influence decisions that affect their lives, enjoy their rights, and assume their responsibilities as full citizens of a world in which all human beings are valued and treated equally.

Our mission

Working in more than 90 countries and in partnership with thousands of local groups and civil society organizations, **our mission is to help create lasting solutions to the injustice of poverty**. As part of a global movement for change, Oxfam enables poor and marginalized people to realize the changes that they want to see in their lives and empowers them to create a future that is secure, just and free from poverty.

Our Theory of Change

Development is about **power and its progressive redistribution from the haves to the have-nots**. This touches on the deepest structures that underlie society, politics and the economy. The starting point for Oxfam is therefore 'power analysis' – understanding the current distribution of power between different actors, and how that affects the struggle for change.

At the heart of our work is **a Theory of Change that sees the interaction between active citizens and accountable states as fundamental to human development**. Oxfam mainly focuses on the first of these, helping to build the capacity of the organizations of poor people, with a particular focus on women's leadership and attitudes and beliefs concerning gender roles. But we also engage directly with the state. Often, our main contribution is in the space between the two, brokering contacts between people's organizations and state bodies (as well as with the private sector), and creating 'safe zones' in which they can discuss problems and solutions.

Together with our partners and allies, we urge governments and global institutions to realize their commitments to poverty reduction. We challenge private sector organizations to raise standards and improve their supply chains; and we ensure that issues, such as inequality, land rights, climate change and discrimination against women are front and center of international policy making and debate.

Thus, based on our Theory of Change, **we challenge the structural causes of poverty through a combination of approaches** including rights-based sustainable development programs, public education, campaigns, advocacy and humanitarian assistance in disasters and conflicts to strengthen the resilience of individuals and communities. **Enabling transformational change as a convener and catalyst**, Oxfam is opening political space; building capacity and sharing technical expertise; raising funds and public support; leveraging our own resources to multiply funds; providing strategic funding to partners; and carrying out humanitarian work that integrates life-saving response with building resilience to enhance the capability of local non-governmental organizations to work directly with communities in preventing and responding more effectively as disasters occur.

We consider taking an **influencing approach to achieve long-term and sustainable results that are driven by civil societies in the countries and regions where we work** as the most effective strategy for realizing the scale of change needed to eliminate poverty and injustice around the world. This extends beyond research, advocacy and public campaigning as we empower our country teams to make decisions that work for their own national context.

In summary, we are working with our partners, and within networks and civil society alliances to:

➢ change the social norms and behaviors that underlie poverty;

➢ strengthen civil society and citizens' voice;

➢ scale up innovative solutions based on Oxfam's or others experience of implementing development and humanitarian programs;

➢ open political spaces by bringing together governments, private sector and civil society organizations, and others.

For a more detailed description of our vision, mission and the work we do, please also refer to our current global Oxfam Strategic Plan, "The Power of People against Poverty".

2.2 Strategic indicators

Our global Oxfam Strategic Plan identifies six **external Change Goals**. For each, we have developed distinct impact statements as well as a set of objectives that we work to realize by the end of this strategic planning period.

GOAL 1: ACTIVE CITIZENS, RIGHT TO BE HEARD

More women, young people and others who are poor and marginalized will exercise their civil and political rights to influence decision-making by engaging with the governments and by holding governments and businesses to account for their actions.

GOAL 2: ADVANCING GENDER JUSTICE

More poor and marginalized women will claim and advance their rights through engagement with other women and their organizations, demonstrating transformative leadership skills; and violence against women will be significantly less socially acceptable and prevalent.

GOAL 3: SAVING LIVES, NOW & IN THE FUTURE

Fewer men, women and children will die or suffer illness, insecurity and deprivation by reducing the impact of natural disasters and conflict. 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 in dignity.

GOAL 4: SUSTAINABLE FOOD

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

GOAL 5: FAIR SHARING OF NATURAL RESOURCES

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

GOAL 6: FINANCING FOR DEVELOPMENT AND UNIVERSAL ESSENTIAL SERVICES

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

2.3 Relevant changes in the organisation

Oxfam 2020

In 2013 and to accompany the implementation of its global Strategic Plan, Oxfam adopted a '2020 Vision' for transformation change as described in The Story of Our Change. Defining a new level of ambition, this vision was built around three main pillars: **global balance; simplicity; and knowledge**.

As part of this organizational transformation, the management of programmes in countries and regions was transferred from individual affiliates to the OI Secretariat. Its role has thus changed from co-ordination to including strategic leadership for the Confederation as a whole. This transition has further advanced since OI's last Accountability Report: as of end of March 2018, the line management of 54 country offices had been handed over from the (managing) affiliates to OI. As of March 2019, transition of the line was still pending in only 2 countries (Mali and Ethiopia).

The OI Secretariat's main areas of strategic leadership now extend to:

➢ worldwide **Campaigns;**

➢ **line management** of Countries and Regions, and of the Global Humanitarian Team (GHT);

➢ **management of the Oxfam Investment Fund** (that supports investment in the 'global balance' agenda through development of new 'southern affiliates'; as well as growth of confederation income through public and institutional fundraising investments in affiliates in countries that are considered high priority markets);

➢ **leadership of functions/ 'shared services' that were previously hosted in affiliates** e.g. HR, Finance, IT and account management of key 'non-home' institutional donor accounts;

➢ **development of networked ways of working and alignment of key global and affiliate policies and systems** to optimize collaboration of different parts of the Confederation as 'One Oxfam'.

An important component of the Oxfam 2020 'global balance' vision is also the **relocation of the OI Head Offices** from Oxford, UK to Nairobi, Kenya. A host country agreement was signed with the Government of Kenya in June 2017 with several OI senior and mid-management positions now relocated or recruited into Nairobi (including the Executive Director, Global Director for People, Director Strategy and Confederation Development, Head of Governance, OI Head of Inequality Policy, OI Global Head of Talent, Oxfam Investment Fund Manager etc).

A **review of progress made and challenges faced in the implementation of the 'One Oxfam' model**, also taking into consideration lessons learned through the 'safeguarding crisis', is currently underway. In addition, a **'country map review'** has been implemented to evaluate Oxfam's strategic program footprint and models of presence in the 67 countries in which it is currently implementing country programs.

Country Map Review

in 2017 all affiliate Program Directors aligned on an initial set of recommendations to rationalize Oxfam´s country presence and country models to be more efficient, effective and impactful, but mindful of the 2020 big change process. This framework categorizes countries based on indicators from Social Progress Index, UNDP and the World Bank. This categorization determines the level of basic investment for a country office structure.

Following that initial work, throughout 2017 and 2018 all seven Regional Governance Groups (RGG) have developed further analysis and recommendations. This **'country map review'** was driven by a desire to be more locally relevant and responsive. Previous investment indicators were updated and a number of countries changed segments.

Recommendations from the review are also expected to lead to a **diversification of Oxfam's local business models** (to potentially include 'influencing hubs', 'social enterprises', regional affiliates and/ or more indirect forms of presence e.g. through partnerships). Reflecting on what would be the most efficient, effective and impactful way of spending unrestricted funds in the confederation, it was decided to phase out 4 country programs, to move to a lighter (advocacy oriented) setup in a 8 countries and to regionalize and cluster country programs for 17 countries. For 7 countries it was decided to rationalize in-country operations by creating more focus through closing down field offices.

Confederation development

Following approval of affiliation plans for Colombia and **Turkey** in March 2017, **Kadın Emeğini Değerlendirme Vakfı (KEDV)**, a Turkish women's rights organisation, was approved by the OI Board of Supervisors for Observer status in November 2017. In **Colombia**, a group of prospective board members of a future Oxfam Colombia were identified in the 2nd half of 2018. 'Oxfam Colombia' as a new organisation is now in the process of being legally registered. Recruitment for an Executive Director is underway to continue transition from the current country program.

In **Japan**, the Executive Board requested OIS to implement a further review of Oxfam Japan that, in combination with the crisis facing the confederation , resulted in a decision by Oxfam Japan in March 2018 to dissolve and withdraw from the Confederation within 12 months. This process has concluded on schedule in March 2019.

Exploration in **Senegal** and **Tanzania** commenced in FY2017/18 with local stakeholder consultations in both countries, and an institutional fundraising market scan. This work was carried out in cooperation with OI Regional and Country Directors, and Oxfam regional and country governance groups that at country level include representatives from local partner organizations. Exploration in both countries as well as in Indonesia has been put hold in March FY2018/19 in view of the required focus on recovery from the 'safeguarding crises' and its financial impact on the global organisation.

Global Governance Review

The governance of Oxfam International as a 'Stichting' (Foundation) registered in the Netherlands is overseen by a global Executive Board, composed of the Executive Director of all Oxfam affiliates; and of a global Board of Supervisors, composed of affiliate Chairpersons (or their delegated representatives).

To support a confederation-wide governance review aimed at **enhancing decision authority, effectiveness and accountability** in support of the implementation of Oxfam's vision and mission, a working group comprising several Board of Supervisor members as well as representatives of the Executive Board and the OI Management Team was established in March 2017. In 2017, two internal surveys and a BoS workshop identified and discussed key current governance challenges and started developing a set of global 'design requirements'. A range of governance models that Oxfam could consider as future options was proposed in an independent consultant report in March 2018.

Following global governance workshops in October 2018 and March 2019, the Governance Review Working Group has now been given the mandate to develop in further detail a two tier governance model that would be composed of a a single international (independent or 'composed') board and a global Assembly. In the meantime, the Executive Board has started implementing an improved Delegation of Authority to Executive Board Committees and Platforms to already accelerate and increase the effectiveness of Oxfam's global decision-making.

Safeguarding

In February 2019, as an immediate response to the 'safeguarding crisis', Oxfam agreed on a 10-Point Action Plan to strengthen its safeguarding policies and practices and to transform organizational culture. We recognized that Oxfam had made critical mistakes in Haiti in 2011 and failed to properly prevent and investigate sexual misconduct by some of its staff. We apologized for these failures in care and proper processes; and through the Action Plan committed to putting things right.

As part of the Action Plan, Oxfam established an Independent Commission (IC) on Sexual Misconduct, Accountability and Culture Change to conduct a confederation-wide review of its culture, accountability and safeguarding policies, procedures and practice. At the same time, Oxfam has taken a number of other important actions on which we have reported in **quarterly updates on the implementation of the 10-Point Action Plan** (July 2018, October 2018 and January 2019).

Further information on progress made on safeguarding is provided in Section 7.4 of this report.

Global risk management

A confederation-wide integrated **risk management framework** as well as a **regulatory compliance framework** are now in place and being implemented. Important progress was made with the approval, by the OI Executive Board, of a new **'Terrorism Financing and Financial Crimes' policy**. At affiliate level, Oxfam Novib and Oxfam America have become members of the International Accountability and Transparency Initiative's (IATI) members' assembly, a platform to work for more and better transparency. For more information on confederation-wide 'One Oxfam' SHEA policies and systems (including on complaints mechanisms) see the section on 'safeguarding' below.

3. Our Impact

3.1 Oxfam's Reach and Scale in FY17/18

Together with the Oxfam Strategic Plan 2013-2019, Oxfam has adopted a global monitoring and evaluation framework to help measure progress towards its strategic ambition. One of the key pillars of this framework is a confederation-wide operational planning and reporting process, coordinated by the OI Secretariat. As an annual reporting mechanism, the **(internal) Oxfam Operational Report (OOR)** is designed to focus on analyzing input, activity and output level data as provided (using standard reporting templates) by the OI Secretariat (OIS), Affiliates and Countries & Regions; and consolidated by OIS against OSP Change Goals. The main purpose of the OOR is to help Oxfam answer the question: 'did we do what we set out to do this year to achieve the Oxfam Strategic Plan?'

The following section describes some highlights on the reach and scale of Oxfam's work during the principal reporting period as extracted from the Oxfam Operational Report for FY 2017/18.

People and Partners

In FY17/18 there was an **increase in the numbers of people we worked with directly** in many countries, mostly from increased numbers in Southern Africa, MENA and the Horn/ East/ Central Africa and due to our humanitarian work in response to emerging crisis in these regions.

As programs increasingly use influencing strategies to leverage impact at scale, the number of people we work is however likely to decrease over time, with **more people benefitting indirectly**.

The percentage of **non-funding relationships** was slightly higher in FY17/18 than in the previous year. Non-funding relationships were significantly more frequent in global level work and affiliate home countries.

Across the world, we were **partnering primarily with civil society actors** such as national NGOs, women's rights organizations, NGO networks and coalitions, and international NGOs. The composition of organization types varied by region. For example, in Asia, 62% of partners were national NGOs, compared to only 25% in the Pacific. Publicly as well as privately owned **companies** represented only a small fraction of partners at less than 1% across most regions, with 2% in LAC.

Contribution to Change Goals

Our projects contributed most often to **change goal** 3 (Saving Lives) or **change goal 1** (Right to be heard).

Change goal 5 (Fair Sharing of Natural Resources) and **change goal 6** (Financing Development) were least often the primary focus of our projects.

Saving Lives

Most of the people we worked with in FY17/18 were associated with change goal 3 **- Saving Lives (77%).** We reached **43%** of these people in **Category 1 emergencies**, 33% in Cat. 2 emergencies, and 20% in Cat. 3 emergencies. The biggest share of these people came from **HECA and MENA**.

29% of our partners include **resilience work** in their efforts. In **HECA,** just over half of our projects (56%) include resilience work in some form.

Violence against Women and Girls/ Gender Based Violence (VAWG/ GBV)

Two in three projects contributing primarily to Gender Justice in FY17/18 included a VAWG/GBV component. Including VAWG/GBV interventions in all projects appeared to be much more **common in LAC (35%). Partners in VAWG/GBV projects** were primarily national NGOs (20%) and women's organizations (19%).

Influencing and Campaign Action

In FY17/18, Oxfam engaged with **over 3,600 unique partner organizations**; and **over 7,000 partners**, allies, networks and coalitions (excluding media) to work toward change through influencing; 20% of our partners included interventions to reduce the incidence of VAWG/ GBV.

24 % of all Oxfam projects had components of influencing as part of their plans and activities. Of these, 10% were involved with **GROW**, 28% with **Even It Up** and 5% with **ENOUGH!** 23% of the projects were focused on **building capacity** for influencing, 17 % contributed by **profiling knowledge** and another 6% worked on **Influencing through arts**.
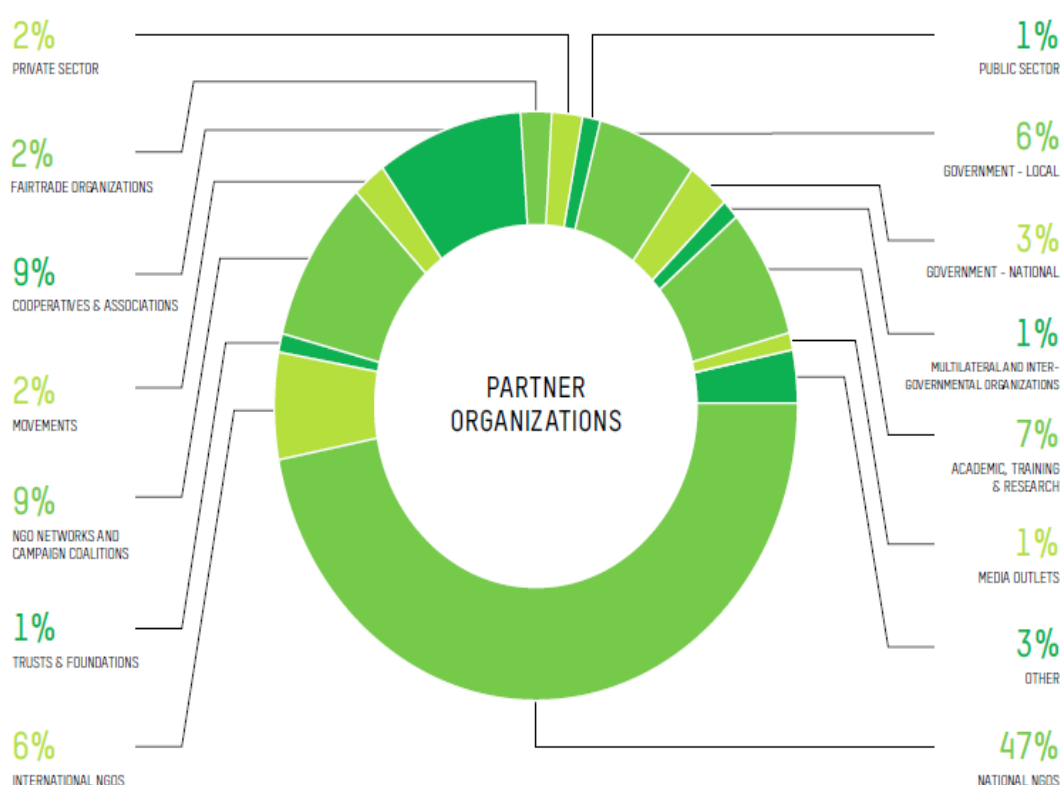
We mobilized **1.8 million people** to take a **campaign action** in 2017-18 (rounded figure). 69% of this activity was online, 31% offline.

A **more detailed analysis** of Oxfam's global reach and scale in FY2017/18 can be accessed at this link. Additional disaggregated data is also made available to all Oxfam staff in a global database on the Oxfam intranet (Compass).

Our Work with Partners (FY2017/18)

We worked together with 3,663 unique partner organisations in both funding 64% and non-funding 36% relationships to achieve shared long-term goals.

2% PRIVATE SECTOR	**1%** PUBLIC SECTOR
2% FAIRTRADE ORGANIZATIONS	**6%** GOVERNMENT – LOCAL
9% COOPERATIVES & ASSOCIATIONS	**3%** GOVERNMENT – NATIONAL
2% MOVEMENTS	**1%** MULTILATERAL AND INTER-GOVERNMENTAL ORGANIZATIONS
9% NGO NETWORKS AND CAMPAIGN COALITIONS	**7%** ACADEMIC, TRAINING & RESEARCH
1% TRUSTS & FOUNDATIONS	**1%** MEDIA OUTLETS
6% INTERNATIONAL NGOS	**3%** OTHER
	47% NATIONAL NGOS

PARTNER ORGANIZATIONS
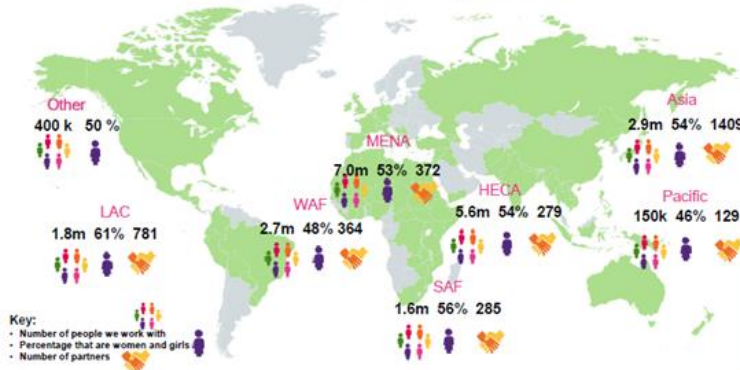
One Oxfam Output Reporting

The visuals below provide a summary of Oxfam's global reach and scale in FY17/18. Further detail on this high level overview is provided in the Oxfam Operational Report as reviewed and approved (as an internal accountability document) by the global OI boards in October 2018.

People we work with are all project participants that are engaged in project activities and have direct access (benefit) to the products/ services of the project. **Activists** are engaged individuals that take concrete actions to support and issue directly related to a particular campaign on behalf of others and do not benefit themselves from their action. The **Influencing** category was newly introduced for FY17/18, so we were cautious of the quality of the data and remain committed to improving this in future reports.
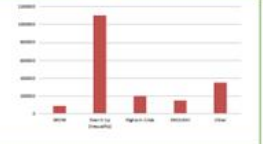
Our Reach and Scale 2017/18

We worked directly with 22.3 Million people in our programs worldwide; 53% are women and girls, 47% are men and boys*

Other
400 k 50 %

Asia
2.9m 54% 1409

MENA
7.0m 53% 372

LAC
1.8m 61% 781

WAF
2.7m 48% 364

HECA
5.6m 54% 279

Pacific
150k 46% 129

SAF
1.6m 56% 285

Key:
- Number of people we work with
- Percentage that are women and girls
- Number of partners

We mobilized 1.8 million people to take action on behalf of others

Humanitarian assistance accounts for 59% of the people we work with
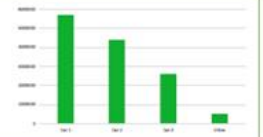
We worked together with 3,663 unique partner organizations in both funding (64%) and non-funding (36%) relationships to achieve shared long-term goals.

Partner Organizations

Right to be heard
We worked with **1.5m** people and **1388** partner organizations in **384** projects. **47%** of these people are women and girls.

Gender Justice
We worked with **750K** people and **644** partner organizations in 235 projects. **66%** of these people are women and girls.

Saving lives
We worked with **17.3m** people (75% of them in humanitarian assistance) in **837** partner organizations in **487** projects. 54% of these people are women and girls.

Sustainable food
We worked with **1.7m** people and **829** partner organizations in **358** projects. **54%** of these people are women and girls.

Natural Resources
We worked with **500k** people and **290** partner organizations in **112** projects. **44%** of these people are women and girls.

Financing Development
We worked with **700k** people and **562** partner organizations in **270** projects. **52%** of these people are women and girls.

Resilience
We worked with **1315** partner organizations in **697** of our projects which have a resilience component. **54%** of these people are women and girls.
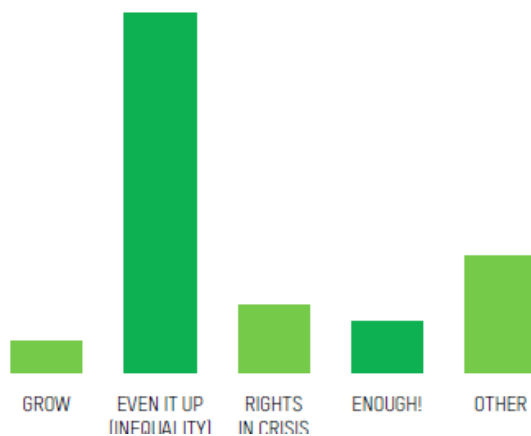
VAWG/GBV
We worked with **929** partner organizations in **402** of our projects which have a VAW/GBV component. **53%** of these people are women and girls.

*September 2018. Figures are rounded - based on output reports by countries. "Other" total includes home countries and 'Global Level Allocation'. For the full results see https://compass.oxfam.org/communities/monitoring-evaluation-learning-and-program/one-output-reporting/wiki

This year we achieved 93% report submission rate across the confederation. We thank all affiliates, Country Directors and their teams for contributing to these efforts! No data available for Japan, France or OI Brussels offices. While every attempt has been made to ensure data quality, we acknowledge that there may be some limitations in this information. Data gaps may occur in relation to our regional programming.
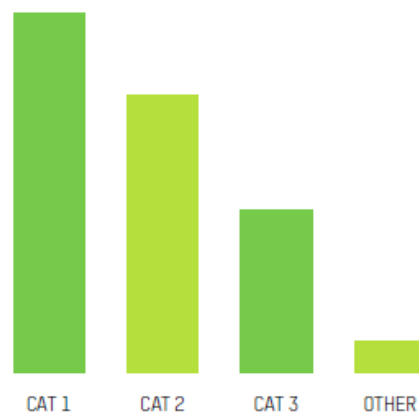
WE MOBILIZED

1.8 MILLION

PEOPLE TO TAKE ACTION

GROW | EVEN IT UP (INEQUALITY) | RIGHTS IN CRISIS | ENOUGH! | OTHER

HUMANITARIAN ASSISTANCE ACCOUNTS FOR

59%

OF THE PEOPLE WE WORK WITH

CAT 1 | CAT 2 | CAT 3 | OTHER

RIGHT TO BE HEARD	GENDER JUSTICE	SAVING LIVES
WORKING WITH **1,388** PARTNERS WE REACHED **1,5 MILLION** PEOPLE THROUGH **384** PROJECTS **47%** OF THESE PEOPLE WERE WOMEN AND GIRLS	WORKING WITH **644** PARTNERS WE REACHED **750,000** PEOPLE THROUGH **235** PROJECTS **66%** OF THESE PEOPLE WERE WOMEN AND GIRLS	WORKING WITH **837** PARTNERS WE REACHED **17,3 MILLION** PEOPLE THROUGH **487** PROJECTS **54%** OF THESE PEOPLE WERE WOMEN AND GIRLS

SUSTAINABLE FOOD	NATURAL RESOURCES	FINANCING DEVELOPMENT
WORKING WITH **829** PARTNERS WE REACHED **1,7 MILLION** PEOPLE THROUGH **358** PROJECTS **54%** OF THESE PEOPLE WERE WOMEN AND GIRLS	WORKING WITH **290** PARTNERS WE REACHED **500,000** PEOPLE THROUGH **112** PROJECTS **44%** OF THESE PEOPLE WERE WOMEN AND GIRLS	WORKING WITH **562** PARTNERS WE REACHED **700,000** PEOPLE THROUGH **270** PROJECTS **52%** OF THESE PEOPLE WERE WOMEN AND GIRLS

RESILIENCE	VAW/GBV
WE WORKED WITH **1,315** PARTNER ORGANIZATIONS IN **697** PROJECTS WHICH HAVE A RESILIENCE COMPONENT. **54%** OF THESE PEOPLE WERE WOMEN AND GIRLS	WE WORKED WITH **929** PARTNER ORGANIZATIONS IN **402** PROJECTS WHICH HAVE A VAW/GBV COMPONENT. **53%** OF THESE PEOPLE WERE WOMEN AND GIRLS

3.2 Challenges successes and lessons learnt

In addition to its (internal) annual operational reporting mechanism as an opportunity for all of Oxfam to reflect on successes, challenges and lessons learned, Oxfam also at regular intervals implements comprehensive 'Outcome Area Reviews' that provide illustrative measures/ samples of outcome areas across the change goals in its global Oxfam Strategic Plan. These reviews are implemented by external evaluators using evaluations, reviews and other systematic analysis to understand achievements, Oxfam's contributions and challenges.

A February 2016 Outcome Area Review had provided important inputs into our last comprehensive Accountability Report. The following section summarizes additional lessons learned by Oxfam in the implementation of its global strategy Plan as documented in a further Review that was completed in February 2019 as an input into Oxfam's current global strategy process.

Goal 1: Active citizens, right to be heard

A key challenge to Oxfam's work in this area remains shrinking space in many countries and across regions where civic space has been closed, repressed or obstructed. Despite these constraints, Oxfam has run an impressive number of campaigns and has spoken 'truth to power' on several highly contentious issues – in a mix of speaking up and being in dialogue with governments, private sector and relevant institutions and NGOs, often based on high quality and propositional research or policy papers that provide a framework for the debate.

Our engagement with an increasing range of partners (such as national NGOs, women's organizations and various coalitions / alliances) in our campaigns has been instrumental also in such contexts in enhancing impact with decision-makers and in deepening awareness and popular support on specific campaign themes.

Lessons learned

Engaging citizens is about mobilizing people and working with a wide array of partners - including community-based organizations, informal and formal movements, think tanks, government bodies and companies. To extend reach, Oxfam is now considering prioritizing partnerships with organizations that have a large membership and are strongly anchored in local constituencies.

The Outcome Area Review also makes some recommendations for our future work on Active Citizenship; e.g. to better match resources to aspirations and to re-examine the partner portfolio and Oxfam ways of working regarding partnerships. It recommends to work more consistently on co-creating strategy, and to be more flexible, fluid and technologically savvy, including having lighter, more nimble grant and program management.

Goal 2: Advancing gender justice

Violence against women remains widespread. Underpaid and overworked, women are still marginal in leadership positions and have less space for influence. Gender is not factored into the analysis when political and economic priorities are decided. The case for prioritizing work on gender justice and women's rights has thus never been stronger.

The work of Oxfam in FY17/18 is rich in examples of initiatives to ensure gender justice. Thematically, addressing violence and expanding economic opportunities come out strongly but there are other areas of focus like child marriage, sexual and reproductive health rights, resilience and influencing space. Oxfam Canada's work on a foreign feminist policy stands out. Examples of mainstreaming initiatives relate e.g. to our work in humanitarian emergencies, Transformative Leadership for Women's Rights; developing methodologies for mainstreaming, analyzing full project portfolios with a gender lens, strengthening staff capacity by offering courses on Gender Justice Basics and Gender Power Analysis or implementing a meta-analysis of women's empowerment. Our 2018 Davos Report ('Reward Work not Wealth') had a clear gender focus.

As part of our global 'Enough' campaign, Oxfam in 28 countries identified and worked with new partners and allies (groups of citizens, collectives and key influencers) to change widely accepted harmful social norms that often justify violence against women.

Lessons learned

Our Outcome Area Review concluded that we have made progress in changing social norms related to gender and gender-based violence, but significant shifts have yet to be achieved. Our focus remained on awareness raising, in addition to access to services and resources. There were promising approaches, particularly those engaging in transformative leadership and some that utilized a multitude of strategies to generate norms change. However, we should even more emphasize our contextual analyses and MEL with a gender lens to contribute to shifts in social norms related to VAWG/GBV.

Oxfam's ability to act as a broker between Women's Rights Organizations with each other and with communities was seen as crucial in social norms change, and we thus hope to strengthen this further.

Goal 3: Saving lives, now and in the future

While FY 2017/18 has seen a further increase in the sheer numbers and scale of humanitarian crises, the resulting global displacement and refugee streams and related political discourse and crisis, the downturn in funding following the 'safeguarding scandal' led to some downsizing and restructuring of

the Global Humanitarian Team. A renewed focus was put on strengthening 'local humanitarian ownership'.

On average (but with some significant differences between countries), 14,1% of Oxfam's humanitarian expenditure (including Disaster Risk Reduction, preparedness and response) was in FY17/18 dispersed directly to local and national partners. New programs engaged local partnership experts (e.g. in the Democractic Republic of Congo), and approvals to partner with local organizations were secured in difficult contexts (e.g. in Syria). Local actors are also reported to have been 'in the driving seat' e.g. in Uganda, Bangladesh and during Cyclone Gita. Capacity building initiatives, country assessments (e.g. in Sudan, Yemen) and improved accountability frameworks aimed at further strengthening local humanitarian ownership.

Lessons learned

Work on migration and refugees is a relatively new area of engagement for Oxfam and more in-depth analysis and discussion of experiences should be encouraged - e.g to learn about how national context has shaped programs.

Local Humanitarian Leadership has gained traction and positive program impact was reported e.g. from the Marawi conflict response in the Philippines. Oxfam considers itself well positioned to continue to demonstrate strong leadership in this area given its multi-dimensional and -sectorial approach and capacity. How to best define roles and complementarities with other INGOs and local / national partners and how truly transformational objectives around gender equality and shifting negative power dynamics between men and women can be achieved merits further debate.

Goal 4: Sustainable food

Oxfam has been a strong advocate for climate justice over the years, pointing out the linkage between climate change and sustainable food as a focus of many program activities.

Linkages between food security and gender justice are in general well described in affiliate reports. Programs are often focused on household plans and gender inequality, diversification and nutrition and resilience. The launch of the financing women farmers report in a AU summit in October 2017 was a major success as Oxfam's policy recommendations were included in the key decision document adopted. The focus on constructive dialogue with companies in assessing the impact on human rights, resilience food systems and land in our work with supermarkets have led to some concrete successes, e.g. in Germany.

In Mozambique, Uganda and Ethiopia, Oxfam is active as a member of ACCRA (the Africa climate change resilience alliance). In Ethiopia this is a collaborative effort engaging both INGOs and several government agencies, focused on improving the country's climate change resilience, environmental policy and adaptive disaster risk reduction. Concrete and sustainable outputs of this work include a series of policies on disaster risk management, climate resilience and green environment that have been developed, tested and are ready for scale up.

Oxfam has also successfully contributed to the "Land Rights Now" campaign any number of countries including Peru, Guatemala, Sri Lanka and Burkina Faso.

Lessons learned

The Oxfam Outcome Area Review concludes that overall, there has been progress towards the Sustainable Food Goal. There are clear policy level outcomes depicting systemic shifts, and evidence

of farmers, women and other people with whom Oxfam works making their voices heard in new spaces. Even where dialogue has been constrained, Oxfam has successfully supported building new arenas for discussing issues critical to Sustainable Food, such as land rights. The resulting outcomes - shifts in policies and practices - are visible at multiple levels – from global engagement in COP21 to regional leverage on EU policy and formulation of national policies.

Programs with more intentional and intensive focus on women's rights have been more influential in enforcing women's rights from personal, household, community through to national levels. Many programs provide evidence of building women's leadership capacity, increased income and livelihoods opportunities for women, changes in recognition of women's role in food systems, and in some cases such as in Burkina Faso have led to policy level commitments.

The evaluators found that as an experienced convener and facilitator, Oxfam has shown it is able to apply different forms of engagement with allies and antagonists alike, and to develop new and innovative collaborative approaches that fit specific contexts and needs. Oxfam was seen as encouraging coalitions and networks to take on their own identity and agendas, supporting empowerment of southern - based partners and movements, and responding to changing contexts and circumstances through shifting strategies and sometimes allegiances.

At the same time, some movements and coalitions struggle to continue functioning after Oxfam withdraws its support, indicating that in addition to building capacities to deliver solid outcomes, more attention needs to be given to developing organizational and financial stability.

Goal 5: Fair sharing of natural resources

Extractive industries received considerable attention in many countries that Oxfam is working in, mainly with a mining industry focus and often linked to tax avoidance. E.g. Oxfam America engaged with other affiliates and several companies and countries to ensure disclosure of contracts, which can be instrumental in maximizing government's revenue and community benefits. In a success for Oxfam both Tullow Oil and Total committed themselves to transparency principles during the reporting period. Other affiliates also worked to establish partnerships between companies and communities based on key principles such as freedom of choice, accountability, improvement of benefits and respect for rights, and to ensure broad participation in land use planning.

Lessons learned

A key lesson learned in this area for Oxfam is that despite the contextual differences between Latin America and the Caribbean and South Africa, there may be merit in analyzing experiences across regions and to develop an Oxfam policy framework based on land reform, territory and natural resources. Several affiliates also work with Free Prior Informed Consent (FPIC) and communities / indigenous people as the basis for work around extractive industries, land and territory. This also provides an opportunity for greater sharing of knowledge exchange across the Confederation.

Goal 6: Financing for development and universal essential services

Financing for development work at Oxfam has focused on inequality, tax / financial flows and Official Development Assistance (ODA). Oxfam analysis and research has often been the basis for campaigning and constructive dialogue with governments and the private sector in this area. Our inequality campaign work has become a trademark and continues to change the terms of the debate.

A high number of Oxfam affiliates are now also engaged in tax evasion work, which has the public's attention and includes for example influencing the black listing of tax havens and country by country

reporting for companies. Oxfam Great Britain's 'The Heist video' (on tax transparency) has been viewed by 2 million people.

ODA has also been given attention by many affiliates. The focus is both to push for all countries to reach the 0,7% target; to ensure the quality of aid with a focus on what works to alleviate poverty and to avoid depletion of the OECD / DAC rules; and on the definition of what qualifies i.e. should be counted official development assistance.

Lessons learned

Oxfam's Outcome Area Review review concludes that the defining feature in the reporting period was Oxfam's thought leadership on inequality. The organization is seen as having a unique position amongst its peers, with a powerful global voice and increased potential for influence and initiatives to kick start national inequality debates are underway in many southern countries. Latin American teams stand out as having developed innovative strategies to change the narrative on inequality in the region.

A number of global outcomes of Oxfam's work on tax merit highlighting: Oxfam's contribution enshrining country-by-country reporting rules as a transparency measure within OECD and EU rules; the EU and Canada implementing new payment disclosure rules for EI companies; and commitments made by 14 EI companies in relation to contracts disclosure. At national level interesting tax policy outcomes were identified in Vietnam, Pakistan, Ecuador and Bolivia.

Oxfam has also influenced EI legislation in various African countries (improving governance, transparency, fiscal terms and controls) as well as influencing governments to renegotiate terms in their contractual agreements with EI companies.

Finally, the essential services portfolio has seen many positive local level educational outcomes and some changes to regional education policy and practices. However, there is less evidence of influence on national education policies, with the notable exceptions of experiences in Ghana and China where impressive scale has been reached.

3.3 Sustainability of Oxfam's work – Increasing the capacity of those we work with

The Outcome Area Reviews of the Oxfam Strategic Plan reviewed - amongst other elements - the effectiveness of 'resilience' as a cross-cutting theme across all change goals, identified by Oxfam as 'the ability of women and men to realize their rights and improve their well-being despite shocks, stresses, and uncertainty'.

The evaluation concluded that **Oxfam's programs and projects are contributing to enhancing transformative capacity**. Vulnerable and marginalized people are becoming more empowered and securing greater control over resources, as well as securing greater agency and autonomy. Projects are demonstrating how innovations can be delivered, in terms of new processes and protocols as well as new technologies. Some projects are also creating shifts in policies and institutions; and **achieving changes at scale** by reaching large numbers of people, delivering substantial benefits and **demonstrating knock - on effects beyond the immediate sphere of project implementation**: for example, uptake of project models and approaches in public policies, establishment of lasting governance structures that will deliver benefits beyond the project, and changing attitudes and behaviors.

Oxfam project interventions have demonstrated that their **results are lasting and sustainable**, which is a key component of transformation, although the evaluators found that transformative capacities need to be identified and explained more regularly in programme documents and evaluations. Furthermore, the evaluation recommends that more effort and investment are needed into methods, approaches and initiatives aimed at measuring transformative capacity and transformation accurately.

The evaluation also looked at the effectiveness of **capacity building of community based organizations** (CBO). It concluded that individual and group capacity building made CBO members more proficient and confident, and strengthened organizational abilities. Oxfam supported CBOs in a variety of ways, including building formal linkages with private sector actors and local government. Successful capacity-building often integrated the capacities and contributions of a mix of government and non - government actors at different levels. **A recommendation was to strengthen local institutional relationships** in addition to building community capacities through acquisition of assets and skills.

Through Oxfam's **Partner Survey** (see also the section on Stakeholder engagement), our partners have indicated that our ambition to act more often as a broker and to increase our impact through influencing at all levels is right. They would like to see us do more to support alliance-building, and more in the way of advocacy and campaigning with them. That's why Oxfam is investing in building partners influencing capacities.

Oxfam measured and evaluated its capacity strengthening efforts regarding influencing. This was done through a capacity assessment survey amongst 77 partners (of about 100) in the Strategic Partnership program - a program particularly focused on influencing and increasing influencing capacities. The survey showed that most of the partner organizations (78%) experienced capacity strengthening on at least seven or more (of in total 11) components. Furthermore, the survey showed that the capacity strengthening process is helping organizations to 'obtain, reinforce and maintain capabilities to set and achieve [...] goals.'

The survey also looked at the sustainability of the capacity building. Most organizations (over 90%) either strongly agree or agree that influencing capacities strengthened in the Strategic Partnership are also applicable to other projects. In terms of effectiveness, they also mostly agree (88%) that the support of Oxfam contributed to improve the effectiveness in other projects.

3.4 Strategic excellence / global leadership

Inequality

Since 2014, Oxfam has released an **annual report on extreme economic inequality** to coincide with the World Economic Forum at Davos. In the Outcome Area Review of Oxfam's Strategy Plan, the external evaluators found that "the terms of the debate on inequality have shifted" as a result of Oxfam's Davos moments, as evidenced by the volume of media coverage and by the pick-up of Oxfam ideas in the speeches of political leaders at national (China, US, India, Italy, and more) and global (UN, Vatican) levels. While several factors, both internal and external and within or beyond Oxfam's direct control or influence, contributed to success, the use of Oxfam's **Worldwide Influencing Network** and concerted action around the globe are playing an increasingly important role.

WE-Care : practically, in the lives of women and men

WE - Care combines research, evidence, and tools to centralize unpaid care and domestic work as key factors in achieving gender equality and economic development. It is an example of knowledge-led thought leadership that fits well in an action-learning oriented organization such as Oxfam: it operationalizes theoretical concepts into programming; it collects evidence of the challenges of real unpaid care work in real people's lives, and it suggests how the challenges can be addressed in practical ways. Oxfam's approach to unpaid care work goes beyond macro surveys to include practical tools that, when used at micro level, provide immediate, context - specific, opportunities to reduce and redistribute unpaid care work and to change social norms around it.

The leadership of the WE-Care program took a bottom-up approach by using the network of contacts to develop, test and eventually use rapid care analysis in long-term programs and relief efforts, which led to improved women's empowerment outcomes across various kinds of programs and followed by more demand by others for using the tools. This bottom-up approach was strategic: when this new approach became known within higher echelons in Oxfam, it was already tested and proven to work by evidence and experience.

WE - Care has contributed to narrative change and Oxfam's unpaid care agenda has infiltrated the thinking and especially action of organizations at many levels. Research publications, trainings, and participation at conferences, have sparked others' recognition of Oxfam's leadership in women's unpaid work. WE-Care is cross-disciplinary and can be integrated into any kind of programming: this may have contributed to its importance for thought leadership.

3.5 Coordination with others

Oxfam country teams are embedded in their local context and co-ordinate their activities with other local actors, donors and other NGOs and INGOs. This section provides some examples from our program work of how across the countries we work in, we do so with in partnership and coordination with others:

CSP program in Vietnam

This program sought to support 'pathbreakers' in cross-sectoral networking by funding multiple, relatively small, targeted advocacy processes to lead to a shift toward a more inclusive, multi-stakeholder society. With this strategy, the program aimed to 'unsettle' the normal decision-making processes and create new ways of designing and delivering policies.

From its base in a political economy analysis, Oxfam identified already operational coalitions that were working on issues that lent themselves to broad-reaching and inclusive network-based advocacy. Innovations within the Vietnamese context included 'bottom-up' community impact research and strategic engagement with journalists. The program demonstrated the potential for bringing about systemic change in how policy is made using multiple points of entry.

Active Citizenship in Zambia

A new Oxfam country strategy in Zambia has shifted the organizational role decisively away from service delivery and toward a role that identified the best way to create active citizens and strengthen civil society to hold government accountable. A second vital shift was Oxfam's decision to develop its programs through networks. A deliberate process resulted in the identification of four networks (one each focused on civil society organizations/governance, humanitarian action, women's rights, and agriculture), some of which have already gained independence from Oxfam and all of which, with time, will evolve into a civil society movement with amplified voice and strong impact.

The 80-member GovNet has already become a force to reckon with, influencing the government in its negotiations with the IMF; and influencing the IMF to embrace civil society participation in deliberations on a proposed loan (by creating a significant level of engagement with the Ministry of Finance, strategically positioning itself as a resource and simultaneously establishing relations with IMF representatives in other countries).

VUKA! Alliance

To strengthen our collective approach and contribute to the global movement defending civic space, in 2017 Oxfam developed a **Global Influencing Strategy on Civic Space**. In this strategy we identified the key drivers behind shrinking and shifting civic space, as well the changes that we intend to influence. These included protecting and standing by our partners when the space for them to organize and assert their rights closes; building new inclusive narratives on civic space and activism; supporting southern civic space champions; engaging with the private sector; and using our global alliances and networks to stand with partners.

In this context, Oxfam is a founding and active member of the **VUKA! Alliance on civic action** - a global alliance of national and international development, human rights organizations, trade unions and individual activists. Convened by CIVICUS (World Alliance for Citizen Participation), this network seeks to help people and organizations across the world reclaim civic space. It does so by increasing civil society's resilience to attacks, building international solidarity, sharing knowledge and increased collaboration and supporting organizations in need.

3.6 Promoting human rights and gender equality

Human rights are at the core of what we do. We believe that respect for human rights will help lift people out of poverty and injustice, allow them to assert their dignity and guarantee sustainable development. We fight for a world in which people are valued and treated equally, enjoy their rights as full citizens, and can influence decisions affecting their lives. When we speak about having a rights-based approach, this is what we mean.

Furthermore, the work on women's rights and gender equality is one of our six strategic change goals and we aim to mainstream women's rights and gender equality in all the other work we do. Our response to the 'safeguarding crisis' has led us to put even greater emphasis on women's leadership being guided by feminist principles. This section provides some examples of our work on gender rights and our safeguarding commitments. Further details are available in our annual report for FY2017/18 and in the quarterly updates on the implementation of our 10-Point Action Plan aimed at stamping out sexual harassment and abuse.

TUNISIA: RESULT!

Adoption by the Tunisian Parliament in July 2017 of a new law to eliminate all forms of violence against women and girls (including domestic violence) was a historic achievement after decades of lobbying by women's rights organizations.

Oxfam worked alongside 60 feminist and human rights organizations to build a National Coalition of Associations to eliminate Violence against women and girls (CNAV) to facilitate and coordinate a national campaign that spoke with one voice. To achieve this, Oxfam provided advice and training on monitoring and lobbying techniques, and took up the role of influencing at an international level. The advocacy campaign succeeded in bringing together multiple stakeholders from different political parties, as well as religious and secular leaders, to stand in solidarity in accepting responsibility for leadership to end violence against women and girls.

Strengthened focus on Gender Justice - commitment 10 from our 10 point action plan

As noted above, Oxfam's **10-Point Action Plan** to stamp out sexual harassment and abuse commits the organization to strengthening our safeguarding policies and practices and to transforming our organizational culture. It reiterates and reinforces our commitment to putting women's rights and gender justice at the center of our work.

Recognizing we have a lot to learn and put right as an organization, we will continue to build investment in advocacy, campaigns and programming focused on tackling the injustices women living in poverty face around the world. This includes **addressing social norms that cause violence against women, campaigning to rectify systematic power imbalances that trap women into poverty, and partnering with feminist and women's rights organizations to address gender injustice at all levels**. It includes strengthening and focusing our development and humanitarian programs to deliver transformational change in the lives of women living in poverty.

Across our program, **investment and capacity and gender programming** has increased and we are committed to keep working towards a target of 15% of all program funding to support standalone gender justice programs. Gender equality has become a stronger standard part of Oxfam's emergency response. Our worldwide **"Enough" campaign** continues to to enable millions of people around the world to end violence and discrimination against women and girls in their communities – for good.

Our Oxfam **Gender Justice Platform and Committee** drives thought leadership, political influencing, effective programing, knowledge sharing and resource mobilization on gender justice and women's rights across the Oxfam confederation and through Oxfam's external work. In October 2018, it led our second annual meeting of gender justice and woman's rights advocates, activists and specialists.

In 2018, our global Campaigns Team produced a new **Guide to Feminist Influencing** and **'Feminist leadership'** has become a guiding principle of our current global strategy process.

Finally, our **Global Humanitarian Team** is increasing gender and protection capacity at field and advisory level and has restructured to ensure it has the capacity and skills needed to be at the forefront of feminist leadership principles, humanitarian leadership and community engagement. Two additional Humanitarian Support Personnel (staff who are deployed to support large scale, complex humanitarian emergency responses) will be deployed specifically for safeguarding.

3.7 Minimize negative impact

Following the 'safeguarding crisis' in early 2018, the Oxfam confederation has approved One Oxfam PSEA and Child Safeguarding policies and is developing Survivor Support, Digital, Youth and Vulnerable Adults policies. A **Standard Operating Procedure for Reporting Misconduct** has been approved and rolled out for use across the confederation. One Oxfam Survivor Support guidance and a Standard Operating Procedure for case management are being developed, drawing on experience from affiliates, countries and the wider sector. These are/ will be One Oxfam policies that are applicable across the whole organization and as such will improve standards and consistency, as well as the understanding, expectation and trust that Oxfam takes these issues seriously globally and that we will react consistently.

Safer recruitment processes now include new wording in job advertisements and standard questions related to safeguarding in job interviews. A **central system for providing references** is also in place whereby every Oxfam affiliate has accredited referees who ensure that staff references can no longer be given by any Oxfam employee, and will refer to findings of gross misconduct, including sexual abuse, where this is lawful.

Our **confederation-wide Program Quality MEL systems** assess the impact of Oxfam's program activities to ensure that their practices are in line with our strengthened standards. Nine case studies on the potential for inadvertently causing harm when working with communities have been turned into training materials.

3.8 Responsible stewardship for the environment

Stewardship for the environment is part of our program work (cross-cutting theme resilience), especially in the areas of Saving Lives, Sustainable Food and Fair Share of Natural Resources. Through these programs we shore up the resilience of communities so they can adapt better to chronic, human-made crises. We are also investing more in local leaders to assert communities' ownership of decisions and of their natural resources.

Climate change and Sustainable Food

In our Sustainable Food Programs we help farmers to adapt to climate change, and to secure and protect their access to land. Knowing that above all else it is climate change that is driving the increase in global hunger, we're also demanding governments and big businesses cut their greenhouse gas emissions.

> In April 2017, we issued A Climate in Crisis – a report showing clear evidence of the impact of climate change in East Africa where over 20 million people were dangerously hungry and in need of humanitarian assistance. We urged governments around the world to provide immediate humanitarian assistance and warned that without global efforts to reduce emissions and investment to help the world's poorest people cope, this would turn into a never-ending crisis.

> In June 2017, we launched Financing Women Farmers – demonstrating that governments and donors were failing to meet their commitments to provide women farmers in Ethiopia, Ghana, Nigeria, Pakistan, the Philippines and Tanzania with relevant and adequate support for farming and adapting to climate change. To maximize exposure in advance of the G7 Agricultural Minister's Meeting in Italy (October 2017), we paid specific attention to a symposium co-hosted by Oxfam, the Pan- African Climate Justice Alliance and Pan-Africa Parliament (PAP), and an

Economic Community of West African States (ECOWAS) and Food and Agriculture Organization (FAO) training workshop.

In November 2017, we published Uprooted by Climate Change, a report highlighting the growing threat of displacement as a result of climate-related disasters. We described the impact of these events on communities and pressed for immediate action to be taken to end climate pollution, support resilient communities, and develop long-term strategies to ensure that those forced to move are able to do so safely and with dignity.

We urged wealthy countries to deliver $100 billion in climate finance by 2020, and put pressure on them to support measures that were accountable, focused on rights and gender protection, promoted low carbon initiatives and were aligned with goals outlined in the Paris Climate Change Agreement. Working with allies we achieved significant results, with the World Bank announcing a phase out of funding for new oil and gas projects and the President of the new Asian Infrastructure Investment Bank publicly announcing its commitment to renewable energy.

In our own work, we continue to strengthen digital engagement and prioritize virtual meetings over face to face engagement wherever possible to reduce our carbon footprint.

4. Engaging with our Stakeholders

4.1 Stakeholder identification and outreach

Our primary stakeholders are the people living in poverty or suffering in the countries where we work. To create lasting change with a tangible impact on their lives, Oxfam engages with a wide range of stakeholders:

➢ partner organizations and allies;

➢ individual supporters, both those who campaign with us and as those who donate to us;

➢ governments, multilateral organizations and other corporate and institutional donors;

➢ our advocacy targets at local, national, regional and international levels;

➢ publics in each affiliate host country incl (including for some, fair trade producers and shop customers).

Involving partners in strategy review and development

Our current global strategy process, which was initiated in 2018, has committed to being inclusive, accountable and empowering, and to adopt a 'locally rooted' and 'outside in approach'. Consultation will be extensive and include a wide range of internal staff and external actors, allies and critics and 'unusal suspects' to help us shape the key priorities for our future work, including through the co-creation of 'transformative scenarios'. This work is being led by a cross-regional, cross-functional and cross-hierarchical Global Strategy Development Team that is composed of primarily mid-level staff from across all of Oxfam.

External program reviews as well as the Outcome Area Reviews of our global strategic plan also build on the input of various groups of stakeholders, including our staff and partners.

Key findings from the recent Outcome Area Review were that although the results of a more recent partnership survey with women's rights organizations was not offsetting the results of a 2014 Keystone Partner Survey, the evidence shows that **Oxfam has evolved in some of its partnering practices.** Examples include alliances with women including social organizations and female parliamentarians across the political spectrum to open policy change opportunities, and engaging with the private sector along value chains.

Strengthening partner capacity on integrity and safeguarding

A 2018 Oxfam partner survey (focused on systems and processes for managing misconduct) engaged more than 400 partners from over 40 countries worldwide, and provided an overview of the policies and procedures that partner organizations have in place in five areas: Code of Conduct, safeguarding, fraud, terrorism financing and community feedback. While there was little difference between the values of Oxfam and those of the partners that we work alongside, the survey has stimulated debate and planning for improvements among partners and Oxfam program teams. New Partner Assessment and Safeguarding Awareness tools were developed to support our partners on safeguarding issues and to strengthen their capacity on integrity issues, e.g. by offering a checklist designed to generate two-way conversations.

Oxfam also carried out an assessment and developed a database of Oxfam Partnerships' with Women's Rights organizations 'Local to Global (2018)'. The report revealed that 10% of our funded partners were women's organization. In 2017-18 and 2016-17, over 60% of Oxfam's financial contributions to women's rights organizations were under $50k USD. We are using this information to increase the number and quality of partnership-driven initiatives, especially in gender-mainstreamed areas across all Oxfam programming.

4.2 Partner engagement and feedback

In the **2014 Keystone Partner Feedback Report**, based on an anonymous survey of Southern organizations that partner with Oxfam, Oxfam had ranked just below average (compared to other INGOs that carried out similar surveys) in terms of overall partner satisfaction. The organisation got low scores in, among others, capacity building, other non-financial support, invitations to co-shape strategy with partners, and flexibility to adapt support to needs.

The sobering Keystone assessment was not offset by the results of Oxfam's more recent **survey of** its **women's rights organizations (WRO) partners**. The organization's ambition to 'put women's rights at the heart of all we do' matches poorly with the small proportion, globally, of partners that are WROs. In an informal feedback session, WROs listed Oxfam's best partnering features as amplifying the work and voices of WROs, and creating/ working through networks and alliances. Their strongest recommendation was that Oxfam form partnerships based on feminist principles rather than other criteria.

Oxfam has also in the reporting period been **experimenting with new forms of partnership**. To channel this work toward a learning stream, we supported a more concerted effort across four regions, using a mix of partnership reviews, training and renewed experimentation. The resulting 2018 report by the Partnership Brokers Association contains more than 20 case studies in an effort to assess our current partnering practice, and our aspiration to be a transformative partner. The reflection concludes, in part, that Oxf**am could significantly strengthen its relevance "if it can take a big step towards a bolder and more confident approach to locally-driven, flexible and inclusive partnering practices**. There is a great deal of potential... within the layers of the organization but if it is to be harnessed, leaders at all levels will need to identify it and give it space and support to flourish."

4.3 Changing partner relations

This section provides some examples from the PBA Partnering Review on where Oxfam's partner relations are starting to improve, and seeking to shift from transactional to transformational:

Indonesia: Partner-led Sulawesi response

In Indonesia, grants were paid directly to one network and four partner organizations rather than through Oxfam, giving them significantly higher visibility and enabling them to entirely lead and manage the CAT-2 level Sulawesi response. This was seen as a big boost towards Oxfam's local humanitarian leadership initiative and another step towards creating spaces for local actors to be part of such decision and thinking processes. A **partnership diary** is being created to capture the learning and outcomes of this experiment.

Timor Leste: transforming partnerships:

In Timor Leste, Oxfam started to articulate **partnership values** (such as 'mutual treatment') with its partners after regular feedback that we were a 'donor' rather than a 'partner'. The Oxfam office also decided to restructure, in consultation with its partners, to truly live a partnership approach and not 'smother' its partners e.g. through over-prioritizing compliance aspects. A Grants Officer position was re-instated to free up Technical Advisors to focus on programs rather than on compliance.

Shifting the Power

Local and national humanitarian organizations are often first responders when a crisis hits and as such, best placed to assess and provide immediate support to people in need. To motivate a real and substantial shift in power, Oxfam in 2014 had joined a consortium of six international organizations in an ambitious project – 'Shifting the Power' – to **enable local NGO partners to play a leading role in disaster response**. In FY17/18, the program focused on strengthening the capacity of 55 selected partners in five countries – DRC, Kenya, Ethiopia, Pakistan and Bangladesh – to redress the balance of less than 2% of overall humanitarian funding being directed to local aid organizations

In addition, we created a a **Humanitarian Response Grant Facility (HRGF)** to enable local NGOs to fully implement their own emergency responses and implemented it in Bangladesh after serious flooding in 2017. As a result, UNHCR also started to fund a number of local organizations directly and we are now seeking to develop similar approaches and to replicate the model in a number of other countries.

Working with a wide range of stakeholders, we also established the **ELNHA (Empowering Local and National Humanitarian Actors) project** to support community-led local relief organizations in implementing their own response programme and to help them gain greater recognition and direct representation in relevant fora (such as, in Bangladesh, the Humanitarian Coordination Task Team, the Joint Needs Assessment Group, the National Cash Working Group and the Bangladesh Women Humanitarian Platform).

4.4 Community engagement and feedback

Program feedback and complaints mechanisms

As was highlighted in the previous Accountable Now Report, a set of **Oxfam Program Standards** provide clear guidance for Country Offices on how to secure good quality stakeholder engagement in the design and delivery of all Oxfam program. These program standards aim to make sure that **program strategies are created in a participatory and collaborative manner** and that programs have explicit feedback mechanisms and processes in place in order to demonstrate accountability. Annual operational reports from countries now include **indicators for measuring social accountability** (incl. through feedback and complaints mechprograanism). Guidance for community feedback and complaints approaches covering both long-term development and humanitarian programming as well as a framework describing the full scope of safe program approaches across humanitarian, influencing and development programs are in development as the basis for a comprehensive strategy. More information on this has been included in the 'complaints' section of this report.

Impact measurement through community engagement

More and more Oxfam programs work with impact evaluations to explore the intended and unintended effects their campaigns, programs and projects have on people's lives; to search for (un)expected correlations between different variables; and to determine how these should inform our current and future programme strategies. By **facilitating learning around evidence**, we drive the power of knowledge into the heart of our work and ensure that the voices of citizens who partake in our programs are heard. The following examples illustrate this commitment:

Occupied Palestinian Territories Baseline Survey. In 2016, at the start of a new project that aims to contribute to a fair tax system and to ensure citizen participation in setting budget priorities, we asked 1001 people in the Occupied Palestinian Territories what they know and think about the Palestinian fiscal system and its fairness. Programme and campaign activities now use these findings to guide their messages and strategies. In 2019 an end line will be conducted to measure whether changes occurred and whether these can be attributed to Oxfam's support.

Chad food security program. This project seeks to enhance the well-being of targeted populations by improving food and nutrition security for poor and very poor households, increasing youth and women's access to employment opportunities and income and fostering social cohesion within communities. A quasi-experimental impact evaluation/ longitudinal study (that is accompanied by qualitative research about how change happens), is assessing the effect of the programme (on a number of parameters) by comparing changes in an outcome group against changes in a comparator group.

Datalab project: This project creates data-driven services within the global Oxfam network to measure impact in a way that is of direct use to communities and program participants, and benefits their social and economic development. Rather than being reduced to the source of the collected information, citizens through this approach become the receivers and users of data and services. The first data-driven services that are being developed support citizens with household cashflow management, disaster risk management and advanced seed selection within the context of climate change.

Your word counts. Oxfam has been stepping up investment in accountability to affected communities since 2016 in order to better meet Core Humanitarian Standards. While our programmes have feedback mechanisms, we are aware that there can be a significant variety in

methodology and quality not just between country programmes but between projects and field locations. Since early 2017, we have started piloting frameworks and tools, building on on-going learning and aiming to better capture informal feedback as part of a Your Word Counts project. Learning generated is being integrated into our wider approach beyond pilot projects in Iraq, Ethiopia and Myanmar (after an initial pilot in Jordan). There are plans to expand programmes in the Middle East to the Occupied Territories of Palestine and Israel, Syria, Yemen, and Lebanon, and to Nigeria, not least to analyse trends at a regional level. In Myanmar, Oxfam works with Solidarites International and feedback is referred between the two agencies. All data gathering is informed by Oxfam's Responsible Data Management and efforts are being made to both ensure confidentiality and provide feedback.

The approach builds on the learning that people prefer to give feedback face to face to someone they know and trust, that much feedback is informal and therefore "lost", and that how people feel able to give feedback varies between cultures and localities. It assumes that offering a range of feedback mechanisms is the most appropriate way to gather feedback and aims to capture formal and informal inputs.

Community engagement in humanitarian and development programs

Building on an external protection review to assess processes and mechanisms to ensure safe programming and to improve risk management measures in emergency responses (including in support of building a culture of accountability to the people and communities that we serve), the Oxfam Global Humanitarian Team is developing a short practical Safe Programming Toolkit in four languages and introducing a 'safe programming' leadership training for key staff. We are also updating, together with our implementing partners, our guidance on feedback and complaints during emergency responses. This will be accompanied in 2019 with more robust monitoring and evaluation processes to support awareness/ use of these mechanisms by affected communities.

Common Approach to Monitoring, Evaluation, Learning and Accountability (CAMSA)

Oxfam has a well-established Common Approach to Monitoring, Evaluation, Learning and Social Accountability (CAMSA) that provides program and project teams with a set of minimum requirements for how to monitor, evaluate, learn and be accountable to stakeholders, to be implemented at program and project level to support measurement, knowledge management and learning.

As part of CAMSA, an 'exit strategy' has been developed with input from a Peer Learning Webinar which addressed Oxfam practices in exit strategy design and implementation in countries. Tools have now been developed amongst others for quick and easy reference and the availability of the framework on the intranet has been improved.

4.5 Engaging with our Public

The 'safeguarding crisis' has provided an opportunity for Oxfam to (re-)engage with many members of the public in a dialogue supported by both critical and encouraging feedback. We have worked hard to engage at a personal level wherever possible, and have kept a record of what people have been telling us to learn what their expectations are and how we can improve.

Throughout 2018, many Oxfam affiliates[2] have implemented surveys or undertaken specific projects such as 'town hall' meetings[3] to discuss issues around sexual conduct to understand how their supporters and the wider public think and feel towards Oxfam and what changes we need to make in order to earn back trust.

Worldwide, Oxfam has communicated openly to stakeholders about the progress on our 10 Point Plan. Several affiliates (e.g. in India and Germany) have created specific 'safeguarding' sections on their websites and have organized both online and offline channels for providing feedback (e.g. a chatbox on the Oxfam Novib website).

We have learned that the public wants to see a well-managed organization that applies its own values to itself and uses its resources carefully and efficiently. We have also learned that the vast majority of the public supports our vision for a just world without poverty and want to contribute to it in a meaningfully way. We intend to track progress in the future to see if the changes we are making are effective in the eyes of the public.

5. Our Advocacy: Evidence based & supported by our stakeholders

A "mid-term review" of Oxfam's influencing work in 2017 concluded that this work has contributed to positive achievements in numerous situations, and that progress on overcoming ways of working from the past is being made. Our transformational shift towards a 'worldwide influencing network' is already demonstrating the following results:

➢ **Power and people's rights are consistently at the heart of all our work**, with strong examples of solid work on gender equality.

➢ We **have placed a priority on strengthening (potentially) transformational networks of progressive organizations** and (to a lesser extent) movements, and in many cases these networks are assuming a greater role in regional and global influencing.

➢ **The increased capacity of such networks in turn enhances the ability of people in poverty to raise their voices**, particularly at the local level.

➢ Oxfam has made **sustained efforts to create an enabling environment for positive change** at the regional, continental and international level, with longstanding advocacy for pro-poor policies on climate change, aid effectiveness and financing for development.

The success and sustainability of these efforts will need to be further evaluated over time but examples are emerging:

➢ **development of disaster risk reduction and climate change adaptation policies** and their piloting and scaling up in Ethiopia, with the potential to affect millions of people

➢ **a total ban on metallic mining in El Salvador** (the only country with a complete mining ban)

➢ **successful advocacy around a the land law in Vietnam** that limited land acquisition by the state and strengthened land tenure rights (as part of The Land Alliance)

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[2] E.g. in Spain, The Netherlands, Hong Kong, Germany, India, Canada, Quebec, Mexico, Great Britain, Belgium, Australia, France and Ireland
[3] E.g. in Italy and Canada

- **effective monitoring of the ratification and implementation of 14 African Union legal instruments and policies** by the Oxfam-supported State of the Union Coalition (SOTU)

- **over 30 significant advances achieved by the GROW campaign** in Latin America/ the Caribbean, including the construction of a rural women's agenda on climate change; a Food Sovereignty, Security and Nutrition Law passed in the Dominican Congress; multi-party support and passage of a law to give rural women better access to credit in Honduras; and an increased budget and a national framework law on small scale agriculture passed in Peru

Evidence based advocacy

Oxfam continues to invest in research for evidence-based influencing. The Outcome Area Review of Oxfam's global Strategic Plan underlines how such investments in research, capacity building and the development of policy proposals are a necessary part of any successful strategy, and notes how Oxfam's research has often led to interesting influencing opportunities (e.g. around tax reform).

The review also acknowledges that Oxfam's evidence-based social research is a widely-recognized strength it brings to campaigns and advocacy efforts; and recommends that Oxfam should engage even more with academic and research institutions to gain collaborators in influencing activities.

Advocacy with and supported by our stakeholders

The cases below are just some examples of how Oxfam is closely collaborating with partners in alliances (for further detail, refer to Oxfam's Annual Report for FY17/18).

Connecting levels for effective change

National to local to national: In sophisticated attempts toward program integration, Oxfam and partners (e.g. in Vietnam, El Salvador and Bolivia, with similar work emerging e.g. in Kenya, Pakistan, Uganda and Nigeria) have combined national tax reform with local level budget advocacy, including gender responsive budgeting. Sometimes a single coalition works at both levels, in a cohesive approach to fiscal justice advocacy; at other times, national-level work flows through several strands that, though not unified, are clearly complimentary. In some cases (e.g. Bolivia), this has already led to legislative wins.

Legitimizing global 'Rights in Crisis' advocacy through local roots and fieldwork

As documented in the Outcome Area Review, stakeholders seemed confident in the quality of Oxfam's advocacy and noted that it was at its most powerful when it was founded on programme work and on good listening to affected communities. Oxfam's ability to listen and then speak on behalf of communities was seen by some as a real strength, with national debates and government policies influenced by the strong country-level work of this worldwide campaign.

6. Transparency & Data Protection

6.1 Availability of Information

Oxfam affiliates publish their annual reports and financial accounts on their affiliate website. Oxfam annual reports and financial accounts for the confederation as a whole are published online. The Oxfam Confederation website also has a section specifically focused on accountability.

Several Oxfam affiliates – Oxfam Novib (Netherlands), Oxfam GB, Oxfam America, Oxfam Intermon (Spain), Oxfam Solidarité-Solidariteit (Belgium) and Oxfam IBIS (Denmark) regularly publish project information to the IATI registry.

Oxfam's IATI data allows external stakeholders to combine understanding of our program data with that of other NGOs, governments and businesses present in a location. This helps improve responses and coordination amongst different development actors, as Partners can see at a glance which other organizations in their country are working on the same goal or with the same target group. Oxfam data is also ingested into and visualized on other dashboards, like the Dutch Relief Alliance dashboard.

Using IATI data, Oxfam (Novib) has also developed an interactive tool (ATLAS) which digitally discloses information on all published projects and provides easy access to a map that showcases which of our programs and activities are implemented where, how and by whom.By sharing project information and making our data accessible, we aim to connect with organizations and individuals similar to us who are committed to transparency; and to gain rich internal and external insight to our work. Internally, the map provides regional insight for country teams of what programs are being implemented in nearby countries and elsewhere in the Oxfam network.

6.2 Privacy rights & personal data protection

Oxfam recognizes that data privacy is a fundamental right and should be protected, therefore we are committed to using data responsibly in order to keep Oxfam safe and to uphold the rights of the individuals, groups, and organizations with whom we work. We have implemented a multi-level compliance programme during 2018 to comply with the GDPR legislation within the EU including a Data Passport. We also created a business standard as an addendum to the OIS policy which will provide a framework to consistently improve Data Protection standards across the confederation.

Furthermore in order to attain this vision, we have formed a data rights team who will produce the materials and tools to enable our Oxfam staff to implement, recognize, and promote "good data". Measuring whether or not we have achieved this goal and being able to respond when we fail are also critical factors to fulfilling this vision. By doing this, we will add credibility to Oxfam's voice as an advocate for data rights, which will enable us to retain and inspire trust within and outside of Oxfam.

6.3 Income

Information on the income we raise from both public and from institutional sources is publicly available through our annual reports (both globally and as published by individual Oxfam affiliates). Financial information, both on income and expenditure, is also available on our global website. The tables below provide a breakdown of income in FY17/18 from our key institutional supporters, as well as resources raised through primary public fundraising channels.[4]

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[4] Consolidated monetary value of funding received by source. across the Confederation (19 affiliates plus the Oxfam International Secretariat). Inter-affiliate transfers have been eliminated. All figures in millions of Euros.

REVENUE BY SOURCE	€ MILLION	PERCENTAGE
Institutional Fundraising	€ 443,4	43,7%
UN and UN Institutions	€ 63,6	5,9%
EU and EU Institutions	€ 68,0	7,9%
Other Supranational Institutions	€ 13,0	0,5%
Home Government Institutions	€ 200,3	22,2%
Other Governments	€ 57,3	4,5%
NGO & Other	€ 41,2	2,6%
Associated organisations	€ 0,0	0,0%
Public Fundraising	€ 402,2	36,4%
Fundraising Events	€ 18,7	1,9%
Humanitarian Appeals	€ 36,8	3,5%
Regular Giving	€ 172,9	14,5%
Single Gifts	€ 64,3	5,8%
Bequests	€ 30,2	3,1%
Lotteries	€ 18,0	1,4%
Other Corporate, Trust & Foundation Donations	€ 48,9	4,4%
Other Public Fundraising	€ 12,4	1,7%
Interest and Investment revenue	€ 8,8	1,0%
Trading Revenue*	€ 174,8	17,7%
Other income	€ 12,8	1,2%
TOTAL REVENUE	€ 1 041,9	100,0%

7. Enabling staff and volunteers

7.1 Fair recruitment and employment

Like many other organizations, we believe that our people are our greatest strength. It is our responsibility that Oxfam is not only a safe place to work, but the best place to work (and to volunteer).
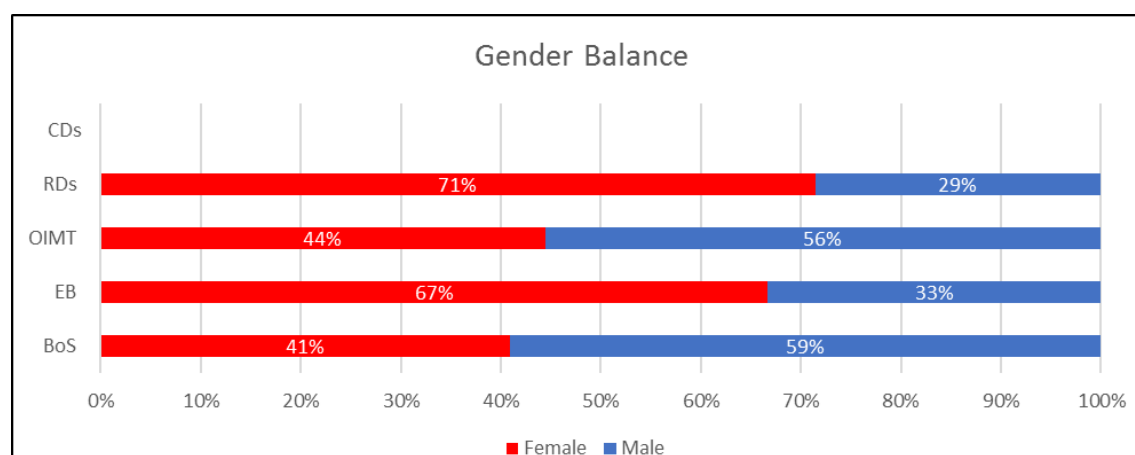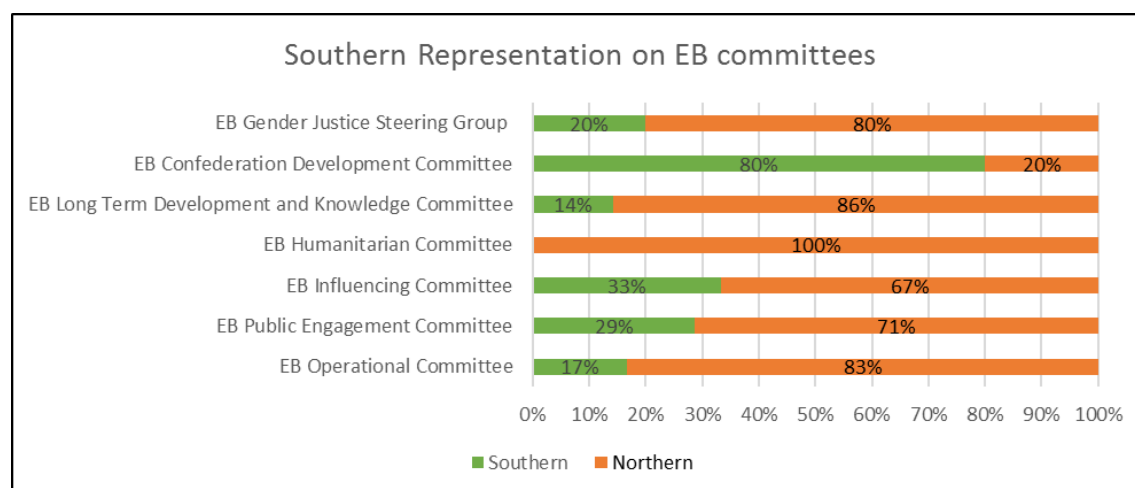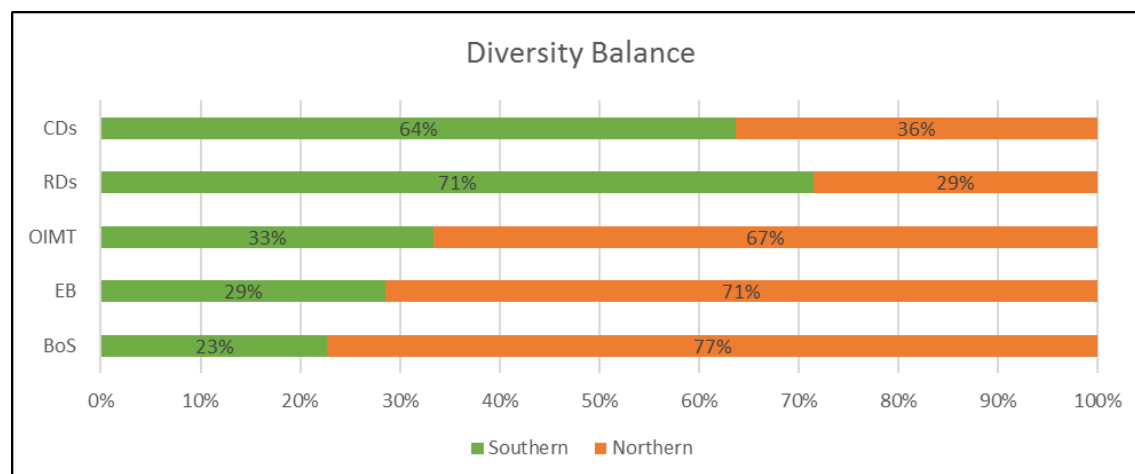
To ensure we recruit staff who share our Oxfam values of empowerment, accountability and inclusiveness, as well as our strong commitment to gender justice and prevention of abuse, we have in 2018 made significant improvements to our confederation-wide recruitment and referencing processes via our safer recruitment initiatives. This includes mandatory texts for job adverts and job descriptions. We have set up a global database of accredited referees and implemented measures to ensure all references are sent and received through officially accredited referees.

Our revised approach to the interview and selection process has strengthened our ability to identify and reject inappropriate applicants. Oxfam-wide recruitment processes now include a range of mandatory interview questions on Oxfam values, gender justice and safeguarding which recruiting managers must draw from.

Oxfam has also joined the FAIR SHARE initiative which works to match the percentage of women in leadership positions with the percentage of women in their staff. For the OI Secretariat, 149 of 214 staff were women at the time of Oxfam committing to the initiative. On both the Executive Board and Board of Supervisors, women and men are almost equally represented (9:11 and 11:9, respectively).

Both our Chief Executive and Chief Operating Officer, as well as two other Senior Management Team Leaders and 29 (out of 52) other senior leadership team members are women leaders.

The tables below provide a summary of key diversity statistics for FY2017/18. Detailed human resource statistics will again be collected in our annual report for FY18/19, as systems have now been adjusted to ensure compliance with GDPR requirements and annual reporting templates have been revised to better capture key data on gender and other diversity statistics.

Diversity Balance

Category	Southern	Northern
CDs	64%	36%
RDs	71%	29%
OIMT	33%	67%
EB	29%	71%
BoS	23%	77%

Southern Representation on EB committees

Committee	Southern	Northern
EB Gender Justice Steering Group	20%	80%
EB Confederation Development Committee	80%	20%
EB Long Term Development and Knowledge Committee	14%	86%
EB Humanitarian Committee		100%
EB Influencing Committee	33%	67%
EB Public Engagement Committee	29%	71%
EB Operational Committee	17%	83%

Gender Balance

Category	Female	Male
CDs		
RDs	71%	29%
OIMT	44%	56%
EB	67%	33%
BoS	41%	59%

7.2 Fair Pay

Operating in over 80 countries worldwide, each Oxfam 'country location' has a **single pay scale** that references the local market for external competitiveness utilizing (mainly) the Birches INGO sector data. Our **One Oxfam grading structure** compares roles of similar size and scope to ensure roles are rewarded commensurate to the work undertaken.

Our **Reward Shared Service** is leading on an Oxfam **Global Reward Project** (for staff with International Terms and Conditions), albeit at a slower pace than initially planned for due to reduced resources for the design work. The project seeks to both harmonize international Reward in the short term; and to move towards a more localized Reward model in the medium-to-long term (while aiming to overall reduce the number of international positions in the confederation).

Oxfam has also adopted a set of **Reward Principles** to ensure fair pay and that include amongst others fairness, equity and transparency. In setting senior pay, Affiliates take account of the skills and experience required for each of the roles and the remuneration in the sectors from which suitable candidates for such posts would be found – aiming to strike the right balance between affordability for Oxfam and the need to attract and retain good staff. For OI Regional Directors and national (local) staff in countries where Reward Harmonization has taken place, a set of common Oxfam Reward Principles are followed. For all other staff, affiliates follow different approaches that they publish in their Annual Report & Accounts. Information on the level of remuneration for our most senior positions is publicly available on our website in our [Financial Accounts](#).

Gender pay analysis is under way in some locations (e.g. in the UK as a headquarter location). New policies relating to the Global Reward Project will require gender pay analysis to consistently be undertaken as part of national pay review processes in each country location.

7.3 Staff development

Annual performance and professional development plans and assessments

Oxfam's **Learning and Organizational Development Shared Service** is delivering multiple learning offers across all Affiliates, countries and regions. An annual Oxfam Learning Catalogue promotes global learning opportunities for staff where they sit, including offers such as Leadership at Oxfam, Managing People at Oxfam, Welcome to Oxfam and the Oxfam Coaching program. We are very conscious that commitment to attracting, retaining and developing top talent has become both more relevant (in terms of staff morale) and more difficult (following the 'safeguarding crisis'). A Nairobi-based Global Head of Talent and Resourcing was recruited in September 2017 to lead on a job categorization policy and the development of a **talent management framework** to enable more structured and streamlined staff development processes.

E-learning

As an organisation with approximately 10,000 staff worldwide, including a 'globally distributed' OI headquarters and humanitarian response personnel who are frequently 'on the move', **online learning** has become a critical resource for Oxfam.

In 2017/18, a number of new online learning resources were developed and successfully deployed, including on GDPR as well as an 'introduction to gender justice' and 'gender and power'. Our **Learning at Oxfam** Platform is now being used by over 75%% of the Oxfam workforce (7,185 Oxfam staff users).

Our top online courses are Gender Justice at Oxfam, Gender Power, Welcome to Oxfam and Managing People.

7.4 Safe working environment

We acknowledge and apologize for our past failure to put in place the right steps, processes and culture to protect the people we serve. The impact of the 'safeguarding crisis' triggered by the February 2018 Times report on a case of sexual misconduct by an Oxfam GB staff in Haiti in 2011 has been profound and marked us deeply in many ways.

From 2011, we began to make improvements to our safeguarding practices but we regret we did not go far enough and fast enough. In October 2017, we established a taskforce to lead more structural safeguarding changes in Oxfam. In February 2018, a program of immediate improvement was implemented to strengthen Oxfam's safeguarding policies and practice. This included a Ten-Point Action Plan to drive the systemic change needed to address the power imbalances and culture that had exposed Oxfam, its partners and the people it works with to this level of risk

Oxfam's leadership teams have acted promptly and decisively to ensure a zero tolerance approach to all forms of sexual exploitation and abuse. Measures included:

➢ A new internal **Global Safeguarding Taskforce**, with the OI Executive Director Winnie Byanyima as one of the co-chairs, to guide Oxfam through this transformative moment and ensure that organizational values are lived by all staff.

➢ An **investment of more than €2m to implement new safeguarding practices**, doubling the size of the team dedicated to handling cases of abuse, harassment and sexual misconduct in confidential and appropriate ways.

➢ **Setting up external whistleblowing systems in five languages** for survivors to report cases of misconduct and abuse.

➢ **Establishing of a team of 'Safeguarding Focal Points'** (trained staff who are initial points of contact for staff grievances and lead on preventative measures) in all countries where program activities take place.

➢ **Ensuring that all staff understood and signed Oxfam's updated Code of Conduct**, ratified in October 2017 by Oxfam's Executive Board, and which explicitly forbids behaviors witnessed in Haiti.

In March 2018, we announced that an **Independent Commission** would have full powers to look into all aspects of Oxfam's policies, practices and culture (past and present). Zainab Bangura, former United Nations Under-Secretary General, and Katherine Sierra, former World Bank Vice-President, were brought in to co-lead a team of business, government and civil society experts. The Commission has been tasked with proposing recommendations on how Oxfam can better align with its values and strengthen its systems to prevent and respond to all forms of abuse of power, harassment, and interpersonal misconduct, including sexual misconduct, by anyone involved with Oxfam. Following its January 2019 interim report, ("Listening to People – Rebuilding Trust") the Commission is scheduled to release its final report (which is expected to include recommendations on how Oxfam can further strengthen accountability and trust in its relationship with local communities), in May 2019.

Progress on Safeguarding

At the same time, Oxfam has taken a **number of other important actions.** We have invested substantially in **safeguarding training** across the confederation, recruiting a new Oxfam International Associate Director for Safeguarding and Culture and several **regional safeguarding advisors**.

Working with the **CHS Alliance** (which sets standards of quality, accountability and people management in development and humanitarian sectors), we have offered initial training to equip staff within Oxfam, other NGOs and partner organizations with the skills and knowledge to become **safeguarding investigators** (creating a pool of skilled people to drive improvement standards across the international NGO sector).

All Oxfam staff, volunteers, partners and people with whom we work have been actively encouraged to report instances of abuse, whether personally experienced or witnessed, including cases not previously reported or inadequately dealt with in the past. A **Safeguarding Strategy** to strengthen policies and procedures and to achieve cultural change was approved by Oxfam's Executive Board in 2018. Our 10-Point Action Plan defines the **mandatory training and future processes** by which Oxfam will assess references, recruit and vet current and incoming staff in all roles.

We are reaching out to regulators and governments in countries where we work to share any information. In the UK Oxfam, GB is cooperating with all external investigations, including by the **UK Charity Commission** and the **UK Parliament's Select Committee on International Development**.

We have also engaged extensively to discuss and strengthen **safeguarding across the sector** and in other institutions. Our OI Executive Director Winnie Byanyima has addressed the **World Bank Advisory Council on Gender and Development** to share lessons with the Bank and government officials. Sectorial initiatives have taken place in the USA through the **InterAction** alliance and in Canada through a new Steering Committee to Prevent and Address Sexual Misconduct. In the UK, we participated in a **Safeguarding Summit** that led to a commitment from NGOs, DfID and the UK Charity Commission to "improve the standards and delivery of safeguards, including a culture of zero tolerance to sexual exploitation and abuse in all we do".

We have a lot to learn and put right in Oxfam. We are listening to the thoughts and concerns of survivors, donors, partners, staff, allies and women's rights organizations, and defining our changes in consultation with them. We pledge to stand alongside the women who were abused and will improve our policies, practices and culture, which will enable us to act promptly and decisively, putting the survivor at the heart of what we do. We will continue to invest in advocacy, campaigns and international programs that focus on changing the social norms that trap women in cycles of poverty and violence

Our commitment to publishing Safeguarding data

Over the past few years and even more so since February 2018, we have encouraged our staff, volunteers, partner organizations and the millions of people we work with in communities in 70 countries across the world to speak out and report concerns and incidents affecting them, even when the incident itself took place in the past. At the same time, we are improving and increasing our capacity to support survivors and deal with cases as they arise. As people increasingly trust that Oxfam will deal with their cases robustly and sensitively, the numbers of people reporting incidents has increased. We see this as positive and a reflection of growing confidence in our improved safeguarding processes, systems and leadership.

Case management information and data is held by individual affiliates, each of which is responsible for safeguarding management in their headquarters and relevant country operations. We have adopted commonly used definitions, including by the United Nations, relating to safeguarding; and are committed to further improving our case and data management, reporting both internally and in collaboration with the wider sector. **Case data** (for the period April to September 2018) was first published on our website in October 2018, with a further report covering the period October 2018 to March 2019 being finalised at the time of writing. Oxfam has also established a **confederation-wide database** to log information on historical and current cases of misconduct (with immediate effect for all new cases) to enhance our ability to monitor cases, analyze trends and identify under-reporting and slow progress.

As part of our **survivor centred approach**, we will ensure confidentiality in all public reporting. Oxfam also offers and provides support to survivors both during the investigation of the case and once concluded. This support can include counselling, health care and legal support.

We actively encourage people to report cases from the past, including some **'historical' cases** of more than 10 years ago; and acknowledge that we owe it to anyone who may have been affected by the misconduct of Oxfam staff to look back at previous cases and re-examine whether they were dealt with appropriately. Thus, cases remain open while investigations proceed, and move at the speed that survivors are comfortable with.

8. Resources

8.1 Acquiring resources

Ethical Fundraising

Oxfam has an Ethical and Environmental Purchasing Policy that seeks to ensure that all affiliates purchase goods and services that are produced and delivered under conditions that do not involve the abuse or exploitation of any persons.

There are a wide range of policies and processes in place to ensure that fundraising activities describe needs adequately and reflect the dignity of the people involved. All our communications adhere to Brand Guidelines and we require affiliates to take an 'Informed consent' approach to gaining permission to use a person's testimony, images, audio or video. This not only means that the person/s are informed but that they understand why Oxfam wants to interview, photograph and/ or video them.

Oxfam affiliates produce annual reports which outline and publish major gifts and auditing processes. A policy of ethical screening ensures that donations are only accepted from corporations which adhere to Oxfam's values.

Index of affiliate membership of relevant ethical fundraising codes	
OAU	Australian Council for International Development Code of Practice; Public Fundraising Regulatory Association (PFRA); Fundraising Institute of Australia; Australian Direct Marketing Association
OCA	Imagine Canada; Association Canadienne des professionnels en dons planifiés

Index of affiliate membership of relevant ethical fundraising codes	
ODE	Initiative Transparent Civil Society; German Charity Council; Ethical Fundraising Association "Spendenrat"
OES	EFA (European Fundraising Association) through AEFR (Asociación Española de Fundraising), Code of Conduct for the Development of Fundraising in Spain
OFR	Le Comité de la Charte - a label to guarantee transparency and proper use of funds raised among the general public
OGB	Institute of Fundraising (IoF) and the Direct Marketing Association (DMA). Membership of the DMA requires compliance with the DMA Code of Practice. This is in addition to compliance with all UK legal obligations, such as Data Protection, and registration with the Fundraising Regulator, signifying compliance with the Code of Fundraising Practice
OHK	Face-to-Face monthly giving alliance
ONL	CBF Seal (annual application) - Centraal Bureau Fondsenwerving. CBF is member of the International Comittee on fundraising organizations. VFI (Vereniging Fondswervende Instellingen)
ONZ	Fundraising Institute New Zealand
OIT	Instituto Italiano delle donazioni
OUS	Oxfam America is rated highly by a number of leading independent charity evaluators, including the American Institute of Philanthropy, has the highest rating of the Better Business Bureau, and is recommended by Charity Navigator. In addition, Oxfam America endorses and adopts interaction's Private Voluntary Organization (PVO) Standards that include ethical fundraising standards and the American Association of Fund Raising Counsel's Donor's Bill of Rights.
OQC	Imagine Canada et the Association Canadienne des professionnels en dons planifiés, Association of Professional Fundraisers, Association des professionels en gestion philanthropique

8.2 Sharing resources

The work of Oxfam International is supported through a range of investment frameworks that guide both affiliate contributions to the global as well as the 're-allocation' of such funds to specific parts of the confederation by the OI Secretariat. All affiliates have aligned their own planning and reporting processes behind one common Oxfam cycle based on an April-March accounting year.

Oxfam Investment Fund

The Oxfam Investment Fund is a collective fund built from Affiliate contributions and coordinated by the Secretariat to support the "global balance" agenda, invest in high potential public fundraising markets and institutional fundraising opportunities. Following recruitment of a global Oxfam Investment Fund Manager in July 2017, cross-portfolio management has made significant progress with quarterly and annual reports analyzing both investment and returns. Implementation continues to be supported by OIS strategic partners for each investment portfolio, and is monitored by an International Investment Committee (ICC) composed of senior Secretariat management staff.

From FY2017/18, a proportion of Affiliates' income is being shared and allocated to common priorities and programs in a process referred to as 'Collective Resource Allocation' ("CRA"). Each Oxfam country program receives an allocation from this CRA pool based on a framework linked to Oxfam's **Global Program and Influencing Investment Framework ("GPIIF")**. The GPIIF has been designed to guide decision-making and planning on expenditure allocations, including which countries Oxfam invests in, what size of program is most appropriate and what the broad shape of the program should be. It thus aims to coordinate activities amongst all affiliates present in the same country or region. Any remaining balance of country funding is provided by 'Partner Affiliates' who will bring investment. This can be a combination of restricted and unrestricted funds.

8.3 Minimizing corruption, bribery or misuse of funds

Oxfam has agreed a suite of **financial standards**. Compliance with these standards is maintained through a **system of peer reviews**: each affiliate is reviewed by one of its peers every two years, with the resulting reports being made available across Oxfam.

In addition, the **Finance, Risk and Audit Committee** (at Board of Supervisors level) 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.

Oxfam has a **zero tolerance approach to allegations of bribery**, recognizing that bribery is contrary to our fundamental values, integrity, transparency and accountability. This is made explicit in the Oxfam **Code of Conduct** with all Oxfam employees. This Code of Conduct was updated in 2018 and workshops were organized for all Oxfam staff for translating these values into everyday working life.

An Oxfam-wide **Anti-Corruption policy** sets out the mandatory guidance for all service contracts, of any value which, by the nature of the activity are at higher risk of bribery, to contain an anti-bribery clause. These may include: clearing agent contracts, transport service providers and visa or/ licensing services. The Policy applies to all personnel and other stakeholders such as consultants, volunteers, board and committee members, trading staff and invited visitors working on behalf of Oxfam. It also extends to partner organizations with whom Oxfam is connected through any form of funding agreement.

Oxfam International encourages Board members, managers, staff, interns and volunteers to report evidence-based instances of malpractice of Oxfam International or its affiliates to their manager, the Executive Director, or if necessary the Chair of the Board or another Board Officer. This may be done in confidence and without fear of reprisal; we will protect whistleblowers from victimization and dismissal. If the matter relates to an Oxfam affiliate, the issue will be directed to the appropriate manager or affiliate Executive Director. If it is not possible to resolve a concern without revealing the complainant's identity, the manager will discuss the implications with the complainant and a decision to proceed (or not) with the investigation will be made.

9. Governance, Accountability and Leadership

9.1 Governance structure

Legal status

Stichting Oxfam International (the Secretariat) is registered as a not-for-profit Stichting (Foundation) in The Hague, Netherlands and is governed by a written constitution (registration number 41159611). The Secretariat is also registered with Companies House in the UK as a branch of an overseas company under number FC019279.

On June 27 2017, the Secretariat entered a **Host Country Agreement with the Kenyan government** allowing for the establishment of the Oxfam International headquarters in Nairobi.

The Secretariat operates four advocacy and campaigns offices in Brussels, Geneva, New York and Washington DC, and manages an Oxfam International African Union Liaison (OIAU) office in Addis Ababa.

Affiliates

Affiliates are organizations which subscribe to the objects of the Secretariat, and which have been entered in the Register of Affiliates in accordance with the Secretariat's Constitution. As part of the preparations for joining Oxfam as an Affiliate, prospective Affiliates are awarded Observer Status, which enables them to appoint representatives to attend (but not to vote at) meetings of the Executive Board and Board of Supervisors.

Oxfam Brasil and Oxfam South Africa have - since our last comprehensive Accountability Report for FY16/17 – joined as full members. Affiliation processes are currently underway in Turkey (Observer status since November 2018) and Colombia. In March 2018, the Board of Supervisors accepted the withdrawal from the confederation of Oxfam Japan, following its decision to dissolve the organisation within a 12-month period.

Structure

Oxfam is an international confederation comprising (currently) 19 independent affiliates and an International Secretariat. As a network of interdependent organizations, affiliates collaborate to run development programs, campaign for justice, provide humanitarian relief in crisis, raise awareness and generate funds to allow Oxfam and its partners to implement their work. As well as the head offices of the Affiliates, Oxfam has **offices in 67 countries and in 7 regions**. At the regional level, operations are coordinated by Regional Platforms.

The global organisation is governed by a **Board of Supervisors** (that has an Independent Chair) and an **Executive Board**. The duties of the Board of Supervisors and of the Executive Board are set out in the OI constitution which is available on the OI website.

Members of the Oxfam Board of Supervisors are not paid. Remuneration for the OI Executive Director is set by the OI Board of Supervisors. The salaries of individual affiliate Chief Executives are set by respective affiliate Boards.

9.2 Management and Decision Making

Managing the OI Secretariat

The Board of Supervisors delegates the power to manage the **OI Secretariat** to the Oxfam International **Executive Director**, who is selected by the Board and attends Board meetings in an ex-officio advisory capacity. The OI Executive Director chairs the Executive Board and leads the **Oxfam International Management Team** who are employed by Oxfam International. The Board of Supervisors supervises and evaluates the work of the Executive Board and of the OI Secretariat through annual reporting against a common Oxfam Operational Plan.

Ensuring Effective Decision-Making

Decision-making processes at the **Board of Supervisors** (BoS) meetings are open, transparent and democratic and clearly defined in the Constitution and Rules of Procedure. Decisions are usually made by consensus. Where votes are needed, each affiliate has one vote regardless of size or history. Normal decisions may be decided by a 75% majority of affiliates. Constitutional changes can be blocked by any two affiliates.

Face-to-face **Executive Board meetings** take place at least twice a year, chaired by the OI Executive Director, with formal teleconferences between these meetings. Decisions are usually reached through consensus and recommendations made to the Board of Supervisors. Executive Board meetings are informed by presentations and papers prepared by senior staff in the OI Secretariat and Affiliates. Senior staff attend Board meetings to inform decision-making. Periodically, the Executive Board (and Affiliates' own respective Boards) consider results from Staff Surveys.

The **Board of Supervisors Committee structure** ensures that responsibilities for detailed work are appropriately delegated. There are currently three subcommittees of the Board of Supervisors:

> ➢ **Finance, Risk and Audit Committee (FRAC)**. The Finance, Risk and Audit Committee ensures thorough financial oversight of the Secretariat and of the wider confederation, and makes recommendations to the BoS in respect of the accounts, the budget and the audit.

> ➢ **Governance Committee.** The Governance Committee advise the BoS on measures to ensure effective governance. Since March 2017, it is complemented by a **Governance Review Working Group** that is composed of BoS, EB and OIMT members and that is driving a review of Oxfam's current governance architecture. This aims to achieve greater effectiveness to respond to the changing needs of the global organisation, as it is advancing in the implementation of its Oxfam 2020 vision.

> ➢ **Programme Supervisory Committee (PSC)**: The PSC is responsible, on behalf of the BoS, for oversight of systems, controls and processes that support the Secretariat's Program objectives and delivery that have an impact on the Secretariat's ability to meet its objectives; advising the Board of Supervisors on the Programme elements of the Oxfam Strategy for the Confederation; recommending approval of documents and/or high level information coming from the Executive Board on the progress of programmatic indicators and innovation and knowledge generation.

The **Executive Board Committee structure** and supporting **Platforms** allow for broader staff representation in recommending courses of action; and ensure that detailed work to underpin decision-making gains strong engagement from staff across all Affiliates. Platforms are composed by 'issue experts' from across Oxfam and meet regularly virtually as well as occasionally face-to-face.

9.3 Accountability

Open Information

The OI Board Accountability Policy requires OI and its affiliates to publish Oxfam's 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, plans, financial information (including salary information of higher paid employees), performance, relationships (partners and allies) and public policy positions. Following each Meeting of the Board of Supervisors and Executive Board a communiqué is sent to all staff to communicate key decisions.

Conflict of Interest

Oxfam's Employee Code of Conduct makes provision for how to manage any potential conflicts of interests; and ensures that affiliates must exclude any formal religious or political affiliations or any other potentially compromising affiliations. It also binds staff to declare any financial, personal, family (or close intimate relationship) interest in matters of official business that may impact on Oxfam's work (e.g. contract for goods/services, employment or promotion within Oxfam, partners, beneficiary groups etc).

Our updated Employee Code of Conduct, ratified in October 2017 by the Oxfam Executive Board, now explicitly forbids behavior such as seen in the Haiti case.

Measuring Board effectiveness

Detailed minutes are taken at every formal Board meetings. These are complemented by an 'action list' that is maintained by the OIS Governance Team that tracks completion status and reminds the Boards of any action points that remain pending. The Governance Committee reviews the performance of the Board of Supervisors, and its relations with the Executive Board, Committees, the OI Secretariat and affiliates. All Board Committees also report to the six-monthly face to face meetings on the work carried out in the interim period and against Committee workplans. Notes from Committee meetings are available to all Board members online. In addition a 'governance community' on Oxfam's intranet (Compass) provides relevant information on the work of the two Boards that is accessible to all Oxfam staff.

Measuring confederation-wide performance

Confederation-wide performance in achieving the Oxfam Strategic Plan is regularly evaluated through:

➢ an **annual report on operational progress towards the Oxfam Strategic Plan** prepared by the OI Secretariat (based on Affiliate and Country Office self-assessment of progress against a set of objectives as agreed in annual operational plans and related Executive Steer);

➢ **dashboards of common financial and non-financial Key Performance Indicators (KPIs)** are being developed by a 'One Management Information Strategy' Working Group with representatives from each of the largest affiliates;

➢ **Oxfam Strategic Plan Outcome Area Reviews** that at three-yearly intervals are a deeper exercise to synthesize key findings from evaluations of outcome achievements as well as challenges, to test the core assumptions about how Oxfam contributes to social change, and to assess effectiveness in different contexts against each of the External Change goals

➢ **Partner Surveys** to provide a measure of what our stakeholders think about Oxfam's achievements and relationships.

Monitoring and Evaluation Framework

Together with the Oxfam Strategic Plan 2013-2019, Oxfam has adopted a global monitoring and evaluation framework to help measure progress towards its strategic ambition. One of the key pillars of this framework is a Confederation-wide operational planning and reporting process, coordinated by the OI Secretariat and which all Affiliates contribute to.

Oxfam is committed to ensuring that, in all that we do, we are accountable to everybody with whom we work, from Affiliates, programme partners, communities and donors to other stakeholders such as our staff, or those that we campaign through and with. To achieve this, we use a suite of tools to monitor and evaluate our progress against objectives including:

➢ **Reporting on a quarterly basis against OI Secretariat departmental objectives**, highlighting progress and challenges and actions to ensure delivery against these objectives.

➢ **Completing review exercises to understand – and speak about – our outcome achievements as well as our challenges**, and how we deal with them.

➢ **Undertaking reviews to assess our overall strategies in our core coordination areas**, testing the core assumptions about how we coordinate and contribute to the delivery of the Oxfam Strategic Plan and assessing our effectiveness in different contexts. Learnings from recent independent outcome area reviews are reflected in this report.

➢ **Consulting with key stakeholders to gather their insights and assessments about our overall efforts**, e.g. via program feedback mechanisms, but also by including our stakeholders in strategy development, both at country level as for the global strategy development.

9.4 Complaints mechanisms

Information about how to make a complaint is presented in the 'frequently asked questions' section of our international website ("how can I make a complaint" and "how can I report sexual, financial and/ or HR-related misconduct"). This provides links to our Board Accountability policies as well as to the governance section on our global website.

Complaints about individual affiliates will be referred to the relevant affiliate or dealt with by Oxfam International staff, and the Oxfam International Executive Director if necessary. Every effort will be made to address and resolve the complaint at affiliate level. All complaints will be logged.

All other complaints can be addressed to the OI Executive Director in writing by email or mail. Oxfam International endeavors to assess and respond to complaints in writing as quickly as possible (preferably within 2 weeks). Complainants will be kept informed of delays to investigation of an issue (e.g. due to unavailability of relevant staff, etc), or where it has been referred to an affiliate. This process is not open to affiliates or their staff and does not replace an affiliate's own processes. All affiliates have contact pages available on their websites with contact forms that are easy to fill out. Some affiliates also share their full complaints procedure.

Complaints in / from Programs in countries

All Oxfam country programs are expected to have feedback mechanisms. In FY17/18, Oxfam country programs reported a total of 6,154 complaints (as reported to the country or regional management team, i.e. excluding any complaints that affiliate headoffices may have received directly). The information in the table below is based on information received from the 72% of Oxfam country offices who provided statistics for FY17/18. Further efforts will be made to be able to present a full and fully integrated data set for FY18/19 and future years.

		No. of complaints				
		Written (letter or email)	Whistle blower mechanism	Verbal (F2F to employee or phone call)	Other (via SMS or Whatsapp)	Total
All complaints by **individuals directly affected by our programs** during the reporting period.	Responded and resolved	198	1'985	387	3'276	**5'846**
	Responded but not yet resolved	0	0	0	132	**132**
	Received/ recorded[5]	0	0	61	14	**75**
All complaints against our Office by **partner organizations** received during the reporting period	Responded and resolved	27	0	5	1	**33**
	Responded but not yet resolved	24	2	0	0	**26**
	Received/ recorded	0	0	0	0	**0**
All complaints against a **partner organization** received during the reporting period	Responded and resolved	2	0	2	2	**6**
	Responded but not yet resolved	1	0	1	0	**2**
	Received/ recorded	0	0	0	0	**0**
All complaints against our Office by our **staff, volunteers or interns** received during the reporting period (including Formal Grievances)	Responded and resolved	15	2	8	0	**25**
	Responded but not yet resolved	2	0	0	0	**2**
	Received/ recorded	0	0	0	0	**0**

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[5] The category 'received/ recorded' includes complaints that were made but where e.g. the information provided by the complainant was not sufficient to open an investigation or where it was not possible to follow up with the complainant after an initial contact was made.

All complaints against our Office by the **general public** received during the reporting period	Responded and resolved	2	0	3	0	**5**
	Responded but not yet resolved	2	0	0	0	**2**
	Received/ recorded	0	0	0	0	**0**
Total		**273**	**1'989**	**467**	**3'425**	**6'154**

9.5 Staff included in accountability

Oxfam is on a journey of improving and changing its culture. At the beginning of 2018 a **'Safeguarding and Culture Strategy'** was finalized that lays out a path to creating an environment that enables all staff to be safe and reflect our values every day. A range of actions were identified including improving formal policies and processes and informal norms, behaviors and deep structures in order to re-enforce a zero tolerance to harassment, abuse and exploitation.

Given the scope of culture change, this work interacts with all the priorities in the 10-Point Action Plan, including but not limited to the Independent Commission, strengthening of internal processes, and increasing trust and investment in our safeguarding processes. All our staff have been supported by on-line and face-to-face workshops where they could discuss what our organizational values mean in everyday working life in their role and context.

A key part of the delivery of our culture strategy has been the **leadership and active engagement of diverse staff from all parts of Oxfam**, and the creation of a critical mass of Oxfam colleagues who are committed to and engaged in improving culture and sharing good practice. Staff have both participated in and led initiatives aiming to improve Oxfam culture, with a staff culture group called 'Living Our Values Everyday' driving a number of key initiatives.

Inclusiveness, empowerment and accountability (both internally and externally) are also guiding principles for our current global strategy process that is led by a cross-regional, cross-functional and cross-hierarchical Global Strategy Development Team composed of staff from across all of Oxfam.

Annex I: Reference table

Topic / reporting question	Section
Impact Achieved	
A. The impact we achieve	
What are your **mission** statement and your **theory of change**? Please provide a brief overview.	2.1
What are your key strategic **indicators** for success and how do you involve your stakeholders in developing them?	2.2 and 4.1
What **progress** has been achieved and **difficulties** encountered against these indicators over the reporting period?	3.1 and 3.2
Have there been significant **events** or **changes** in your organisation or your sector over the reporting period of relevance to **governance** and **accountability**?	2.3
B. Positive results are sustained	
What have you done to ensure **sustainability** of your work beyond the project cycle, as per commitment 4? Is there evidence of success?	3.3
What **lessons** have been learned in this period? How have the lessons been transparently **shared** among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?	3,2
C. We lead by example	
How does your organisation demonstrate **excellence** on your **strategic priorities**?	3,4
What evidence is there that your expertise is **recognised** and welcomed by your peers, partners and other stakeholders?	3.2, 3.4 and 5
How does your organisation practice being **inclusive** and protecting human rights, including promoting **women's rights and gender equality**, in accordance with commitments 1-2?	3.6
How do you **minimise** your organisation's **negative impacts** on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?	3,7
How do you demonstrate responsible stewardship for the **environment**?	3.8

Topic / reporting question	Section
Stakeholder involvement	
D. Key stakeholders are identified with great care	
Please list your key **stakeholders**. What process do you use to **identify** them?	4,1

How do you ensure you **reach out** to those who are impacted or concerned by your work?	4.1 and 4.4
How, specifically, do you maximise **coordination** with others operating in the same sectoral and geographic space with special reference to national and local actors?	3,5
E. We listen to, involve and empower stakeholders	
What avenues do you provide your stakeholders to provide **feedback** to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at **listening** and acting upon what you heard?	4.2, 4.3, 4.4 and 4.5
What evidence confirms a high level of **stakeholder engagement** in your activities and decisions from beginning to end?	4.2, 4.3, 4.4 and 4.5
What are the main **likes/dislikes** you have received from key stakeholders? How, specifically, have you reacted to their feedback?	4.2, 4.3, 4.4 and 4.5
How do you know that people and partners you worked with have gained **capacities**, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)	3,3
F. Our advocacy work addresses the root causes of problems	
How do you identify and gather **evidence** regarding the root causes of the problems you address? and use this to support your advocacy positions?	5
How do you ensure that stakeholders **support** your advocacy work and value the changes achieved by this advocacy?	5
G. We are transparent, invite dialogue and protect stakeholders' safety	
Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily **available** on your website in languages accessible by affected populations? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.	6.1 and 7.2
What policies do you have in place to ensure a **fair pay** scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.	7.2
How do you ensure **privacy rights** and protect personal data?	6.2
Who are the **five largest single donors** and monetary value of their contribution? Where names of private individual donors cannot be named due to requested anonymity, please explain what **safeguards** are in place to ensure that **anonymous contributions** do not have unfair influence on organisational activities.	6.3

Topic / reporting question	Section
Organisational Effectiveness	
H. Staff and volunteers are enabled to do their best	
Provide evidence that **recruitment** and **employment** is **fair** and **transparent**.	7.1
What are you doing to invest in staff **development**? What indicators demonstrate your progress? What are your plans to improve?	7.3
How does your organisation ensure a **safe working environment** for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?	7.4
I. Resources are handled effectively for the public good	
How do you **acquire resources** in line with your values and globally-accepted standards and without compromising your independence?	8.1
How is progress continually monitored against strategic objectives, and **resources re-allocated** to optimise impact?	8,2
How do you **minimise** the risk of **corruption**, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?	8.3
J. Governance processes maximise accountability	
What is your **governance structure** and what policies/practices guide replacing and recruiting new trustees/board members?	9.1
How does your **board oversee** the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?	9.2 and 9.3
What processes and mechanisms does your organisation have in place to handle **external complaints** (including those relating to unacceptable conduct of your staff, volunteers, or partner organizations)? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	9.4
How are **internal complaints** handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	9.4
How do you make decisions about the need for **confidentiality** and protecting the **anonymity** of those involved?	9.4
K. Leadership is dedicated to fulfilling the 12 Commitments	
How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?	9.1, 9.2 and 9.3
What steps have you taken to ensure that **staff** are **included** in discussing progress toward commitments to organisational accountability?	9.5

What is your accountability report's **scope** of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to accountability issues throughout your federation?	1