

# OXFAM ANNUAL REPORT & ACCOUNTS

2012/13



OXFAM



**13.5 million\***

people reached in 54 countries

**1.6 million**

people globally took online campaign action

**6.2 million**

people supported in 27 humanitarian emergencies

**1,289**

grants to 889 partner organisations worldwide

**411,024**

people in the UK made a regular donation



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\*In our efforts to maintain our accountability to stakeholders, we continue to include statistical information throughout this report. Given the breadth and depth of our work, we acknowledge the difficulties in measuring this; we have used our own monitoring systems to compile the data, and figures have been rounded as appropriate. We have worked hard to avoid any double counting when identifying the numbers of people we reach, however, there is likely to be some overlap between specific activities, as some individuals will be supported in more than one area of our work. We value your feedback on the information contained in this annual report. Please contact Alison Jestico (AJestico@oxfam.org.uk) with any comments or suggestions you may have.

## MESSAGE FROM THE CHAIR

**It has been a highly challenging year in all spheres of our activity. Rising inequality and an increase in humanitarian crises mean the demands on Oxfam<sup>1</sup> have grown enormously.**

### Focus on food

Since Oxfam sent the first food parcel to starving Greek people in 1942, food – or lack of it – regrettably remains at the centre of our mission for social and economic justice. Today food shortages are exacerbated by the consequences of war, climate change, resource scarcity and systems of production and distribution which are volatile and inequitable. During 2012/13, we continued not only to provide humanitarian assistance to those in acute need, but also to help build economic and social rights for poor people. Our work ranges from building wells for pastoral farmers in Africa, to calling for a shake-up of the global system that allows more than two million children to die each year from malnutrition (page 7).

In October, even as we celebrated our 70th birthday, Oxfam campaigners had bulldozers out in central London to raise awareness of the 'land grabs' that deprive millions of people of food each year. In January, we also joined with more than 100 other UK NGOs to launch the 'Enough Food for Everyone IF' campaign, which shares the goals of Oxfam's own GROW campaign. Together, campaigners' efforts led to the UK fulfilling its historic promise to spend 0.7% of national income on aid (see page 7).

### ... and women

Our campaign for food justice naturally focuses on women. Two-thirds of the world's poorest people are women, yet it is they who produce most of the food in the countries where we work. They have nothing like the same access as men to the land or investment. Throughout this report you'll see how Oxfam is helping women to redress that balance – from our work in the field, to helping women claim their rights in national parliaments. Our five-year global programme, 'Raising Her Voice', culminated in 2013. Increasing women's participation and



voice in decision-taking, promoting women's economic empowerment and tackling gender-based violence (page 27) remain at the heart of Oxfam's approach.

### Building resilience

Oxfam is responding to twice as many disasters as it was a decade or so ago, and last year was unprecedented with emergencies across the Sahel, in Yemen and in Syria (pages 13-15). But our aim is to find long-term solutions; the international community must find a new model of assisting and protecting affected people. We're pushing for earlier and better investment to help poor communities build their resilience to flooding and drought and to strengthen their economic potential. It is not enough to save lives – we must give life today and opportunity tomorrow.

### Working as 'one Oxfam'

This year was a turning point for Oxfam. We extended a warm welcome to our new Chief Executive, Mark Goldring, whose skills and experience – both practical and visionary – equip him to lead our organisation in an increasingly challenging environment. It was also a time for reflection as we bade farewell to Barbara Stocking, our Chief Executive of almost

12 years, who led Oxfam and our mission with incredible determination, integrity and energy.

And Oxfam International (OI) welcomed Winnie Byanyima as Executive Director and Nitin Desai as Chair. Their arrival coincided with the launch of our first OI Strategic Plan – a single international strategy under which the 17 Oxfams can work together to make change happen.

Oxfam has limited resources, particularly now with the economic downturn (see page 42), so we are always looking for new approaches to overcoming poverty. Leveraging the greatest impact, at scale, is more important than ever; examples include using digital technology to reach more people at a lower cost, and brokering relations between communities and decision-makers or companies.

### Tackling inequality

Working with others, we've achieved so much over the last decade. Fifty million more children in Africa are going to school. A global fund on HIV is saving 3,000 lives every day. Debt cancellation has freed up millions of pounds to fund teachers, nurses, classrooms and clinics. And in April 2013, after more than ten years of persistent campaigning by Oxfam and our allies, the United Nations voted overwhelmingly to adopt the world's first international Arms Trade Treaty (page 17). But as we continue to tackle global poverty we must not forget the shameful inequality that sees families going hungry even in the affluent, but deeply unequal, UK (page 10). As we see daily in our work, we need to keep reminding the world of our responsibilities to one another.

All of this is only possible because of the dedication and effort of supporters, volunteers, activists, communities, partners and staff here and around the world. It has been a privilege to witness some of the life-changing work you make possible. Thank you.



Karen Brown  
Chair of Oxfam

## CORPORATE DIRECTORY

### OXFAM COUNCIL OF TRUSTEES AS AT 31 MARCH 2013 AND 12 JULY 2013

|   |                             |
|---|-----------------------------|
| Karen Brown (Chair) <sup>2,3</sup>                    | Matthew Martin <sup>3</sup> |
| James Darcy (Vice-Chair) <sup>2</sup>                 | Marjorie Scardino           |
| David Pitt-Watson (Honorary Treasurer) <sup>1,2</sup> | Gavin Stewart               |
| Maja Daruwala   | Nkoyo Toyo                  |
| Vanessa Godfrey <sup>2,3</sup>                        | Steve Walton <sup>1</sup>   |
| Rajiv Joshi   | Tricia Zipfel <sup>1</sup>  |

NB. Andy Friend and Sandra Dawson retired from Council at the Annual General Meeting on 12 October 2012. At the same meeting, James Darcy was appointed as Vice Chair, and Gavin Stewart and Steve Walton as Trustees.

### OXFAM ASSOCIATION AS AT 31 MARCH 2013

(Refer to Trustees' Report: Structure, governance and management: page 33)

The following, who are not Trustees, are members of the Association of Oxfam:

|                              |                              |
|------------------------------|------------------------------|
| Helen Ashworth               | David Lingard <sup>3</sup>   |
| Andy Burgen                  | Thomas Lingard               |
| Namukale Chintu <sup>1</sup> | Helen Marquard <sup>3</sup>  |
| Kate Cook                    | Isobel McConnan              |
| Mark Dawson                  | Shila Nhemi                  |
| Claire Deegan <sup>1</sup>   | Tunde Olanrewaju             |
| Bob Dewar                    | Angela Sealey                |
| Janet Harrison               | Kate Signorini               |
| Fiona Hodgson                | Oscar Soria                  |
| Rachel Holmes                | Janine Woodward <sup>3</sup> |

<sup>1</sup> Member of Trustee Audit and Finance Group

<sup>2</sup> Member of Remuneration Committee

<sup>3</sup> Member of Recruitment and Development Group

### PRINCIPAL PROFESSIONAL ADVISERS

Oxfam's principal professional advisers include the following:

#### PRINCIPAL CLEARING BANKERS

The Royal Bank of Scotland Group,  
3rd Floor, 280 Bishopsgate, London EC2M 4RB

#### INDEPENDENT AUDITORS

PricewaterhouseCoopers LLP, Chartered accountants and statutory auditor  
7 More London Riverside, London SE1 2RT

#### PRINCIPAL SOLICITORS

Freshfields Bruckhaus Deringer, 65 Fleet Street, London EC4Y 1HS  
Wragge & Co, 55 Colmore Row, Birmingham B3 2AS  
Weil, Gotshal & Manges LLP, 110 Fetter Lane, London EC4A 1AY

### CORPORATE MANAGEMENT TEAM

Oxfam's Corporate Management Team (CMT) comprises:

Chief Executive Barbara Stocking, DBE (until February 2013),  
Penny Lawrence (interim), Mark Goldring (from May 2013)

Campaigns and Policy Phil Bloomer

Communications Chris Gottlieb (until December 2012),

Nick Futcher (interim), Sarah Ireland (from March 2013)

Human Resources Jane Cotton

Fundraising Paul Clarke

Finance and Information Systems Robert Humphreys

International Penny Lawrence

Trading Andrew Horton

Oxfam is a registered charity in England and Wales [202918] and Scotland [SC039042] and a company limited by guarantee registered in England No. 612172 at Oxfam House, John Smith Drive, Cowley, Oxford, OX4 2JY. Oxfam GB is a member of Oxfam International.

<sup>1</sup>Throughout this report, Oxfam GB is referred to as Oxfam.

## OUR APPROACH AND AIMS

**Oxfam works with others to overcome poverty and suffering. To achieve the greatest possible impact, Oxfam works at community, national and global levels.**

Our approach is a flexible and holistic one. We aim to address what people living in poverty say they need and equally to support them in their own attempts to bring about positive change and realise their rights. In each country where we work, we tailor our support by combining a mix of humanitarian, longer-term development and campaigning and advocacy strategies, so that everything we do is connected and mutually reinforcing. And in countries increasingly suffering from external shocks, stresses and uncertainty in an ever-changing world, we are working with communities to build their resilience, so that they can thrive despite these challenges.

Oxfam is an independent organisation, affiliated to Oxfam International, a global confederation of 17 independent Oxfams which share the same purpose and rights-based approach. We are all part of a global movement to build a fairer, safer world.

### **Charitable objects**

As stated in the Memorandum of Association, the objects for which Oxfam is established for the public benefit are:

- To prevent and relieve poverty and to protect vulnerable people, including through humanitarian intervention;
- To advance sustainable development;
- To promote human rights, equality and diversity, in particular where to do so contributes to the prevention and relief of poverty; in all cases working anywhere in the world.

**Oxfam has five strategic aims that are based on fundamental human rights:**

### **The right to sustainable livelihoods**

We are working for a world in which every person has enough to eat, a dependable income and the opportunity of secure, paid employment in dignified conditions. We are calling for the funding and support needed to help millions of people living in poverty adapt to climate change.

### **The right to life and security**

We provide assistance and protection to people caught up in conflict or natural disasters, and lobby governments and the international community to live up to their responsibilities to protect civilians.

### **The right to essential services**

Oxfam's ability to secure our other aims depends on people being able to access health care, education, clean water and sanitation facilities. We lobby at global level for state investment – supplemented by international aid – in basic social services.

### **The right to be heard**

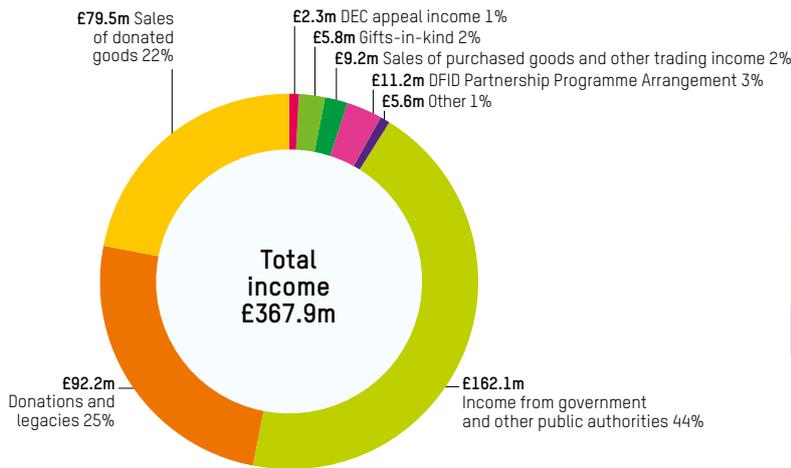
Powerlessness causes poverty and keeps people poor. Oxfam enables people in poverty to engage with decision-makers and to influence the local, national and global decisions that affect their lives.

### **The right to equity**

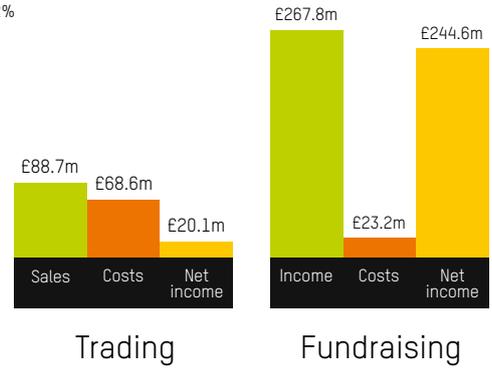
Gender inequality is a major cause of poverty. Oxfam has therefore made a commitment to put the rights of women living in poverty at the heart of everything we do.

# INCOME AND EXPENDITURE

## Where our funds came from



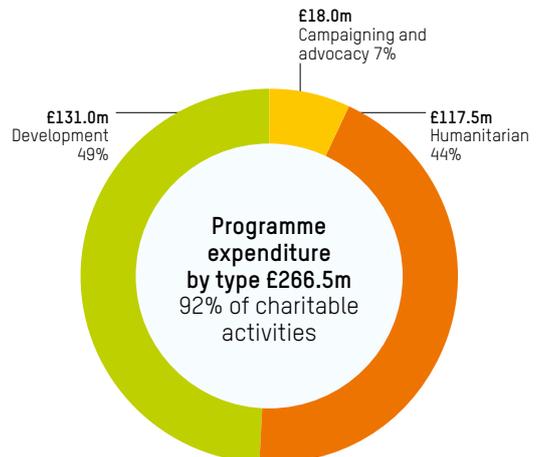
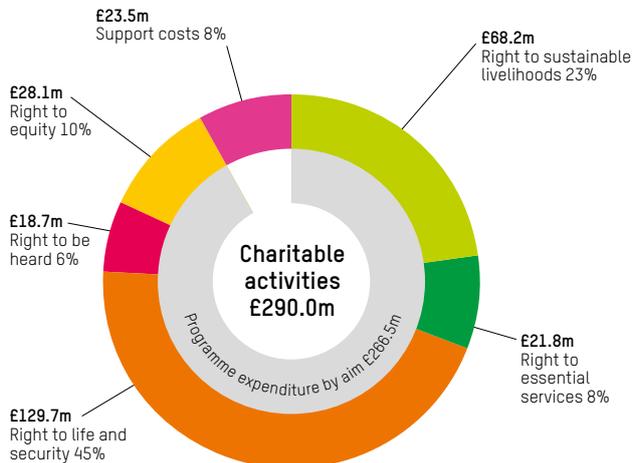
## Trading and fundraising net income



## Total income less expenditure



## Analysis of charitable activities



# SUSTAINABLE LIVELIHOODS

Food and small-scale farmers once again featured extensively in Oxfam's work during 2012/13, under the banner of the ongoing GROW campaign and as part of the new UK-based 'Enough Food for Everyone IF' coalition, which is calling for an end to global hunger. Oxfam continues to adopt innovative solutions that empower people from poor communities to bring about long-term change themselves.



## LAND GRABS – A 21ST CENTURY SCANDAL

In 2012/13, the GROW campaign focused on tackling land grabs. In the past decade, the amount of land acquired by foreign investors in poor countries could grow food for a billion people. Land grabs are also a major focus of the IF campaign, which was launched in early 2013 (see below).

Oxfam highlighted the scale of the problem, publishing research which reveals that the thousands of hectares of productive land that are snapped up often then remain idle or are used to produce biofuels for the US or European markets. Sixty per cent of this land is in developing countries with serious hunger problems but few, if any, of these land investments benefit local people or help to fight hunger.

In these poor countries, an area of land the size of London is being sold off to foreign investors every six days. But few of these deals are adequately regulated or policed, meaning that poor people are being evicted, often violently, without consultation or compensation.

To raise awareness of the problem, in October 2012, Oxfam launched a major phase in its land campaign to pressure the UK government to push the World Bank – which has a remit to tackle global poverty as both an investor in land and an adviser to developing countries – to temporarily freeze its agricultural investments in land.

As part of the campaign, Oxfam supporters got behind a series of campaign stunts around the UK, where treasured landmarks from the White Cliffs of Dover to the Angel of the North were 'sold off'.

We also pressed the government to get land grabs on the agenda at the G8 summit in June 2013, something Prime Minister David Cameron committed to do. Oxfam Campaigns Director, Ben Phillips, stressed that this summit, hosted by the UK, was a real chance for the government to demonstrate its concern about global hunger levels, and to stop land grabbing becoming a scandal of the 21st century.

Further achievements of land campaigning during the year included a meeting in early 2013 in Guatemala, between supporters of over 750 families evicted from their land in the Valley of Polochic in 2011 and the Minister of Agriculture. As a result, the Guatemalan government committed itself to look at ways to purchase land for the families, offer food assistance and apply a development policy in the area to help to resolve the social conflict.

## CAMPAIGNING FOR AN END TO WORLD HUNGER

On 23 January 2013, Oxfam joined forces with over 100 organisations to launch a major new campaign against hunger. 'Enough Food For Everyone IF' was the largest coalition of its kind in the UK since Make Poverty History in 2005. The campaign was based on four premises – there can be Enough Food For Everyone IF:

- We give enough aid to stop children dying from hunger and help the poorest families feed themselves;
- Governments stop big companies dodging tax in poor countries, so that millions of people can free themselves from hunger;
- We stop poor farmers being forced off their land and we grow crops to feed people, not fuel cars;
- Governments and big companies are honest and open about their actions that stop people getting enough food.

Following the successful campaign launch at Somerset House in London, which drew 4,000 supporters, there was extensive digital activity on Twitter and Facebook, high-profile celebrity support, and lobbying of over 200 local MPs by campaigners. In addition, media stunts such as the pre-Budget descent on Parliament by 500 'George Osbornes' grabbed national headlines.

Within three months of the campaign launch, despite extensive political opposition, the UK government announced that it was finally to fulfil a 40-year-old promise to spend 0.7% of gross national income on aid. This means that millions of people living in poverty worldwide will now have a brighter future – thanks, in part, to thousands of campaigners who convinced the government not to back down.

◀ December 2012: Oxfam campaigners 'grab' the Angel of the North, just one of the many landmarks 'sold' in Oxfam's weekend of action to draw attention to the detrimental impact of land grabs in poor countries.  
Photo: Kieran Doherty

### INVESTING IN ENTERPRISE

Oxfam's Enterprise Development Programme (EDP) continued to support small-scale producers and registered many successes. The EDP supports small rural enterprises to become sustainable businesses in poor communities where they will have a significant impact by creating wealth and driving change.

During the year, this pioneering business-based approach continued to identify and invest in promising rural enterprises around the world, and the programme reported:

- An increase in funds raised – mainly from individuals – totalling £4.2m;
- A 5% increase in total enterprise revenues;
- A quarter of the enterprises in the portfolio at the end of 2012 reached profitability;
- A 20% increase in smallholder farmers engaged, of which 62% were women.

Campaigners dressed up as George Osborne, complete with masks and budget boxes, descended on Parliament Square on 19 March 2013 to remind the Chancellor to keep his promise on overseas aid spending.  
Photo: Andrew Aitchison

### CAMPAIGNING AND AWARENESS-RAISING ACTIVITIES UNDERTAKEN IN 2012/13

**7,000**  
Number of solicited contacts with influential decision-makers regarding campaigning issues.

**60,000**  
Number of offline actions taken by people in support of campaign or advocacy issues.

**1,600,000**  
Number of online actions taken by people in support of campaign or advocacy issues.

**15,000**  
Number of known media pieces featuring Oxfam's activities.

**4,500**  
Number of Oxfam-led high-profile campaign and advocacy events.



An Oxfam initiative in Sri Lanka supported a new co-operative milk-processing facility in Vavuniya in mid-2012. Co-op member Sukitha Kumarapar hopes to expand the business in the future: "We want to increase our income from the production of milk-based products such as toffee. Every day people ask if they can join the co-op." Photo: Abir Abdullah



### MOVING UP THE VALUE CHAIN

In addition to our investment in specific small-scale rural enterprises under the EDP, we help establish value-chain relationships with a range of public and private organisations in key economic sectors. Acting as brokers, we aim to bring about long-term change to policies, practices and beliefs to enable poor farmers and entrepreneurs, particularly women, to work their way out of poverty.

Evaluation is an important part of our work and in 2012 we carried out various 'effectiveness audits', including one on a project in Nicaragua, which indicated that farmers' sales were 20-25% higher than the sales for those not taking part. Similarly, in Colombia, our partnership with dairy processor Alpina not only helped farmers double their sales, but also built evidence for changes in the policies of the National Agrarian Bank, which were endorsed by the government.

The value of our approach in this area has been recognised and last year led to the establishment of new partnerships with various institutional donors, which included a relationship with the Swiss Agency for Development and Cooperation (SDC) in our work in the Occupied Palestinian Territories, and one with the Dutch government in Guatemala.

### SCALING UP ADAPTATION

The introduction of Bolivia's first comprehensive agricultural insurance scheme in early 2012 was an inspiring example of Oxfam's effectiveness as a broker of large-scale change.

We had previously promoted an ambitious strategy to the Bolivian government to implement public policies helping poor farming communities adapt to the increasingly severe impacts of climate change. Working alongside local civil organisations, we helped to devise a climate-risk insurance system aimed at reducing small-scale farmers' losses.

As a result of our efforts, the government put the legal framework and the institutional bodies in place to implement such a scheme. The Pachamama Universal Agricultural Insurance Program now reaches nearly 700,000 people. We expect that in the coming five years it will be gradually rolled out to cover the whole country, with an investment of around US\$27m.

This far-reaching development was achieved with an Oxfam budget of just £58,000, and only 20% of the time of two dedicated staff.

### REDUCING RISKS IN BANGLADESH

Given the vulnerability of Bangladesh to extreme natural events, Oxfam works to protect poor communities against disaster and the impacts of climate change. This includes designing effective emergency responses to build communities' long-term resilience.

In 2012, as part of our Flood Resistant Shelter and Sanitation (FRESH) project, we undertook a large-scale response. This included providing 12,000 families with flood-resistant shelters and toilets, and replacing homes lost in 2011 when floodwaters took six months to recede.

It is estimated that the new structures will protect families from worsening flooding for at least ten years. This complete project was delivered in just nine months – ahead of time and under budget, with 10% more people benefiting than originally predicted.

The project also gave people access to important debates around water management policy, climate change adaptation, emergency response and the government's role in meeting emergency needs. All of these factors will be vital if Bangladesh is to address the long-term challenges of relocating around 30 million people whose current homes and livelihoods are becoming unviable as a result of climate change and other factors.

We were also grateful for support from the Disaster Preparedness ECHO<sup>1</sup> (DIPECHO), for our work on reducing earthquake and flood risks.

### THE UK POVERTY PROGRAMME

Over the year, the impacts of austerity became more entrenched across the UK. Recent research shows that almost half the UK population is suffering some degree of financial



◀ Satkira district in South West Bangladesh suffers from annual flooding caused by a build-up of silt in rivers and increased tidal surges. Here women spend four months or more living with floodwater. The Oxfam FRESH project has helped communities in the region build flood-resistant homes for 12,000 families. Photo: Peter Caton

"Oxfam has proved an excellent partner in the UK, India and Bangladesh, employing knowledgeable, skilful, and committed people who tackle difficult projects that break new ground. All four of our jointly funded pilot projects are succeeding. One has already been scaled up widely, and another was awarded a UN Equator Prize."  
Hugh and Sandra Davidson,  
The H & S Davidson Trust, Isle of Man

insecurity, and some four million children and adults are not properly fed by today's standards.<sup>2</sup> In response, Oxfam is extending its work with communities in the UK.

In the last year, we provided in-depth support to around 5,000 people – with a focus on developing families' and communities' abilities to support themselves in the long term. This work<sup>3</sup> supports a range of local community activities in areas suffering from deep-rooted economic and social problems. Projects include activities to develop businesses in disadvantaged communities; supporting people to learn new skills and get into work; and initiatives to help parents support their children's learning more effectively. Our input has backed initiatives in east London, the Western Isles, Greater Manchester, North and South Wales, Strathclyde and West Yorkshire, working through local community organisations.

Our projects are already having an impact. We have seen residents get back into learning and secure qualifications; community members start community projects as varied as environmental clean-ups and mutual parent support, to growing food or starting community businesses. John Berry volunteers for Fareshare, delivering food that would otherwise go to waste to local charities. Through this he has gained qualifications in first aid, food hygiene and forklift driving: "Fareshare changed my life, not just for the qualifications, but they've made me feel human again. It's brought me back into society. I feel like I'm worth something."

<sup>1</sup> European Commission's Humanitarian Aid and Civil Protection Directorate General.

<sup>2</sup> 2013 Poverty and Social Exclusion report, Joseph Rowntree Foundation.

<sup>3</sup> The work is supported by the Big Lottery Fund in Wales and Unilever.

## TECHNOLOGY EARLY WARNINGS FOR FARMERS

In response to the high risk of agricultural disasters related to climate change in Armenia, Oxfam developed a text-messaging initiative. This project uses mobile phone technology to provide farmers with an early warning system in order to help reduce the impact of extreme weather on crops. We established a partnership with the Armenian State Hydro Meteorological Service, which now provides regular three-day local weather forecasts.

SMS alerts of potential weather risks for crops are sent directly to farmers' mobile phones, together with advice on how to cope. Yesai Qaramyan from Artabyunq explains: "Information that we get helps us to plan and schedule our jobs ahead of the harvest, to protect against frosts and take steps to reduce damage in case of heavy rains or strong winds."

So far, the project has helped some 2,500 farming families in 26 communities to plan their activities better, raised their awareness of climate change and enabled them to increase their income by reducing harvest losses.

Such has been the success of the system that similar schemes have been adopted in Afghanistan, Pakistan and Bangladesh, which now reach around 22,000 people.

## PROMOTING SUSTAINABLE LIVELIHOODS GLOBALLY IN 2012/13



**330,000**

People benefiting from innovative responses to climate change.



**700,000**

People benefiting from support to improve their crops, their goods or their services.



**450,000**

Number of producers who can now negotiate better prices for their goods in more markets.



**4,500**

Number of rural and urban community-based enterprises benefiting from our support.

# LIFE AND SECURITY

Oxfam works to ensure that people get the protection and assistance they need during emergencies, and the support to build their resilience to future crises. In 2012/13, we responded to an unprecedented number of major disasters including conflict in Syria and the food crisis in the Sahel.



## A DEMANDING YEAR

Although no single humanitarian crisis dominated the media in 2012/13, Oxfam's resources were extremely stretched. We carried out successful responses in Yemen and Sierra Leone, but struggled to achieve our expected scale and quality of programming in West Africa (see page 14).

Throughout the year, we responded to several smaller emergencies that barely made the news, and as climate change and resource scarcity take hold, we anticipate a continued increase in the number of disasters we respond to each year. We're therefore exploring how we can support the development of state capacity to assist the growing numbers of people affected, and are pushing for a greater focus on building communities' resilience.

In 2012/13, we provided humanitarian assistance to 6.2 million people in 23 countries. Responses included:

- Bangladesh floods: 17,500
- Chad food insecurity: 110,000
- Guatemala earthquake: 68,000
- Haiti earthquake/Hurricane Isaac: 265,000
- Indonesia floods: 13,600
- Kenya food crisis: 840,000
- Pakistan 2012 floods, Punjab/Sindh: 465,000<sup>1</sup>
- Philippines, Typhoon Bopha: 60,000
- Somalia food crisis/conflict: 980,500
- South Sudan IDP camps: 141,000
- Zimbabwe typhoid response: 290,000.

## SYRIA CRISIS

By the end of the year, the humanitarian situation caused by Syria's conflict had become critical. By April 2013, more than one million refugees – half of them children – had fled into neighbouring countries, prompting Oxfam to rate the situation a major emergency. Through a bitterly cold winter, tens of thousands of refugees in Lebanon and Jordan desperately needed food, water and medical care, putting a massive strain on host communities.

Oxfam has no long-term development programme in Syria and only a small presence in neighbouring countries, so – unlike, for example, in West Africa,

where we have a long history and a large programme – we had to work from a low starting point. By the end of the year, we had reached around 42,000 refugees in Jordan and Lebanon, and were poised to scale up significantly in response to the deteriorating situation in Syria.

## Raising public support

In March, Oxfam joined with the other UK agencies that together form the Disasters Emergency Committee (DEC) to launch a major appeal across the media, with all the main television channels appealing for funds.

During this period a 25-year-old Syrian refugee, Hasan Hariri, took over Oxfam's Twitter page to raise support for the appeal. Hasan had previously attracted millions of followers to his tweets from Za'atari refugee camp which provided a unique insight into life as a refugee. Oxfam staff used their own Twitter and Facebook accounts to raise awareness of the plight of Syria's refugees and to boost funding for the appeal.

## YEMEN – A FORGOTTEN EMERGENCY

In 2012/13, millions of people in Yemen continued to face hunger and chronic malnutrition. Oxfam called on world leaders to follow the UK government's lead in providing long-term funds to tackle the root causes of the crisis and put Yemen on the road to recovery.

During the year, we helped more than 500,000 people, almost 400,000 of whom received cash grants to meet their immediate needs, including food and water, in what was one of our largest ever cash programmes. By collaborating with the national post office network, we were able to distribute cash safely and cost-effectively in even the most remote rural areas. This tactic was invaluable in helping us reach so many people, and is being shared as an example of good practice across Oxfam's global programme and with the wider humanitarian community.

We continued to provide clean water and sanitation facilities to the worst-affected communities, along with public health awareness

◀ Over half the refugees fleeing Syria are children. In March 2013, some 1,700 people were arriving daily at Za'atari Camp in Jordan, where Oxfam has been building latrines, showers and laundry facilities, and helping to supply clean water.  
Photo: Caroline Gluck

<sup>1</sup>Figures include Oxfam and Oxfam Novib.

campaigns to promote safe hygiene. By the end of the year, with many displaced people having returned home, our focus shifted from meeting immediate needs to helping people rebuild their lives and re-establish their livelihoods. This included distributing livestock and animal health kits, and training people in skills such as sewing, masonry, carpentry and mechanics.

Research carried out in October 2012 highlighted the successful collaboration between emergency and development teams, and praised them for embedding emergency response work into the longer-term context, rather than dealing with urgent needs as a stand-alone problem.

### WEST AFRICA FOOD CRISIS

In 2012, the Sahel region of West and Central Africa was again hit by a severe food crisis caused by drought, crop failure and sharp rises in food prices, and over 18 million people were affected. By the end of the year, conflict in Mali

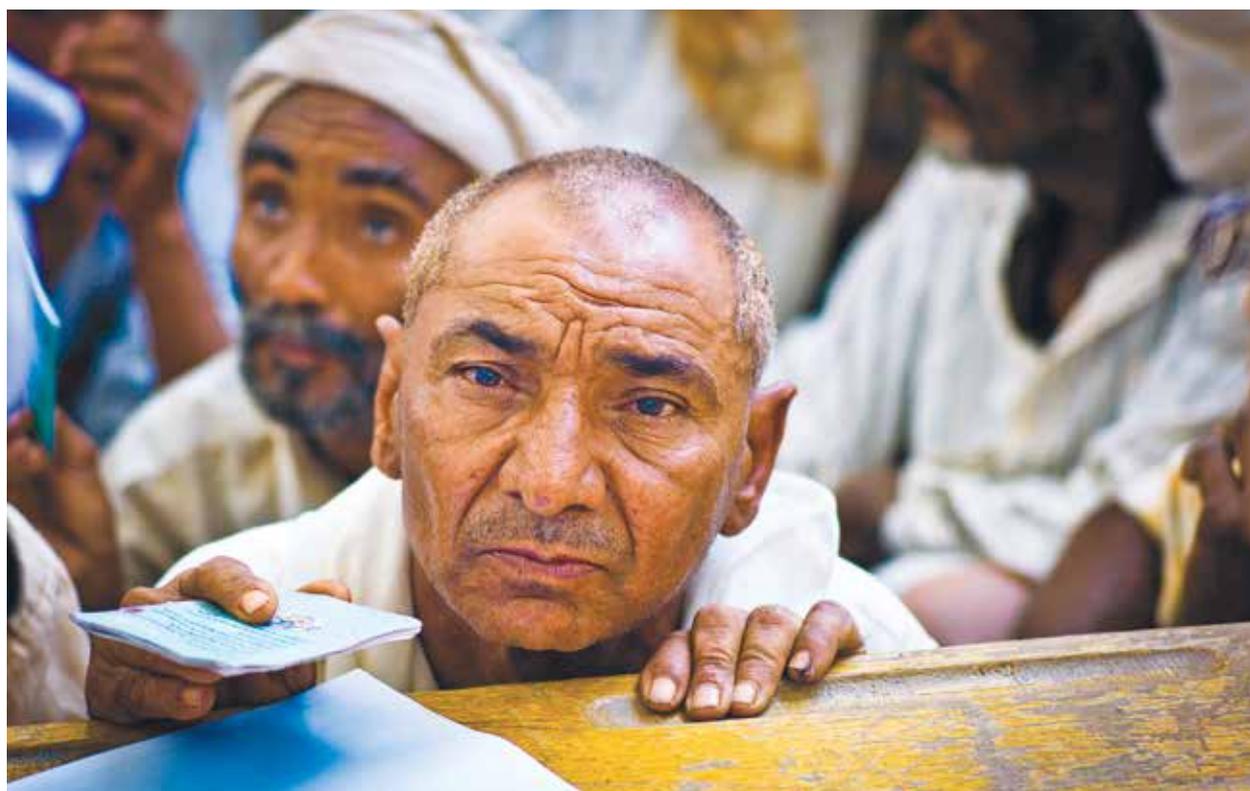
had seriously escalated, leading to the displacement of thousands of people and exacerbating the crisis there.

Oxfam provided urgently needed assistance to more than a million people across the Sahel, while over 600,000 of our supporters worldwide joined us in campaigning to raise the alarm and mobilise the international community into action; as a result, the UK government pledged an additional £15.4m to help. Funding from ECHO and the Sida<sup>1</sup>-funded Humanitarian Response Mechanism enabled us to act early and prevent the crisis escalating in the worst-affected regions.

#### Oxfam's response

- In Chad, we worked in partnership with Oxfam Spain to support more than 284,000 people, including by providing agricultural supplies such as seeds and fertiliser; implementing cash-for-work programmes; and distributing food supplies to the most vulnerable households.

An identity card distribution in Al Hedeidah governate, Yemen. These cards allow people to benefit from Oxfam's cash transfer programme, which enables households to buy food in the face of rising levels of hunger. Photo: Wolfgang Gressmann





◀ Women from Labado village in Chad take part in an Oxfam cash-for-work scheme building low soil barriers around fields to help retain rainwater. Photo: Andy Hall

- In Niger, which was also affected by serious flooding, Oxfam reached more than 371,400 people with food distributions, cash transfers, subsidies for livestock fodder and cash-for-work programmes.
- In Mali, despite the difficult security situation, Oxfam assisted around 135,400 people with cash transfers, food vouchers and distributions of food, seeds and essential items, as well as protecting people's livelihoods through livestock vaccination programmes.

#### Focus on building resilience

Oxfam's report 'Learning the Lessons?' evaluated the overall humanitarian response to the West Africa food crisis. It concluded that although the 2012 response was bigger, and in many respects better, than responses to previous crises, there were still significant shortcomings that meant millions of people still did not get the help they needed.

Oxfam called on the aid community to fundamentally change the way it deals with food crises in the region. 2013 provides a decisive opportunity to introduce a better model for tackling hunger and strengthening

the resilience of populations to cope – and even thrive. We called for greater investment in small-scale agriculture, food reserves and social protection programmes, and a scaling-up of efforts to better address underlying causes of vulnerability that keep people poor.

#### RAPID RESPONSE IN SIERRA LEONE

In August 2012, Sierra Leone faced its largest cholera outbreak in over 40 years. Thanks to flexible funding by donors,<sup>2</sup> and the strength of our existing development programme in the country, Oxfam was able to quickly reach more than half a million people – dramatically reducing the incidence of the disease.

In the first-ever use of DFID's new Rapid Response Facility, Oxfam was awarded a grant of £500,000 to spend over six weeks on a large-scale, intensive cholera response programme. This included:

- Hygiene promotion activities including radio jingles and broadcasts, 152 'oral rehydration points' staffed by hygiene promotion volunteers, and house-to-house visits. These activities reached an estimated 283,800 people.

<sup>1</sup> Swedish International Development Cooperation Agency.

<sup>2</sup> The Isle of Man Development Committee, ECHO, UNICEF with support from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and Central Emergency Response Fund (CERF).

**“Oxfam supplied us with everything we needed to be able to respond quickly – training in how to identify cholera, along with the prevention and treatment kits. Thanks to Oxfam, no-one died here.”**

Sallamatu Karama, hygiene promotion volunteer, Sierra Leone

- Bucket chlorination points to provide access to safe drinking water for 22,300 people.
- Distribution of cholera prevention kits to 8,250 families, benefiting 57,750 people.

Our emergency response was strengthened by working with our partner agencies, including Save the Children and Concern Worldwide, to identify cholera ‘hot spots’. In total, 507,949 people benefited – exceeding our targets – and data released by the Ministry of Health in October showed a drastic decline in the number of cholera cases since the beginning of our response.

### REGIONAL RESPONSE ACROSS ASEAN

During 2012/13, Oxfam helped to introduce a framework for discussion that brings together governments from the Association of Southeast Asian Nations (ASEAN) with civil society organisations.

It is an important step in the ultimate aim of implementing the legally binding Agreement on Disaster Management and Emergency Response that focuses on the needs of vulnerable groups such as women, children and older people – those who are disproportionately affected by disasters, the burden of reconstruction and issues such as gender-based violence.

Oxfam has led a consortium of seven international NGOs. Working together, we have tried to link efforts to increase communities’ resilience with regional disaster reduction strategies. We have also sought to highlight to ASEAN member states – Indonesia, Malaysia, the Philippines, Singapore, Thailand, Brunei, Myanmar, Cambodia, Laos and Vietnam – that it is a duty of governments to protect the rights and well-being of people caught in a crisis.

Fake tombstones placed along the East River by Control Arms Coalition campaigners to coincide with a diplomatic conference on an Arms Trade Treaty in New York, July 2012. Less than a year later, an historic, internationally binding agreement was passed at the UN.  
Photo: Andrew Kelly



## ARMS TRADE TREATY SUCCESS

In April 2013, we welcomed a truly remarkable campaign achievement, with the adoption of the Arms Trade Treaty (ATT) by an overwhelming majority at the UN General Assembly. This followed more than a decade of campaigning by Oxfam and our partners in the Control Arms campaign.

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

Anna Macdonald, Head of Arms Control at Oxfam, said: "We have a clear message to unscrupulous arms dealers, dictators and human rights abusers – 'your days of easy access to weapons and ammunition are over. The world is watching, and will hold you to account.'" This treaty now makes governments take responsibility for every arms transfer that enters or leaves their territory, and requires they put human rights and humanitarian law, not profit, at the heart of every decision.

## OUR GLOBAL HUMANITARIAN PROGRAMME 2012/13



**4,300,000**

People provided with improved access to clean water.



**2,600,000**

People benefiting from improved sanitation facilities, greatly reducing the spread of disease.



**4,300,000**

People reached by health promotion activities.



**120,000**

People provided with emergency shelter in the wake of disaster.



**2,000,000**

People benefiting from the distribution of food, cash or vouchers, enabling them to survive a crisis.



## TECHNOLOGY

### SOUNDING THE ALARM ON DROUGHT

In arid areas of Kenya, Somalia and Ethiopia, Oxfam is enabling nomadic herding communities to collect data about water points using mobile phones. This means that Oxfam staff can monitor the 'big picture' in real time, and can spot danger signs – and act on them – without delay.

"We used to write letters when things got bad. Now we can send the information by mobile phone in two or three minutes," says Ali Mohammed, who is responsible for recording data at his local water point in the drought-prone region of Shinile in Ethiopia. He has noticed a steady increase in the number of livestock being brought here each day – a sure sign of poor rains and water shortages in other areas.

It's precisely this kind of information and local knowledge that Oxfam hopes to capture more effectively using mobile phones – making the most of a new opportunity as phone networks spread even to remote areas that still have few basic services. In the past, drought response could take weeks or months as data was collated and the information slowly filtered back to head offices before donors could even be made aware of the situation.

Ali received a phone and training from Oxfam and now each day he enters data into the phone's specially designed software. Ali and water monitors across the region then text this to Oxfam hubs in Nairobi and Addis Ababa – giving a clear, up-to-date picture about the regional situation, and alerting staff to warning signs. The information is shared with local government, donors and other agencies, ultimately enabling us to provide a more timely, tailored and effective response.

# ESSENTIAL SERVICES

In 2012/13, Oxfam continued to push for greater involvement of the state in the provision of free public services which are backed by international funding, and which hundreds of millions of people need as the global financial crisis sees a growing gulf between rich and poor people. Our activities continued to leverage our limited resources to achieve maximum impact.



## BROKERING CHANGE IN TAJIKISTAN

Oxfam began working in Tajikistan over a decade ago, constructing water systems in response to an extended drought. However, it was recognised that to make a sustainable difference, there needed to be a change in the state's approach.

In partnership with the United Nations Development Programme (UNDP) and the Ministry of Land Reclamation and Water Resources, we were able to implement the Tajikistan Water Supply and Sanitation Programme (TAJWSS).<sup>1</sup> The programme aimed to tackle the mismanagement of Tajikistan's rural water supply, which forced households in many communities to revert to taking water directly from irrigation canals and rivers.

Our study, 'Programme Change in Tajikistan', published in 2012, reviewed the results of this innovative Oxfam water and sanitation programme. In particular, it underlined our ability to prompt the government to deliver long-term change on behalf of its most disadvantaged people. Our role in the programme was to bring together all parties to build trust, introduce changes in public policy and create sustainable institutions where all stakeholders in the water and sanitation sector could contribute to decision-making.

The result has been several successes at a policy level, including the introduction of a Water Law which establishes who actually controls and regulates water supplies, where previously there were no laws on drinking water and no quality control. The government has also agreed to co-finance the construction of new, and the repair of existing, water supply systems. Other major breakthroughs include relaxing restrictions on construction permits for rural infrastructure, and a reduction in the number of administrative steps needed to get water and sanitation projects approved from 72 to 19.

We are sharing the learning from this experience with programmes in other countries, while in Tajikistan it is estimated that by August 2013 at least 30,000 people will have sustainable water supplies as a result of our work.

*"The impact of Oxfam's activities goes further and generates more value than is currently measured or measurable – for example, the significant amount of shared learning formally and informally distributed by Oxfam."*

Independent Progress Review of Oxfam's General Programme Partnership Agreement conducted by ITAD and IPSOS-Mori (October 2012)

## 'MY RIGHTS, MY VOICE'

Children and young people have a vital role in reducing poverty and transforming their societies. With the right support, their energy and ideas can change their lives – and our world. Yet despite making up almost half the world's population, children and young people are rarely consulted on decisions affecting their lives.

'My Rights, My Voice' is a dynamic global programme<sup>2</sup> engaging marginalised children and youth – especially girls and young women – in their rights to quality health and education services. It empowers them and their allies (including parents, teachers, health workers and others) to voice their needs, hold their governments to account, and ultimately to be listened to as 'active citizens'.

The three-year programme is being implemented in eight countries: Georgia, Tanzania, Mali, Niger, Afghanistan, Pakistan, Nepal and Vietnam. As well as being our first global programme focusing specifically on the rights, needs and aspirations of children and young people, it's our first joint-affiliate programme, delivered by Oxfam, Oxfam Novib and, in Niger, Oxfam Quebec.

By the end of its first year in December 2012, 'My Rights, My Voice' had reached more than 64,000 children, young people, parents, teachers, health professionals, community leaders and other allies.

A number of strategies and activities took place over the year. These involved raising awareness about young people's rights to education and health (including sexual reproductive health)

◀ Children make the round trip on donkeys to fetch water for their families in Gelot village, Tajikistan. Access to safe water is a widespread problem for many rural communities that is now being tackled by the TAJWSS programme. Photo: Andy Hall

<sup>1</sup>Supported by the Swiss Agency for Development and Cooperation.

<sup>2</sup>Predominantly funded by the Swedish International Development Cooperation Agency (Sida).

"We invited Oxfam to become one of Volvo's global charity partnerships because they are one of the world's leaders in providing water and sanitation to communities impacted by disasters. By supporting Oxfam's work, we know that together we are saving the lives of people around the world."

Niklas Gustavsson,  
Executive Vice President Corporate  
Public and Environmental Affairs, Volvo

using diverse and innovative strategies, information communications technology and social media. In addition to this, more than 400 children's and youth groups were established, in which 200 girls and young women were elected to leadership positions. These enable young people to learn about their rights, strengthen their levels of confidence and skills

to voice their needs and aspirations, and connect with their peers. The programme also provided a number of opportunities for young people to influence decision-makers in their countries to demand greater access and better health and education services.

In Georgia, for example, young people met with government officials, including the Minister of Health, to discuss health-related issues and put forward their own suggestions. "This was a fantastic opportunity for me to address ministers and MPs with my presentation on child health rights," said 16-year-old Giorgi, a member of the 'My Rights, My Voice' Youth Advisory Board.

"After the event, we were so happy and proud of what we are doing. The Minister of Health promised that he would consider my recommendations and even visit one of the children's hospitals with me to see how child-friendly Georgian hospitals are."

A young boy from the local digital media club captures events at the Communication Festival on Children's Rights at the SaPa2 Commune in Lao Cai province, Vietnam.  
Photo: Le Gia Thang



In 2012, after years of pressure from global campaigners for a Robin Hood tax, France implemented a Financial Transaction Tax and a number of other EU countries began the process of introducing their own. Photo: Lewishamdreamer



### ROBIN HOOD TAX PROGRESS

During 2012/13, calls for a global Financial Transaction Tax (FTT) to fund development projects continued to grow.

Over the year, Oxfam campaigners across the world, as part of the global Robin Hood Tax coalition, pressed the case to financiers and politicians. This included action at a number of events in the UK, such as the British Bankers' Association annual conference and at the UK Labour Party conference.

Good news came from Europe, where in France the new President, François Hollande, implemented a 0.2% FTT, while the European Parliament voted overwhelmingly (by a massive six-to-one in favour) for ten other countries – including Germany, Italy and Spain – to proceed with implementing an FTT. The Netherlands also signalled its intention to join the coalition under certain conditions.

However, despite increasing high-profile political support from Scotland's First Minister Alex Salmond and Welsh First Minister Carwyn Jones, the UK government remained resolutely opposed to a tax that could raise an estimated €37bn a year to tackle climate change and poverty at home and abroad.

### TECHNOLOGY HEALTH CARE BY MOBILE

The conflict in Somalia has left many communities hard to reach. But mobile phones are offering an innovative way of providing people with life-saving information.

Oxfam and our partner Hijra launched a pilot project in Mogadishu in 2012 to coincide with the peak cholera season, and which provided public health education to 10,000 people's mobiles using interactive phone-based apps.

Feedback has been positive. People liked being able to store the messages to look at in their own time – particularly women who were at home caring for children, one of whom felt it was like "attending a workshop in your own home". People said they remembered text messages more than radio bulletins or posters, and they had a particular impact on young people. They talked about the project at school, and felt it was 'cool' to learn about cholera in this new way. And because Oxfam's apps run on people's existing mobiles, they are inexpensive and highly scalable.

Mobile phones alone are not the solution, but used in co-ordination with traditional methods, they have proved successful and offer a new way for Oxfam to engage with communities in hard-to-reach locations.

A second phase of this project is now under way. It aims to reach a million people, and focuses on water, sanitation and hygiene. An improved mobile phone application now has the capacity to implement an integrated programme, enabling rapid assessments, distribution of non-food items and community education and monitoring.

# BEING HEARD

Giving poor and marginalised people control over their own lives through political participation, freedom of expression and assembly, and access to justice is central to Oxfam's work. 2012/13 saw us work with partners to introduce a number of innovative projects. These connect poor communities with high-level decision-makers to lay the foundations for a change in attitudes and policies to deliver the most far-reaching impact.



## THE ARAB UPRISING AND WOMEN'S EMPOWERMENT

Across the Middle East and North Africa, the Arab Uprising gave women a public voice. It also created an opportunity for women to have a say in decision-making and offered them political opportunities that they had been previously denied.

But the uprising has also created real challenges for women's rights and triggered backlashes against the gains that women's organisations had already made through decades of struggle.

Together with our affiliates in Spain and the Netherlands, Oxfam has designed a joint programme called 'AMAL' (meaning 'hope').

Launched in October 2012, 'AMAL' is a three-year programme which aims to promote women's active political participation and leadership across five countries – Morocco, Tunisia, Occupied Palestinian Territories, Egypt and Yemen. It seeks to give the poorest and most marginalised women a voice in local, national and regional government and decision-making processes to help ensure that their needs and priorities are reflected in future socio-economic policies at all levels.

Alongside 'AMAL', Oxfam is also working on research with the London School of Economics to assess the gender equality

policies of the newly emerging governments and religious groups.

The results of this research will help us gain an insight into the socio-economic and political aspirations of poor women in remote rural communities, and their potential to create a social movement for change.

We are aiming to give women the skills and knowledge to make them aware of their rights in the democratic transitional era, and to empower them to be active leaders, and integrate women's rights into national government policies.

## FORUM FOR CHANGE

Launched in 2012, the Oxfam-supported international forum for development discussions, Asia Development Dialogue, epitomises our commitment to representing people living in poverty and lobbying authorities on their behalf.

Many of the countries across Asia where Oxfam works – Cambodia, Indonesia, Myanmar, Philippines, Thailand, Vietnam, Nepal, Bangladesh, Afghanistan, Pakistan and Sri Lanka – are seen to be on the cusp of an historic change that can transform societies. But for the region to realise such positive changes, more needs to be done in terms of addressing governance, poverty reduction and equality.

Asia Development Dialogue offers a unique forum that brings together, both online and offline, individuals from government, the private sector, academia, media and general society. Discussions include good governance, social accountability and active citizenship, the aim being to add to the body of published knowledge on critical issues in the region.

Many of these issues cut across borders and require regional analysis of emerging national and regional issues that need collective solutions. Asia Development Dialogue is one of the few regional platforms that promote such cross-disciplinary analysis and the sharing of views and experiences, and that empower experts and decision-makers to implement more pro-poor, pro-equality policies which can help shape the direction of projects.

◀ Sarah Jamal Ahmed, a 24-year old sociologist who was one of the activists leading the charge on Change Square in Sanaa, Yemen, meets with friends to blog and make online connections. Photo: Abbie Trayler-Smith

*"Technologies like mobile phones now give us unprecedented ways to connect, collaborate and engage directly with people affected by issues of poverty so together we can make change happen. By introducing people to the potential of mobile phones, it enables them to create links within their communities and use the phone as a tool to amplify their voices. Not only are they making change but also improving their lives."*

Taipida Moodhitaporn, Digital Vision Project Manager, Oxfam in Asia

A two-day interactive workshop in Bangkok on 'Visions of Democratic Governance in Asia 2030' was hosted by Asia Development Dialogue. It included key decision-makers from around Asia – a minister from Pakistan, civil leaders from Thailand and Cambodia and intellectuals from India and Singapore.

Asia Development Dialogue is a collaboration between Oxfam, Chulalongkorn University (Thailand) and Lee Kuan Yew School of Public Policy (Singapore), with the support of the Rockefeller Foundation.

### INNOVATION IN ACCOUNTABILITY

In 2012/13, Oxfam piloted a pioneering new project in one of the world's newest countries, South Sudan, which seeks to promote greater accountability of the country's authorities to some of its most vulnerable people.

Our 'Within and Without the State' project promotes the idea of a 'social contract' between

*"This is a true partnership, not just a donor relationship. We have designed the project ourselves – with Oxfam supporting us."*

Hakim Cipuounyuc Awur, Director of SDRDA (Sudanese Disabled Rehabilitation and Development Agency) and partner in the 'Within and Without the State' project.

society and government. Rather than simply channelling issues through authorities' administrative systems, this model brings together society and government at all levels to build people's trust in the state by making it more accountable, responsible and transparent.

Citizens are able to discuss with those in authority the issues they face and therefore hold the government accountable for its decisions and allocation of resources; while

Farzana Yaqoob, Minister of Social Welfare and Women's Empowerment in Kashmir, Pakistan shares her vision of the future with Dureen Shahnaz, founder of Impact Investment Exchange Asia, during a two-day interactive workshop, 'Visions of Democratic Governance in Asia 2030' in Bangkok. Photo: Martin Landsburgh



The 'Within and Without the State' project in South Sudan brings MPs together with their constituents to answer questions and account for the allocation of resources, such as this recent public dialogue in Wulu, which attracted hundreds of people.  
Photo: Oxfam



officials benefit from feedback and input, and from the push to be more accountable.

In Lakes State, for example, people complained that they had not seen their MPs since their election in 2010, and that they had not delivered on their campaign promises. In February 2013, Oxfam brought both sides together for the first in a series of public meetings, the results of which would be open to monthly review.

'Within and Without the State' generated interest and engagement across a wide range of groups and organisations – from citizens and communities to elected politicians and government officials. While it will be challenging to ensure that the government delivers on its promises, establishing such dialogue is an excellent start and will help promote good governance and development in one of the world's poorest countries.

David de Dau of partner organisation Agency for Independent Media – which organises public information forums with groups such as youth, women and traditional leaders – explains: "The right of access to information empowers the local community to allow them to know what the politicians are doing so they can make informed decisions."

## TECHNOLOGY RINGING THE CHANGES IN INDONESIA

The 'Ring for Change' project promotes mobile technology as a way to connect women living in isolated rural communities in Kupang. Not only does it link women with each other and with Oxfam staff to share knowledge and solutions to local problems, but it also enables them to contact decision-makers and the media to lobby for improved conditions. This project has already helped to spread the word about environment-friendly farming practices, and has been instrumental in one village receiving an electricity supply.

Hendra Florida helps run her village's funds, and says the 'Ring For Change' project has helped her in her role: "I want transparency within budgets. If the government is giving a certain amount, it should be the same amount that shows up. Right now there is always money missing. The phone enables me to report the amount of money that is missing to Oxfam's partner organisations, and to voice my concerns to the media and other women."

## EMPOWERING PEOPLE IN POVERTY WORLDWIDE IN 2012/13



**1,800,000**

People who have received information, training or regular updates about their rights as a citizen.



**220,000**

People receiving direct support from Oxfam enabling them to engage directly with local government.



**170,000**

People receiving training enabling them to engage directly with NGOs, the private sector and the media.



**1,500,000**

Number of active participants in national and international campaigns to lobby for specific goals.

# EQUITY

Oxfam continues to put women at the heart of all we do, a commitment based on our understanding that the denial of women's basic rights is a root cause of poverty and inequality. Throughout 2012/13, we continued to challenge deeply entrenched beliefs and practices that lead to gender discrimination, and enabled women to participate in education, agriculture, business and public life.



## 'RAISING HER VOICE' IN NEPAL

'Raising Her Voice' was Oxfam's five-year global programme to overcome women's exclusion in political, social and economic life, and increase women's leadership. The programme began in 2008 and ran until 2013. It was active in 17 countries in Africa, Asia and Latin America, where it resulted in major breakthroughs in women's participation and supported over a million women to increase their voice, confidence and ability to challenge and influence power.

In Nepal, for example, Oxfam implemented 'Raising Her Voice' through six local partners across three districts, working directly with over 2,100 women to transform the way local decisions are made, resources are allocated and services delivered. Some achievements of the 2010-13 period include:

- Of 2,103 Community Class Discussion (CCD) participants, 1,904 (90%) have taken leadership roles in four village-level, community decision-making bodies.
- Women's representation more than doubled in community forest user groups; drinking water and sanitation user groups; and in local health and school management committees.
- Women have successfully lobbied against *chhaupadi* (the traditional practice of consigning women to a cowshed during their monthly periods and childbirth); recovered misappropriated school funds; and gained government support for building a secondary school and providing separate toilet blocks for girls in schools.
- CCDs have helped resolve cases of domestic violence. More than 500 cases have been addressed and 100 have been taken to court.

At a personal level too, the effects of the programme have been profound. Five years ago, Tika Darlami rarely left her own house. Today, thanks to 'Raising Her Voice' and the extraordinary efforts of local women, Tika is a respected community leader who sits on the village's school management and forest user committees.

◀ Som Phalla is one of three people in her community in Kampong Tong, Cambodia, to receive a pink phone which she uses to receive information about weather patterns and market prices. She also shares information with the rest of her community so that more families can benefit. Photo: Simon Rawles

"I welcome Oxfam's strong leadership on tackling violence against women and girls... DFID shares Oxfam's strong commitment to girls' and women's economic empowerment."

Justine Greening, UK Secretary for International Development

## TACKLING VIOLENCE AGAINST WOMEN IN HONDURAS

In Honduras, as around the world, violence against women is a significant factor which prevents women from participating in political life. One woman is killed every 18 hours in Honduras, but fewer than one in five cases is even investigated. Political instability and an increase in the availability of firearms have exacerbated the situation, but the underlying context which enables this level of violence to occur is the unequal power relations between men and women.

The 'Raising Her Voice' programme has brought together women's organisations to form a coalition to campaign against violence against women, and to demand that public authorities make a strong commitment to reducing impunity for the perpetrators. As a result, the issue of violence against women is slowly but surely gaining visibility. Its social acceptance is being challenged from the grassroots up to state level, policy changes are being sought, and government institutions in targeted communities are being held to account on their obligations to protect women from violence. Already, the number of women reporting incidences of violence is increasing at municipal level, as women become more confident that they will be taken seriously.

"We are not alone, we are part of a women's coalition. From here we can do things better, working safely because we know we have the coalition behind us. We are breaking new ground," says Mayra Bermudez, Co-ordinator of 'Raising Her Voice' partner, Oficina Municipal de la Mujer.

This work on violence against women has united women across religious, social, economic and political boundaries and has thereby helped to strengthen other areas of our work in Honduras.

### THE GENDER LEADERSHIP PROGRAMME

Oxfam's experience with gender training is that it can often be isolated from wider programmes or from staff's own values and attitudes, and hasn't always recognised the leadership role that staff must play in promoting women's empowerment.

In response, we have developed a groundbreaking programme which equips Oxfam staff at middle management level with innovative approaches to gender equity – giving them the skills, confidence and practical tools to incorporate gender and women's rights into their work. The Gender Leadership Programme (GLP) fosters leaders who are inspired to create change in their own lives and in the lives of those with whom they work.

**“Our International Women’s Day ‘Get Together’ in partnership with RBS showed how much can be achieved by women coming together and working towards a common cause. We were proud to support Oxfam’s women’s projects in Rwanda and Niger. The money raised will make a real difference to women’s lives.”**

Karen Friebe, Partner, DLA Piper

Traditionally, in rural villages like Gumi, in Nepal, social norms meant women were tied to the home. Oxfam's 'Raising Her Voice' project has changed the lives of women like Tika Dartami: "As an illiterate woman, I thought I couldn't do anything outside the home. Five years ago, I would not have been confident enough to speak with you. Now I can speak freely with anyone."  
Photo: Aubrey Wade



In Tanzania, Oxfam is helping Maasai women like Noorkishili Naing'isa to join together, earn an income and stand up for their rights. "If you depend on a man, you have no say. But if you have something for yourself, he will negotiate and listen. That is the difference that has come with Oxfam." Photo: Geoff Sayer



It aims to:

- Significantly develop leadership on gender equity in their region;
- Develop a pool of national staff who are confident, well informed and motivated to promote women's rights in all aspects of our programme work;
- Build on our existing knowledge and experience, and harness that expertise to facilitate transformational change.

The programme began in Asia in 2011 and is now running in Latin America, the Middle East and the CIS region.<sup>1</sup> In Asia, 55 staff members have completed the course. "I've learned to know myself and my leadership potential and have been given the chance to practise and develop it," says Manivahn Suyavong, from Oxfam Australia. "Now, I have more confidence to step forward as a leader for promoting gender justice."

### PROMOTING GENDER EQUALITY GLOBALLY IN 2012/13



**300,000**

Number of women who have increased their ownership of land and assets thanks to Oxfam support.



**330,000**

Women who have increased their business influence and their positions within their communities.



**1,700,000**

Number of women who have been made aware of, and able to stand up for, their rights.



**430,000**

Number of women and men now aware of actions they can take against gender-based violence.



### TECHNOLOGY EMPOWERING WOMEN

Women are also at the forefront of initiatives to increase our impact through digital technology. This is enabling them to gain access to information previously limited to men; to organise themselves and participate in public life; and to ensure that they can call on health services or assistance in cases of domestic abuse.

A flagship project in Cambodia, supported by Nokia, which started with the distribution of 45 pink mobile phones to women leaders, has proved successful so we are now looking at rolling it out more widely. The mobiles enable women to access vital information and share it with others in their communities, such as alerts on market prices so farmers can sell when the price is right.

Knowledge is power – as farmer and community leader Chum Kor explains: "Weather warnings help us to protect our crops from storms, and plan ahead. Before, we didn't always have enough to eat. Families now have food and money – I can afford to send my daughter to school."

Oxfam's corporate partnership with Nokia injects expertise and resources, dramatically increasing our reach and impact – helping us to create new solutions to overcome poverty and inequality. Nokia has supported similar Oxfam mobile phone projects in both our development and humanitarian work.

<sup>1</sup> Commonwealth of Independent States.

## SUPPORTING THE PROGRAMME

Innovative ways of generating public support have been more important than ever in a tough economic environment. Overall voluntary income fell from £129.7m to £111.5m, with the biggest declines in emergency giving and legacies. Our biggest source of income from the public continued to be regular giving where income held up well, declining by just £0.5m.

UK donors remained loyal, but our plans for recruiting new givers fell below our budgeted expectations. We did, however, secure £179m (2011/12: £178m) in grants and contracts from more than 60 governments, multilateral agencies, affiliates, international foundations and other donor partners around the world.

### NEW-LOOK SHOP LAUNCH

Described as 'more of a rethink than a refit', the launch of six revamped Oxfam shops exemplified our new retail approach, which not only reflects the global brand identity but also helps connect customers to Oxfam's work.

Each shop features unusual fixtures and fittings made of the materials that Oxfam uses to save lives, such as crates used to deliver vital supplies and corrugated iron from water tanks. Combined with bold signage and displays throughout, the shops deliver a bright and inspiring retail experience for customers. If this pilot project proves successful, we plan to roll out the new look across the shop network.



◀ Joanna Lumley sorts through donated clothing at Frip Ethique, Oxfam's second-hand clothing wholesale operation in Senegal, the destination for a proportion of 'shwopped' garments. In just 12 months, shwopping raised over £2m for Oxfam, some of which has helped to fund local projects such as rice-growing in north Senegal, and supporting the people of Pikine, a flood-prone slum area of Dakar.  
Photo: Adjust Your Set™

## RECYCLING SUCCESS

April 2012 saw the launch of 'Shwopping' – a recycling initiative between Marks & Spencer (M&S) and Oxfam. Shwopping makes it easier for people to donate clothes to Oxfam, by simply dropping off unwanted clothes at M&S when they buy something new.

Over the year, more than 3.8 million items were 'shopped' in M&S stores and Oxfam shops, raising around £2.3m for Oxfam.

M&S aims to recycle as many clothes as it sells each year - hundreds of millions - and change the way people shop.

High-profile shwopping supporter Joanna Lumley travelled to Senegal to see the impact of the initiative: "The money raised from shwopping goes to Oxfam, and this goes to helping disadvantaged people around the world. Here in Senegal we've seen that come to life. Shwopping really works."

Shwopping has also scooped two key awards this year – the government's Big Society Award and the Corporate Social Responsibility Initiative of the Year from Retail Week.

## BIRTHDAY CELEBRATIONS

October 2012 marked the 70th anniversary of the foundation of the Oxford Committee for Famine Relief (Oxfam).

To commemorate our seven decades of fighting poverty and injustice around the world, the Lord Mayor awarded Oxfam the Freedom of the City of Oxford.

We also opened our Head Office to the public as part of 'Oxfordshire Open Doors 2012'. More than 750 people came to look around and find out more about our work around the world.

But the year's highest-profile event was 'Eight Stories High' in October. An impressive line-up of Oxfam supporters took to the stage at the Oxford Playhouse for an evening of storytelling, performance, music and big ideas.

Special guests included Hollywood actor and Oxfam Global Ambassador Kristin Davis; Glastonbury founder Michael Eavis; journalists

"I am deeply proud to be involved in Eight Stories High - there are so many untold and fantastic stories that touch Oxfam's world, which should be shared. This event is a very special 70th anniversary celebration and I am honoured to be involved as a Global Ambassador for Oxfam."

Kristin Davis, actor and Oxfam Global Ambassador

John Simpson CBE and Ian Hislop; Harry Potter actor Bonnie Wright; author Victoria Hislop; top chef Raymond Blanc; and Innocent Drinks founder Richard Reed.

There were also performances from African singer-songwriter Rokia Traore and Ugandan Afro-urban dance company Tabu Flo, and exclusive video contributions from Oxfam Global Ambassadors Colin Firth, Livia Firth and Angélique Kidjo.

The evening raised £43,000 for our work.

## STRENGTHENING RELATIONSHIPS AT HOME AND ABROAD

During the year, Sainsbury's agreed to increase the number of Oxfam donation banks on its sites. We now have 460 banks on approximately 300 Sainsbury's premises.

Through processing the donations that are received from Sainsbury's customers we estimate that approximately £3.2m in charitable income was raised for Oxfam in the last financial year.

Further afield, 2012 was the second year of our involvement with the Dubai International Film Festival. Celebrity Oxfam supporters Colin and Livia Firth, Kristin Davis, Rooney Mara, Freida Pinto and Amr Waked were among the 500-plus guests who trod the red carpet in December. This glittering charity gala raised more than US\$600,000 for a water and sanitation programme which benefits 25 schools in rural Tanzania via an innovative partnership with Dubai Cares.

### STRENGTHENING DONOR RELATIONSHIPS

After 70 years, support from individuals remains as important to us as ever. In October, we launched our first digital magazine for supporters. We also ran our most successful appeal - Plan Bee - thanks to a group of Oxfam donors agreeing to match pound-for-pound the amount we raised from the appeal. The net result was £360,000 raised to support a honey production project in rural Ethiopia, which is helping communities to earn a living and feed their families.

Across the UK many people, including over 22,000 shop volunteers, continue to donate their time, skills and energy to support our work and fundraise for us. Our network of local fundraising groups grew from 35 to 61 groups during the year. Our Oxjam music festival also continued to grow, with over 700 volunteer-run events taking place last October. Trailwalker, a 100km trek across the South Downs, had more participants than ever before, and raised over £1m.

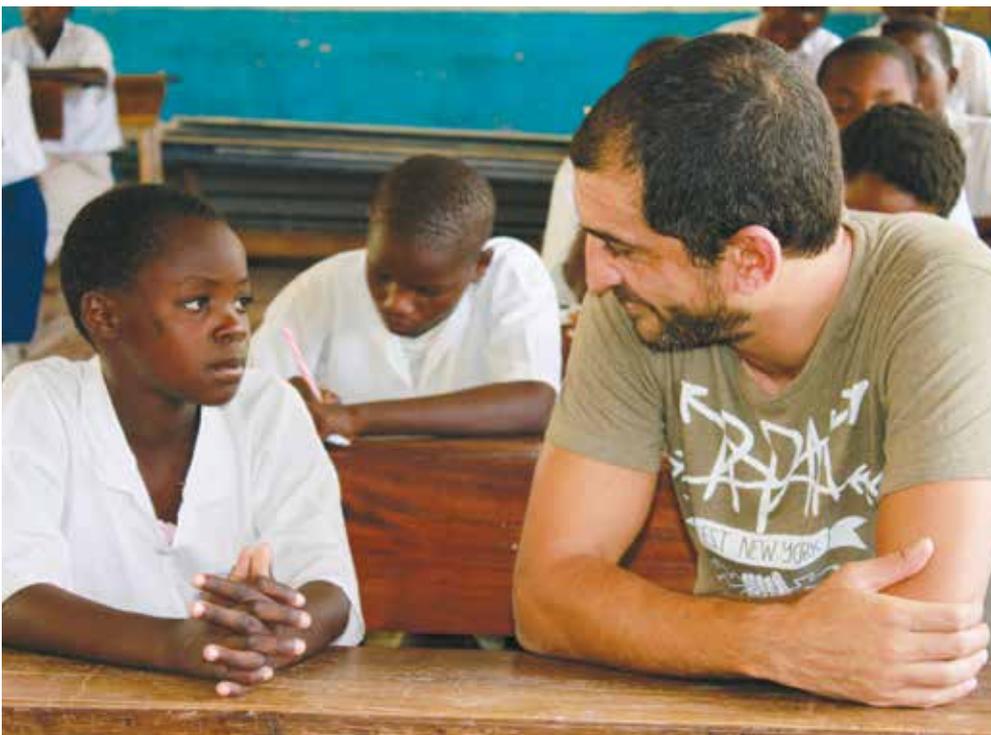
In another new initiative, we took a regular supporter, Jodie Sandford, to see our work

first-hand and her experience was the basis for our 'See For Yourself' TV advertising. Although no single humanitarian crisis dominated the media, Oxfam supporters still gave generously to our appeals for West Africa, Yemen and, most recently, Syria (see pages 13-15). Increasingly, our digital communications are a vital part of bringing these emergencies to life and showing supporters the difference that their support makes.

### WORKING AS 'ONE OXFAM'

Not only did our 70th anniversary year see the appointment of our new Chief Executive, Mark Goldring, but Oxfam International (OI) also welcomed Winnie Byanyima as Executive Director and Nitin Desai as Chair. Their task is to see that 'One Oxfam' grows in strength and effectiveness in support of poor and marginalised people around the world.

Their appointment also coincided with the launch of the first OI Strategic Plan – a single international strategy that includes all 17 Oxfams – and which will provide overall direction for the next six years.



◀ “During the rainy season we were scared of using the old toilets because they might collapse,” 12-year-old Mwalu Kasemele tells actor and Oxfam supporter Amr Waked. The story from Mwamagembe Primary School is typical of many in rural Tanzania, where up to 200 students share a single toilet. A joint Oxfam and Dubai Cares project will provide some 25 schools in the region with clean water and sanitation facilities. Photo: Emmanuelle Parr

## STRUCTURE, GOVERNANCE AND MANAGEMENT

Oxfam is a registered charity (registration number 202918) and is constituted as a company registered in England and limited by guarantee (registration number 612172). Oxfam is also registered in Scotland (SC039042). Its objects and powers are set out in its Memorandum and Articles of Association.

Oxfam has several subsidiaries, four of which are consolidated into our group accounts: these subsidiaries are Oxfam Activities Limited (our trading subsidiary), Finance for Development Limited (a micro-credit institution in Azerbaijan), Friper Ethique SARL (a private sector enterprise in Senegal) and SEIF Limited (an advisory company to a Small Enterprise Impact Investing Fund).

Oxfam also has a dormant subsidiary, Just Energy Limited.

Oxfam Activities Limited raises funds by means of trading activities. Its principal operations are the purchase of goods from commercial suppliers to be sold at a profit. Oxfam Activities Limited paid to Oxfam a profit of £0.1m (2011/12: £1.3m) and interest on working capital of £0.1m (2011/12: £0.1m).

Finance for Development Limited is a limited liability company in the Azerbaijan Republic and provides financial services (mainly credit) on a sustainable basis to people with relatively low incomes who do not have access to other financial sources. Its profit for the year was £1.0m (2011/12: £0.4m).

SEIF Limited was incorporated on 14 March 2012 to provide advisory services to the Small Enterprise Impact Investing Fund, which supports Oxfam's development work and raises funds for other business activities which promote and support the charity in the achievement of its fundraising and charitable activities. The Small Enterprise Impact Investing Fund is an innovative financial product based in Luxembourg, which aims to make a real difference to the developing world by investing in the small and medium enterprise sector. Income and net assets for this company were less than £0.1m at 31 March 2013.

Oxfam Activities Limited owns 100% of the shares in Friper Ethique SARL, a company registered in Senegal, which imports second-hand clothing (mainly from Oxfam), and then sorts and distributes it for resale in local markets. The company made a net loss of £0.1m (2011/12: profit of £0.2m) in the year.

Oxfam Activities Limited has a 10.8% (2011/12: 10.8%) interest in Cafédirect plc (a company registered in Scotland, with registration number 141496), which promotes fair trade, primarily through the marketing and distribution of tea and coffee.

Oxfam is a member of Oxfam International, a separate legal entity registered in the Netherlands as a charitable foundation (registration number 41159611). Oxfam International encourages and coordinates the joint activities of 17 affiliated international agencies, each separately constituted under the appropriate national regulations. See Notes 2d and 3c (pages 55 and 57) to the accounts for details of financial transactions with other members of Oxfam International.

### TRUSTEES

The directors of Oxfam are the Trustees, collectively known as Oxfam's Council. This Council, Oxfam's governing body, comprises a minimum of ten and a maximum of 14 Trustees.

Trustees serve an initial term of three years that can be extended up to a maximum of six years. The Chair, Vice-Chair and Treasurer may also serve until the end of their term as Officers. The members of the company are known as the Association, which comprises all the Trustees plus a number of other members up to a maximum of 34. Members are appointed by Council and ratified by the Association. New Trustees are appointed by the Association on the recommendation of Council. Members of the Association have guaranteed the liabilities of the company up to £1 each.

The Council has created three specialist sub-committees to assist it with its work: the

Recruitment and Development Group (RADG), the Trustee Audit and Finance Group (TAFG) and a Remuneration Committee. Each committee includes members of Council plus additional members appointed for their specialist knowledge.

The RADG is responsible for ensuring that members of Council have the appropriate balance of skills to discharge their duties as Trustees. Trustees are appointed following open advertising in specialist publications or on specialist websites and following a rigorous interview process. All new Trustees are provided with a structured induction programme. As part of its ongoing training, Council conducts seminars on key areas, such as risk and accountability. The annual review of board performance includes input from the Chair's formal discussions with individual Trustees and from an appraisal of the Chair by all Trustees.

The TAFG, Oxfam's audit committee, chaired by the Treasurer, meets regularly with the external auditors, both with and without the presence of management. The group agrees the internal and external audit plans, reviews the external auditors' management letter, and monitors implementation of actions required as a result. The TAFG also has the responsibility of ensuring that the audit, risk management and control processes within Oxfam are effective.

The Remuneration Committee is chaired by the Chair of Oxfam. This committee monitors the implementation of Oxfam's policy on remuneration and benefits for its staff, and reports annually to Oxfam's Council. It also specifically determines Oxfam's policy on the remuneration and benefits of the Chief Executive and members of the Corporate Management Team (CMT).

Trustees are also involved in a number of other Oxfam committees, working groups, areas where a duty cannot legally be delegated and areas where there are specific issues around Oxfam's reputation. Committees include the Pension Committee and the Oxfam Activities Limited Board, both of which have at least one Trustee as a member.

Oxfam's Trustees are responsible for everything that Oxfam does. However, to ensure that Oxfam is managed efficiently and effectively, the Trustees have delegated a range of day-to-day decision-making powers to the CMT, which reports directly to Council. Trustees have also established appropriate controls and reporting mechanisms to ensure that the CMT operates within the scope of the powers delegated to it. The delegation policy is updated on an ongoing basis and is formally reviewed and approved by Trustees every three years; the last review was in October 2011.

The names of the members of the CMT, Council and the Association, and the committees they have served on, are available in the Corporate Directory (see page 3). The members of the CMT are not directors for the purposes of company law.

#### **Trustees' statutory responsibilities**

The Trustees (who are also directors of Oxfam for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to

presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charity's auditor is unaware;
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### Public benefit

Charity trustees have a duty to report in the Trustees' Annual Report on their charity's public benefit. They should demonstrate that:

1. **They are clear about what benefits are generated by the activities of the charity.** This report sets out in some detail the activities carried out to further each of Oxfam's five strategic aims, the types of programmes funded and the number of beneficiaries reached.
2. **The benefits must be related to the objects of the charity.** Each of Oxfam's five aims is related to, and intended to further, Oxfam's charitable objects, which are "to prevent and relieve poverty and to protect the vulnerable including through humanitarian intervention; to advance sustainable development; and to promote human rights and equality and diversity, in

particular where to do so contributes to the prevention and relief of poverty".

**3. The people who receive support are entitled to do so according to criteria set out in the charity's objects.** Wherever possible, the views and opinions of people living in poverty are sought in the design and implementation of programmes of assistance. This approach helps to ensure that programmes are targeted to people in need, take into account their assessment of their own needs, and that beneficial changes to the lives of people living in poverty can be evaluated and assessed.

Trustees are therefore confident that Oxfam meets the public benefit requirements, and they confirm that they have taken into account the guidance contained in the Charity Commission's general guidance on public benefit where applicable.

#### Risk management

The Council of Trustees has overall responsibility for Oxfam's system of internal control. Such a system of control can provide only reasonable, and not absolute, assurance against inappropriate or ineffective use of resources, or against the risk of errors or fraud. These risks are further heightened given the difficult nature of communications and institutional and financial infrastructure in some parts of the world where Oxfam operates. There is clear delegation of authority from Council through the Chief Executive and the CMT to the rest of the organisation. On an annual basis the major strategic and operational risks that Oxfam faces – and the ways in which these are being monitored, managed and mitigated – are assessed by the CMT and considered by Council. The control framework approved by Council is subject to the following review and testing:

- The Internal Audit department carries out a programme of audits across all operations and activities, which is approved by the TAFG and is based on an agreed cycle of audits of the international programme and the major risk areas as identified by the CMT and Council.
- The Head of Internal Audit submits regular reports to the TAFG on audits conducted, risks

identified and management's response to their findings, as well as his independent annual opinion on internal control.

- The CMT, via its Control Assurance report, provides Trustees with an annual opinion on the control environment.
- Both the external auditors (PricewaterhouseCoopers LLP) and the Head of Internal Audit meet annually with the TAFG in private session independent of management.
- The TAFG provides an annual report to Council on its view of the control environment within Oxfam.

In addition, Oxfam has clear and easily accessible whistleblowing procedures in place and has a Counter-Fraud team whose role is to investigate incidents of loss, theft or fraud, recover losses wherever possible and provide training for staff on incident management and reporting. These initiatives help ensure that breaches and weaknesses within the control framework are identified and investigated.

The main risks which are monitored at an organisational level include: reputational risk and the alignment of our way of working with our values; income risk; risks associated with operating as a member of a confederation, Oxfam International; the risk of failing in our duty of care in terms of security or health and safety; the risk of falling UK public commitment to tackling global poverty; and changes brought about by shifts in world power and financial infrastructure.

Council recognises that, to achieve the objectives of the charity, the nature of some of Oxfam's work requires acceptance of some risks which are outside Oxfam's control – i.e. risk which cannot be eliminated or fully managed – but where this happens there is active and clear monitoring of the risk. Council considers that systems and controls are in place to monitor, manage and mitigate Oxfam's exposure to major risks. These include, among other control mechanisms, the maintaining of Oxfam's general reserves at the levels stated on page 43, and the review of key systems and processes by the internal audit function.

## COMMUNICATING WITH STAFF AND VOLUNTEERS

Oxfam has well-established arrangements for consulting and involving staff in its work. Management and staff bodies negotiate terms and conditions of employment through the Staff Associations in countries outside the UK, and through the Oxfam Negotiating Committee in the UK. There are many other formal and informal opportunities for consultation. All managers are expected to hold regular meetings with their staff, to provide an opportunity for communication of information and discussion of events as they develop. To keep staff and volunteers informed, Oxfam produces a monthly letter from the Chief Executive, a monthly International Division bulletin and a bi-monthly magazine for shop volunteers. We maintain an intranet site that provides staff with information, including that about Oxfam's finances and its key performance indicators.

### Diversity and disability

Oxfam has a strong commitment to developing the diversity of its staff and volunteers through equal opportunity policies, training, targets and practical action. This includes encouraging applications from disabled people, developing their skills, and taking every reasonable measure to adapt our premises and working conditions to enable disabled people to work or volunteer with Oxfam.

### Volunteers

More than 22,000 volunteers work in Oxfam shops, and thousands of others contribute their time to Oxfam in a variety of ways. Most make a regular commitment, ranging from a few hours to a full working week. Some use their professional expertise, while others give their time and energy in work that is not related to their everyday jobs. Some volunteers may be retired or not in paid employment. Oxfam tries to apply the principles of involvement and equality to its many volunteers.

## ACCOUNTABILITY, OPEN INFORMATION AND COMPLAINTS POLICIES

Oxfam is committed to being transparent in its work and accountable to its key stakeholders, in particular people living in poverty. An annual update on our Accountability Report 2010 is available on pages 38-39. Information about our Open Information and Complaints Policies are available on our website.

## OXFAM IN SCOTLAND

One of the requirements of the Office of the Scottish Charity Regulator is that we report separately on the activities Oxfam has undertaken in Scotland.

During 2012/13, the Campaigns team in Scotland saw significant success on the issue of climate justice, with the creation of the new Climate Justice Fund by the Scottish government. The £3m allocated to the fund over three years is in addition to the protected International Development Fund. The team also secured majority support amongst Scotland's MSPs, including First Minister Alex Salmond, for the Robin Hood Tax. Oxfam Scotland has campaigned on the issue of land grabs – hosting a 'land hearing' in Helmsdale Sutherland, attended by the International Development Minister, and highlighting the plight of communities in developing countries. The team supported a 'red alert' campaign action on the Sahel food crisis and a Disasters Emergency Committee appeal for the Syrian crisis. 2013 saw the adoption of the world's first ever Arms Trade Treaty at the United Nations (see page 17). The Scottish team contributed to the lobbying of the UK government, working closely with David Grimason – whose son was killed with an illegal weapon. Oxfam Scotland has played a leading role in delivery of the 'Enough Food For Everyone IF' campaign in Scotland, including the production of a Scottish manifesto. Oxfam Scotland has worked to grow and deepen links with the Scottish public through supporter communications and media output, significantly increasing activist numbers and our audience.

We continue to work in Development Education, working with Scottish education authorities,

the International Development Education Association of Scotland (IDEAS) network and other partners to improve Scottish pupils' understanding of international development issues and the concept of global citizenship. The focus has been on securing the financial sustainability of our partner, Development Education Centres, with major new funding secured via the European Commission and match-funded by the Scottish government. The Global Learning Project has come to an end, with impressive results. Oxfam Scotland has also produced a new climate change resource.

We focused on tackling poverty and inequality in Scotland. We have concentrated on building the capacity of communities to take charge of assets and resources locally so that those assets better serve their needs and so that local communities have a proper stake in economic development and investment and more control over services that they have identified a need for. This year we also launched the Oxfam Humankind Index – an alternative measure of prosperity for Scotland. The Humankind Index sought the views of some of the poorest and most vulnerable people in Scotland to find out what they considered important to live well in their community, and in partnership with the Fraser of Allander Institute and the New Economics Foundation we have developed a measure of prosperity that goes beyond GDP and is based on those views.

Our fundraising work has included the income from our network of 55 shops in Scotland, which are supported by the dedication of around 1,700 volunteers. We also received very generous regular donations from many people in Scotland, as well as funding from trusts, companies and institutions. We have received funding from the Scottish Government for new projects in Malawi and Tanzania, as well as funding for a water management project in Zambia from the Climate Justice Fund. We have also supported the Disaster Emergency Committee Appeal for Syrian refugees with our colleagues in other aid agencies in Scotland in the past year. In addition to the emergencies, specific development work was also well supported, particularly the Enterprise Development Programme and Projects Direct.

## ACCOUNTABILITY

In the Oxfam Accountability Report 2013<sup>1</sup> we report fully on the targets we set for the three years 2010-13, and set out our priorities for the coming three years (2013-16). The table below gives a summary of progress made towards those three-year objectives in 2012/13. On our website, we also publish a more detailed document incorporating additional information in line with the requirements of the NGO sector supplement of the Global Reporting Initiative. This initiative is intended to improve accountability by international NGOs.

| Accountability objectives (2010-13)  | Progress in 2012/13  |
|--|--|
| <p><b>Governance</b><br/>We will become an increasingly effective and accountable organisation.</p>  | <p>The accountability strategy was reviewed and a revised framework for 2013-16 is being published in our 2013 Accountability Report.</p> <p>Trustees visited East Africa and agreed to increase their engagement as stakeholders.</p> <p>We conducted 26 effectiveness reviews. See <a href="http://www.oxfam.org.uk/effectiveness">www.oxfam.org.uk/effectiveness</a></p>  |
| <p><b>People and communities</b><br/>We will make demonstrable improvements in our ability to give account to, take account of, and be held to account by, our primary stakeholders.</p> | <p>Accountability plans are being delivered in four regions and are being developed in two more. Traditional and innovative feedback/complaints mechanisms, eg telephone 'hotlines', were used in all humanitarian programmes.</p> <p>The methodology for accountability effectiveness reviews has been strengthened to allow a more independent judgement to be made. We have invested in the standing technical capacity of our water and sanitation staff internationally, in response to a concern that the quality of our work, in the context of increasing demands from small- to mid-scale emergencies, was insufficient in some cases.</p>  |
| <p><b>Women in the communities we work with and women's rights organisations</b><br/>We will put women's rights at the heart of everything we do.</p>                                    | <p>Minimum standards on gender equity in humanitarian settings are being rolled out across the confederation. Staff and partners in two regional centres were trained in the use of these standards.</p> <p>At the Commission on the Status of Women, we advocated for an international monitoring and accountability mechanism based on our framework on gender-based violence/violence against women.</p> <p>Through our 'Raising Her Voice' programme, we worked with 45 partners and 450 coalition members in 17 countries, and promoted women's political participation and leadership to over 700,000 women. Evaluations of the work show that collaboration with women's organisations produces good results.</p>   |
| <p><b>Partners</b><br/>We will make demonstrable progress in consistently putting into practice the values and principles embodied in our Partnership Policy.</p>                        | <p>Accountability in our partnerships is an important theme in both our three-year plan and the new six-year Oxfam International strategic plan, and a working group has been formed to give renewed attention to this area. The group will also look at how our traditional model of partnership needs to change in the light of increased engagement with new and innovative types of partnership.</p> <p>Accountability effectiveness reviews looked at some aspects of partners' effectiveness – in particular, the mutual accountability between Oxfam and its partners, and their joint accountability to communities. Formal work to assess the impact that Oxfam has had on partner capacity will follow the groundwork being done by the Partnership Steering Group, which is looking at refreshing our approach to partnership in the light of the changing context.</p>   |
| <p><b>Supporters</b><br/>We will remain committed to ensuring that we communicate with our supporters in a clear and transparent way and seek their feedback.</p>                        | <p>A more streamlined, centralised, user-focused website, <a href="http://www.oxfam.org.uk">www.oxfam.org.uk</a>, was relaunched in April 2012. The site attracted positive feedback from users, with visitors typically spending longer on each page, and won 'Best Not-for-Profit Site of the Year' at the annual Sitecore awards.</p> <p>In 2012/13, investment in our local community fundraising presence led to the number of active fundraising groups increasing beyond our targets, to 61.</p> <p>Internal processes around communications were reviewed, and a new tool to improve efficiency and delivery was rolled out. Another project designed to analyse communication production processes has been scoped and will run during 2013.</p> <p>More focus was placed on evaluation, especially with regards to email communications. New rules were introduced to limit the volume of communications sent to our supporters, and the results will be monitored closely over coming months.</p> |

|   |  |
|---|--|
| <p><b>Staff and volunteers</b><br/>We will remain committed to seeking feedback from staff, volunteers, Trustees and members of the Association about our effectiveness in achieving Oxfam's mission and reflecting its values.</p>   | <p>The 2012 staff survey saw an increase in response rate from all staff, with more positive responses on staff engagement. Performance management was identified as an area for improvement, so an online course has been introduced and drop-in sessions are being run for managers and staff in the UK. The Trading Division successfully piloted a simplified performance management system, which is now being rolled out to shop managers.</p> <p>Trustees helped develop the Oxfam International Strategic Plan 2013-19, and determine how it will be applied in Oxfam in the UK. Staff and volunteers were widely consulted on the recruitment of the new Chief Executive.</p> <p>Volunteers in Oxfam shops were involved in the design of national volunteer management training, and 85% of shop managers received this during the year. Volunteers also played a significant role in the design of a volunteer database, and managers who have recruited interns in the last 12 months have implemented the new Internship Agreement.</p>   |
| <p><b>Health and safety</b></p>   | <p>The management of risks associated with driving at work formed part of the action plan for 2012/13. Progress was made in the UK and internationally: Oxfam's global fleet manager is monitoring work with our international drivers to improve awareness and behaviours; in the UK, we revised the handbook and associated procedures which help to mitigate the risks to staff and volunteers who drive as part of their work with Oxfam – these will be rolled out in 2013/14.</p> <p>The focus on wellbeing continued throughout 2012/13. Initiatives included:</p> <ul style="list-style-type: none"> <li>• Wellbeing training for staff in UK headquarters, including pre- and post-training events;</li> <li>• Trading staff focused on how to enable shop managers to take annual leave more easily.</li> </ul>  |
| <p><b>Government and regulators</b><br/>We will be accountable for our activities in the countries where we have programmes. We will have constructive engagement with host governments and our UK regulators</p>   | <p>Oxfam's analysis of the rights and duties of states, 'Civil Society in Fragile and Conflict-Affected States', will be published in 2013; individual country reports analysed the position in affected countries (eg Yemen).</p> <p>We also participated in the Charity Commission information review and other consultations, engaged with regulators on terrorism finance, and became involved with data protection and, to a lesser extent, other fundraising regulatory issues.</p>  |
| <p><b>Advocacy</b><br/>Our advocacy and campaigns work will follow the core principles of our global campaigning and advocacy model.</p>  | <p>The Policy and Practice website, launched in September 2011, has seen increased visits and downloads of publications and has thereby significantly increased Oxfam's engagement with the development community and advocacy targets.</p> <p>For the first time, information on campaigns and advocacy projects was published as part of the International Aid Transparency Initiative.</p> <p>We undertook two evaluations of global campaigns (the Financial Transaction Tax and the global GROW campaigns) as well as smaller project and national campaign evaluations. It is now standard practice to seek out views of advocacy targets and other external informants as part of such evaluations.</p>   |
| <p><b>The environment</b><br/>Our programme and advocacy work will increase the adaptive capacity and resilience of poverty-affected, vulnerable and marginalised women and men who are at risk from climate change and climate-related disasters.<br/>We will develop appropriate, challenging carbon reduction targets.</p> | <p>In summer 2012, an evaluation analysing the effectiveness of Oxfam's support to country programme staff on climate change adaptation and disaster risk reduction, and their integration into programming, was completed; further workshops were conducted in Georgia and more are planned for this year. Research and advocacy on adaptive capacity was delivered in three countries, and three other countries developed a vision and strategy for incorporating climate change adaptation into their programming; a fourth will undertake this work in 2013/14. Less progress than planned was made on the production of a climate change monitoring and evaluation learning companion, due to changes in organisational management and structure.</p> <p>We completed the carbon measurement of our two largest international regions, which we used to inform targeted and prioritised carbon management plans. We distributed over 90% of vehicle tracking devices for our international fleet and 72% have now been fitted. We revised our ethical and environmental policy, which now applies to both Oxfam and our suppliers, and includes stronger environmental standards. Communication about the carbon benefits of donated sales with the shop network was postponed until 2013.</p> |

<sup>1</sup> All accountability documents referred to in this section can be found at [www.oxfam.org.uk/accountability](http://www.oxfam.org.uk/accountability).

## REPORT AGAINST CORPORATE OBJECTIVES 2012/13

Each year we identify specific objectives against which we set measurable targets. The information below details the progress made against these corporate objectives for 2012/13.

### **Influence the debate on growth and resources**

- The Oxfam 'doughnut'<sup>1</sup> model that puts social justice in the centre of a resource-constrained world has been used to influence debate at the UN and G20 as well as at various UK forums.
- Our new strategic plan incorporates the thinking on the link between a resource-constrained world and social justice.

### **Deliver key elements of the GROW campaign**

- Working with the 'IF' campaign, we have provided strong messaging demanding public investment and reforms on tax, food and aid at government meetings and the UK G8 Summit.
- We have influenced political leaders in the UK, World Bank and G8 to get land rights and transparency onto the agenda in order to ensure stronger standards and regulation on land acquisition.
- Despite some challenges, we have supported communities in four countries to gain fairer compensation from unfair land deals where free, prior informed consent was not gained from the communities using the land.
- The 'Behind the Brands' campaign was launched, enabling consumers to 'score' ten multinational food and beverage companies on their social justice performance. Over 100,000 supporters in 14 countries took campaigning actions.

### **Build the resilience of people living in poverty**

- 33 countries are now implementing a risk reduction approach in their programmes.
- 20 programmes are lobbying authorities for the finance and infrastructure to implement climate change adaptation and risk response activities.
- Programmes in six countries are encouraging governments to adopt social protection schemes.

### **Engage with the private sector**

- The number of enterprises in our Enterprise Development Programme increased to 17.
- We continued to work with the private sector in the fields of mobile phone technology and food

security, and established a new partnership with Nielsen market analysis.

- We improved small-scale farmers' links to markets in 22 countries by encouraging investment in value chain projects.
- The Small Enterprise Impact Investing Fund was successfully launched; although progress in marketing the fund has been slower than expected, the fund now stands at US\$3.5m and has made investments in two countries.

### **Enhance programme quality and impact**

- New opportunities to leverage finance for development were defined and developed.
- The roll-out of a new workshop to develop staff skills in working collaboratively with the private sector has been successful.
- We undertook 27 reviews into the effectiveness of our programmes.<sup>2</sup>

### **Develop our role in Oxfam International (OI)**

- The first joint OI strategic plan was agreed in March 2013.
- Progress was made in the area of accountability but less so in delivering increased impact/cost-effectiveness.
- The new global brand identity was delivered on time and within budget.
- Three feasibility studies were undertaken into delivering income growth across OI.

### **Develop a more effective Oxfam**

- The yearly forecast and three-year plan were amended to deliver a 5% cost saving.
- We made less progress than intended in simplifying priorities, processes and messages, and have carried this forward as a major focus area for 2013/14.

### **Secure our financial resources**

- Both trading and fundraising delivered less unrestricted contribution than budgeted, through lower donations of goods for sale from the public, a shortfall in legacies, and lower acquisition rates for new donors.
- Our restricted income was £1.7m above budget, as a result of gaining 23 new institutional donors in the year.

<sup>1</sup> For more information see: [www.policy-practice.oxfam.org.uk](http://www.policy-practice.oxfam.org.uk)

<sup>2</sup> The reviews have been published on [www.policy-practice.oxfam.org.uk](http://www.policy-practice.oxfam.org.uk)

## THE YEAR AHEAD

The fundraising environment remains challenging due to the continuing economic situation. In the coming financial year, we will continue to manage our costs tightly while working to increase our income.

Our corporate objectives for 2013/14 contribute to the goals in our three-year strategic plan:

### People claiming their right to a better life

- Oxfam will capitalise on our learning in two key areas – helping vulnerable people secure more power, and equipping staff to design transformative programmes.

### Gender justice

- Explore how to improve the effectiveness of our programmes in building the economic and decision-making power of women at all levels, especially household level.

### Saving lives now and in the future

- Build partner capacity, especially of states, at local/national/regional levels.
- Strengthen Oxfam's technical capacity, especially in water and sanitation.
- Improve internal structures and working practices to ensure that all our programmes deliver more sustainable outcomes for poor women, men and children.
- Pilot innovative approaches to increasing our impact and managing risk in fragile states.

### Sustainable food

- Maximise benefits to small-scale agricultural producers, especially women, from three private sector global initiatives.
- Improve our ability to leverage change for more small-scale women producers via our enterprise and supply chain work at national level.
- Increase public understanding of the role and responsibility of food and beverage companies.

### Fair sharing of natural resources

- Achieve stronger regulation on land investment and improvement in major companies' land policies.
- Conduct research into, and prepare for, the campaign on food and climate change in 2014/15.
- Deliver the 'IF' campaign, ensuring a broad base of public support and specific policy progress in the four focus areas (land, tax, transparency and aid/climate finance).

### Cost-effectiveness

- Deliver the required savings in the costs of running our headquarters, and via reduced programme costs.
- Improve cost-effectiveness across OI, including the delivery of improved back-office systems and processes.
- Maximise the effectiveness of our external communications through greater alignment of messaging, and by focusing on food in 2013/14.

### Income strategies

- Evaluate and, if appropriate, roll out the new shop design.
- Improve the income generated through our online shop.
- Develop compelling new advertising to engage potential Oxfam donors in order to drive supporter acquisition and reverse the decline in unrestricted income.
- Develop customer relationship management infrastructures and marketing campaigns, and make more effective use of digital channels.
- Develop our fundraising proposition in South Korea.

## FINANCE SUMMARY

### INCOME

Oxfam's total income decreased by £17.6m to £367.9m in 2012/13. This income derives principally from the activities of trading and fundraising. Trading income decreased by 1% on last year, with trading income representing 24% of total income. Fundraising income (which includes both income from supporters and the public, and institutional donor income) decreased by 5% on last year. A detailed analysis of income is shown in the consolidated Statement of Financial Activities (SOFA) and Note 2 to the accounts.

#### Four-year analysis of trading and fundraising net income

|  | 2009/10<br>(11mths) | 2010/11      | 2011/12      | 2012/13      |
|--|---------------------|--------------|--------------|--------------|
|  | £m                  | £m           | £m           | £m           |
| Trading sales  | 74.4                | 85.9         | 89.9         | 88.7         |
| Trading costs  | (58.1)              | (65.0)       | (67.6)       | (68.6)       |
| Trading net income   | 16.3                | 20.9         | 22.3         | 20.1         |
| Trading profit margin  | 22%                 | 24%          | 25%          | 23%          |
| Fundraising income   | 222.6               | 262.9        | 282.8        | 267.8        |
| Fundraising costs  | (17.2)              | (20.8)       | (23.0)       | (23.2)       |
| Fundraising net income   | 205.4               | 242.1        | 259.8        | 244.6        |
| Fundraising net margin   | 92%                 | 92%          | 92%          | 91%          |
| Net income from trading and fundraising                            | 221.7               | 263.0        | 282.1        | 264.7        |
| Gifts-in-kind  | 15.7                | 13.6         | 6.7          | 5.8          |
| Net miscellaneous income   | 5.2                 | 4.9          | 6.0          | 5.5          |
| <b>Net incoming resources available for charitable application</b> | <b>242.6</b>        | <b>281.5</b> | <b>294.8</b> | <b>276.0</b> |

Trading sales at £88.7m are £1.2m lower than last year. This has been a very challenging year for the retail sector, with reduced footfall on the high street impacting our donated clothes and book sales as well as fair-traded goods. On a more positive note, income from our Wastesaver operation has continued to increase this year, despite operating from temporary premises following last year's fire. As a result of the decrease in headline sales, trading contribution is down on last year, with a profit margin of 23%. The overall contribution from our shop network, which includes sales from Oxfam Unwrapped and donations received in shops, decreased to £22.5m, a reduction of 12% from last year, with both Unwrapped sales and donations down.

Fundraising income has also fallen this year, to £267.8m, being £15.0m (5%) lower than last year. This decrease results from a combination of factors, which include a lack of high-profile emergencies in the year, the stagnation in global financial economies and reduced legacy income. Income from governments, institutional donors and other public authorities is consistent with last year, with higher income from the UK government and the UN, offset by reductions from overseas governments and other Oxfam affiliates.

The cost of raising voluntary income is consistent with last year's level at around £23m, resulting in net fundraising income of £244.6m, which was 6% lower than last year.

Gifts-in-kind can fluctuate significantly, reflecting the scale and nature of emergency response in any year. This year's gifts-in-kind total of £5.8m mainly represents food and other aid for West Africa and Kenya.

Net miscellaneous income includes 'Primary purpose trading', which predominantly relates to the profits generated from our subsidiary micro-credit scheme in Azerbaijan.

## EXPENDITURE

The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between development, humanitarian and campaigning and advocacy. Total spending on charitable activities, at £290.0m, is a slight increase on last year. Unrestricted charitable spend increased by 7%, while restricted charitable spend decreased by 1%, with a small shift from development to humanitarian work due to our emergency responses for the Sahel crisis, South Sudan, Great Lakes, Sierra Leone and Pakistan. The amount spent on support costs reduced relative to the increase in our programme work to around 8% of charitable spend.

Further analysis of charitable activity expenditure, showing the operational activities undertaken by Oxfam and those undertaken by partners through grants from Oxfam, is given in Note 3c to the accounts.

The allocation of expenditure across the strategic aims of Oxfam has changed slightly as a result of the increased humanitarian work, with a higher percentage for the right to life and security. The relationship between our strategic aims and our charitable activities is also shown in Note 3c. The table below shows the proportion of charitable activities spent on each charitable aim.

|                                     | 2009/10<br>(11mths) | 2010/11        | 2011/12        | 2012/13        |
|-------------------------------------|---------------------|----------------|----------------|----------------|
| Sustainable livelihoods             | 20%                 | 20%            | 26%            | 23%            |
| Essential services                  | 9%                  | 9%             | 9%             | 8%             |
| Life and security                   | 43%                 | 45%            | 41%            | 45%            |
| Being heard                         | 8%                  | 7%             | 6%             | 6%             |
| Equity (gender and diversity)       | 11%                 | 10%            | 9%             | 10%            |
| <b>Total</b>                        | 91%                 | 91%            | 91%            | 92%            |
| Support costs                       | 9%                  | 9%             | 9%             | 8%             |
|                                     | 100%                | 100%           | 100%           | 100%           |
| <b>Total charitable expenditure</b> | <b>£216.3m</b>      | <b>£272.7m</b> | <b>£286.4m</b> | <b>£290.0m</b> |

## RESERVES POLICY

The Council of Trustees has established a General Reserves Policy which continues to protect our programme work from risk of disruption at short notice due to a lack of funds, while at the same time ensuring that we do not retain income for longer than required. The Policy also provides parameters for future strategic plans and contributes towards decision-making. It determines an appropriate target level for general reserves, taking into account the following factors:

- Vulnerability to unplanned changes in financial position, relating mainly to our trading and fundraising unrestricted income;
- Net financial risk related to the above, taking into account the likely speed of onset as well as the mitigation steps available to management;
- The fact that expenditure is generally predictable and long-term, with the exception of 'variable' spend on restricted programmes where risks typically involve unplanned events such as hostile government action or major uninsured health and safety or security emergencies.

This approach provides a target base level of general reserves of £25m. The basis of determining the target reserves level is kept under periodic review and will be adjusted as perceptions of risk and other factors change.

Since Oxfam is confident that it can meet the required pension contributions from projected future income without significantly impacting on its planned level of charitable activity, it continues to calculate its 'free' or general reserves without setting aside designated reserves to cover the pension liability (see below).

## GENERAL RESERVES (UNRESTRICTED)

General reserves are not restricted to or designated for a particular purpose. General reserves reduced by £12.7m during 2012/13, with the balance being £26.5m at the end of March 2013. This is in line with our target base level of £25m and our plans noted last year to spend down our reserves.

Given the ongoing testing conditions in world economies, our future plans are to maintain this level of general reserves by aligning our unrestricted spend to the income

predictions. General reserves are represented by net current assets and are equivalent to approximately two months' unrestricted expenditure at 2012/13 levels.

### PENSION SCHEME DEFICIT

The valuation of Oxfam's pension scheme at 31 March 2013, for the purposes of FRS17, showed a funding deficit of £28.6m (2011/12: £30.6m – see Note 21d). This deficit represents the difference between the liabilities of the pension fund and the value of its underlying assets; while there is significant risk attached to this deficit, it does not represent an immediate cash commitment, as the £28.6m deficit will be met out of future years' pension contributions. The valuation of the pension scheme's assets under FRS17 is different from the triennial actuarial valuation, which determines the pension contributions required to reduce the deficit. Current financial projections indicate that Oxfam will be able to make these contributions as they fall due. FRS17 requires that the pension deficit should be shown as a reduction in unrestricted funds. The defined benefit pension scheme was closed to new members during 2002/03.

### DESIGNATED FUNDS (UNRESTRICTED)

Designated funds are those unrestricted funds that have been allocated by the Trustees for particular purposes. The designated fund for fixed assets of £13.3m (2011/12: £12.1m) represents resources invested in the charity's fixed assets that are, therefore, not available for other purposes. Funds have also been designated to cover retained profits of the micro-credit scheme in Azerbaijan, which are available only in Azerbaijan and totalled £3.3m at the end of March 2013, along with the retained profit of Frip Ethique SARL in Senegal of £0.1m. The Single Management Structure designated fund, established to cover anticipated additional costs in reorganising our overseas operations to improve the coordination of programme activity throughout the Oxfam International affiliation, has been reduced by associated costs incurred during the year and is planned to be fully utilised by March 2014. The designated fund for the Network Project has been reduced to reflect the start of work on the project to standardise our information systems network worldwide, and will be further utilised in 2013/14. The designated fund for strategic investments, set up last year to enable the charity to ringfence funds for major strategic proposals which aim to develop fundraising opportunities, remains in place pending identification of appropriate activities. Further details of the designated funds and their movements during the year are shown in Note 20 of the accounts.

### RESTRICTED FUNDS

These funds are tied to particular purposes, as specified by the donor or as identified at the time of a public appeal. At 31 March 2013, unspent restricted funds were £31.7m (2011/12: £39.1m). The restricted fund balance includes total deficit balances of £13.8m (2011/12: £16.4m). These deficit balances have arisen on projects where total expenditure has exceeded income, and where the expenditure will be reimbursed by a government or other agency in the following accounting year (see Note 19 for further details).

### ENDOWMENT FUNDS

Endowment funds of £2.6m (2011/12: £2.6m) represent monies received from donors where there is some restriction on the use of the capital (see Note 18).

### FINANCIAL POSITION

The Council of Trustees considers that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK and global economies. The Trustees consider that there is a reasonable expectation that Oxfam has adequate resources to continue in operational existence for the foreseeable future and, for this reason, the Council of Trustees continues to adopt the 'going concern' basis in preparing the accounts.

### INVESTMENT POLICY AND PERFORMANCE

Oxfam's investments are held almost entirely in cash deposits, mainly with building societies and banks. During the year, the average return on these investments was 1.98% compared with a base rate of 0.50% throughout the period.

### FINANCIAL RISK MANAGEMENT

Prices of goods and services purchased are subject to contracts with suppliers based on market prices, and salary costs are subject to a formal annual review. Our standard payment terms are 30 days. Credit risk on amounts owed by donors is low. In terms of liquidity risk, Oxfam has no borrowings, and our policies on the management of investments and reserves are set out above. Net exchange risk is kept under review and appropriate action taken to mitigate the risk.

### GRANT-MAKING POLICIES

In 2012/13 we spent £79.3m (2011/12: £90.6m) in grants to international, national and local partner organisations. We made 1,289 grants to 889 organisations (2011/12:

1,296 grants to 873 organisations). The average grant per project was £62,000 (2011/12: £70,000) and per partner was £89,000 (2011/12: £104,000). The main reduction in grant expenditure is due to a scaling down of the humanitarian response in Pakistan by £11.6m in 2012/13.

Oxfam works with, and through, others to take action to achieve common goals for overcoming poverty and injustice based on complementarity and respect for the contribution that each party brings. Oxfam's partner relations are informed by, and managed to, a set of clear principles. These five principles underpin our programme and partnership decisions in development, humanitarian and campaigns work at every level of activity. We hold ourselves accountable to these principles and seek to be held accountable by partners, communities and other stakeholders with whom we and our partners work.

The five principles are:

- Complementary purpose and added value;
- Mutual respect for values and beliefs;
- Clarity on roles, responsibilities and decision-making;
- Transparency and accountability;
- Commitment and flexibility.

Before making a grant, Oxfam completes appraisals of the project and the proposed partner organisation. These ensure that there is a good strategic fit between Oxfam and the partner organisation, and that the project objectives are consistent with the principles listed above and reflect a coherent and well-designed project that will be a cost-effective way of bringing about the intended impact.

Grants are managed through specific agreements with partners, which set out the conditions of the grant, including reporting requirements, and when and how disbursement will happen. The agreement also outlines Oxfam's responsibilities in the partnership to ensure that it can be held to account by partners and other stakeholders (see Accountability update, pages 38-39). Grants are usually disbursed in instalments to ensure that agreed timings and results are being met and managed.

Oxfam staff monitor and evaluate progress throughout the period of the grant. The nature of these activities will depend on the size and complexity of the grant and the perceived level of risk. Monitoring and evaluation may include:

- Visits to the partners and beneficiaries;
- Formal evaluation processes such as impact assessment by Oxfam or a third party;
- Auditing of the project and/or the partner.

If we are not satisfied that the grant is being managed according to the partner agreement, we discontinue the grant.

### INDEPENDENT AUDITORS

A resolution proposing the reappointment of PricewaterhouseCoopers LLP as Oxfam's auditors will be submitted at the Annual General Meeting.

Approved by the Council of Trustees on 12 July 2013 and signed on its behalf by:



Karen Brown  
Chair of Oxfam  
12 July 2013

# ACCOUNTS

For the year to 31 March 2013



Bhimisa Darlam (centre) in class at the Shree Janakalyan Primary School in rural Nepal. Here, Oxfam's 'Raising Her Voice' programme has helped change attitudes towards girls' education. Photo: Aubrey Wade

## Independent auditors' report to the Members and Trustees of Oxfam

We have audited the financial statements of Oxfam for the year ended 31 March 2013 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

### Respective responsibilities of Trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on pages 34-35, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for, and only for, the charity's Members and Trustees as a body in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and the Companies Act 2006 and regulations made under those Acts (regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and Chapter 3 of Part 16 of the Companies Act 2006) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Oxfam Annual Report & Accounts 2012/13 to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2013 and of the group's incoming resources and application of resources, including the group's income and expenditure and cash flows, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records or returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.



Liz Hazell (Senior Statutory Auditor)

for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors, London  
12 July 2013

PricewaterhouseCoopers LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## Consolidated statement of financial activities (including income and expenditure account)

| Notes   | Trading funds<br>£m | Unrestricted funds<br>£m | Restricted funds<br>£m | Endowment funds<br>£m | Year to<br>31 March 13<br>Total<br>£m | Year to<br>31 March 12<br>Total<br>£m |
|---|---------------------|--------------------------|------------------------|-----------------------|---------------------------------------|---------------------------------------|
| <b>Incoming resources</b>   |                     |                          |                        |                       |                                       |                                       |
| <b>Incoming resources from generated funds</b>                                      |                     |                          |                        |                       |                                       |                                       |
| 2a Voluntary income   | -                   | 73.4                     | 38.1                   | -                     | 111.5                                 | 129.7                                 |
| 2b Activities for generating funds  | 88.7                | -                        | -                      | -                     | 88.7                                  | 89.9                                  |
| 2c Investment income  | -                   | 0.9                      | -                      | -                     | 0.9                                   | 1.2                                   |
| <b>Incoming resources from charitable activities</b>                                |                     |                          |                        |                       |                                       |                                       |
| 2d Resources from government, institutional donors and other public authorities     | -                   | 0.1                      | 162.0                  | -                     | 162.1                                 | 159.8                                 |
| 2d Primary purpose trading  | -                   | 3.9                      | -                      | -                     | 3.9                                   | 2.6                                   |
| 2e <b>Other incoming resources</b>  | -                   | 0.8                      | -                      | -                     | 0.8                                   | 2.3                                   |
| <b>Total incoming resources</b>   | 88.7                | 79.1                     | 200.1                  | -                     | 367.9                                 | 385.5                                 |
| <b>Costs of generating funds</b>  |                     |                          |                        |                       |                                       |                                       |
| 3a Costs of generating voluntary income   | -                   | 19.7                     | 3.5                    | -                     | 23.2                                  | 23.0                                  |
| 2b Fundraising trading: cost of goods sold and other associated costs               | 68.6                | -                        | -                      | -                     | 68.6                                  | 67.6                                  |
| 3b Investment management costs  | -                   | 0.1                      | -                      | -                     | 0.1                                   | 0.1                                   |
| <b>Net incoming resources available for charitable application</b>                  | 20.1                | 59.3                     | 196.6                  | -                     | 276.0                                 | 294.8                                 |
| Allocation of trading contribution  | (20.1)              | 20.1                     | -                      | -                     | -                                     | -                                     |
| <b>Net incoming resources available for charitable application</b>                  | -                   | 79.4                     | 196.6                  | -                     | 276.0                                 | 294.8                                 |
| <b>Charitable activities</b>  |                     |                          |                        |                       |                                       |                                       |
| 3c Development  |                     | 46.0                     | 96.0                   | -                     | 142.0                                 | 145.5                                 |
| 3c Humanitarian   |                     | 23.6                     | 102.7                  | -                     | 126.3                                 | 121.2                                 |
| 3c Campaigning and advocacy   |                     | 16.4                     | 5.3                    | -                     | 21.7                                  | 19.7                                  |
| <b>Total charitable activities</b>  |                     | 86.0                     | 204.0                  | -                     | 290.0                                 | 286.4                                 |
| 3d <b>Governance costs</b>  |                     | 1.3                      | -                      | -                     | 1.3                                   | 1.3                                   |
| 3e <b>Other resources expended</b>  |                     | 1.4                      | -                      | -                     | 1.4                                   | 0.3                                   |
| <b>Total resources expended</b>   |                     | 177.1                    | 207.5                  | -                     | 384.6                                 | 378.7                                 |
| 8 <b>Net (outgoing)/incoming resources before other recognised gains and losses</b> |                     | (9.3)                    | (7.4)                  | -                     | (16.7)                                | 6.8                                   |
| <b>Other recognised gains/losses</b>  |                     |                          |                        |                       |                                       |                                       |
| 21d Actuarial losses on defined benefit pension scheme                              |                     | (1.3)                    | -                      | -                     | (1.3)                                 | (16.3)                                |
| <b>Net movement in funds</b>  |                     | (10.6)                   | (7.4)                  | -                     | (18.0)                                | (9.5)                                 |
| <b>Reconciliation of funds</b>  |                     |                          |                        |                       |                                       |                                       |
| <b>Total funds brought forward at 1 April</b>                                       |                     | 32.2                     | 39.1                   | 2.6                   | 73.9                                  | 83.4                                  |
| <b>Total funds carried forward at 31 March</b>                                      |                     | 21.6                     | 31.7                   | 2.6                   | 55.9                                  | 73.9                                  |

Total unrestricted incoming resources for the year amounted to £167.8m (2011/12: £174.1m).

A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities. There is no difference between the net incoming resources before other recognised gains and losses above and the historical cost equivalent. All activities are continuing.

Oxfam uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure Account for Oxfam as a separate entity. The net expenditure for Oxfam alone for the year ended 31 March 2013 was £17.6m (2011/12: net income £6.3m).

The notes on pages 51 To 71 form part of these financial statements.



## Consolidated cash flow statement

|   | Year to 31 March 2013 |        | Year to 31 March 2012 |        |
|---|-----------------------|--------|-----------------------|--------|
|   | £m                    | £m     | £m                    | £m     |
| <b>Net cash outflow from operating activities</b>                           |                       | (10.7) |                       | (11.7) |
| <b>Returns on investments and servicing of finance</b>                      |                       |        |                       |        |
| Deposit interest received   | 1.1                   |        | 1.1                   |        |
|   |                       | 1.1    |                       | 1.1    |
| <b>Capital expenditure and financial investment</b>                         |                       |        |                       |        |
| Receipts from sales of fixed asset investments                              | -                     |        | 0.7                   |        |
| Payments to acquire tangible fixed assets                                   | (4.6)                 |        | (3.8)                 |        |
| Receipts from sales of tangible fixed assets                                | 0.3                   |        | 1.8                   |        |
|   |                       | (4.3)  |                       | (1.3)  |
| <b>Net cash outflow before management of liquid resources and financing</b> |                       | (13.9) |                       | (11.9) |
| <b>Management of liquid resources</b>                                       |                       |        |                       |        |
| Cash withdrawn from notice and short-term deposit                           | 68.1                  |        | 66.0                  |        |
| Cash invested on notice and short-term deposit                              | (50.1)                |        | (61.0)                |        |
|   |                       | 18.0   |                       | 5.0    |
| <b>Net cash inflow from management of liquid resources</b>                  |                       | 18.0   |                       | 5.0    |
| <b>Financing</b>  |                       |        |                       |        |
| Increase in borrowings  | 3.5                   |        | 1.5                   |        |
|   |                       | 3.5    |                       | 1.5    |
| <b>Net cash inflow from financing</b>                                       |                       | 3.5    |                       | 1.5    |
| <b>Increase/(decrease) in cash in the year</b>                              |                       | 7.6    |                       | (5.4)  |

## Notes

## a. Reconciliation of net (outgoing)/incoming resources to net cash outflow from operating activities

|  | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|--|--------------------------------|--------------------------------|
| Net (outgoing)/incoming resources before revaluations                    | (16.7)                         | 6.8                            |
| Deposit interest and investment income receivable                        | (0.9)                          | (1.2)                          |
| Depreciation charge  | 3.2                            | 3.5                            |
| Profit on disposal of fixed assets                                       | (0.2)                          | (1.9)                          |
| Decrease in stocks   | 0.2                            | 0.1                            |
| Decrease/(increase) in debtors   | 3.5                            | (12.7)                         |
| Increase/(decrease) in creditors and provisions                          | 3.5                            | (2.3)                          |
| FRS17 difference between pension contributions and current service costs | (3.3)                          | (4.0)                          |
| Net cash outflow from operating activities                               | (10.7)                         | (11.7)                         |

## b. Analysis of net funds

|                                       | At<br>1 April 2012<br>£m | Cash flow<br>movement<br>£m | At<br>31 March 2013<br>£m |
|---------------------------------------|--------------------------|-----------------------------|---------------------------|
| Cash at bank and in hand              | 27.3                     | 7.6                         | 34.9                      |
| Cash on notice and short-term deposit | 36.0                     | (18.0)                      | 18.0                      |
| Debt due within one year              | (1.0)                    | (3.3)                       | (4.3)                     |
| Debt due after one year               | (4.4)                    | (0.2)                       | (4.6)                     |
| Net funds                             | 57.9                     | (13.9)                      | 44.0                      |

## c. Reconciliation of net cash flow to movement in net funds

|  | 2013<br>£m | 2012<br>£m |
|--|------------|------------|
| Increase/(decrease) in cash                    | 7.6        | (5.4)      |
| Cash inflow from decrease in liquid resources* | (18.0)     | (5.0)      |
| Cash inflow from financing                     | (3.5)      | (1.5)      |
| Net funds at 1 April                           | 57.9       | 69.8       |
| Net funds at 31 March                          | 44.0       | 57.9       |

\*Liquid resources comprise monies held on notice and short-term Money Market accounts.

## Notes to the financial statements

### 1. ACCOUNTING POLICIES

#### a. Accounting conventions

The Financial Statements are prepared on a going concern basis, under the historical cost convention, as modified by the inclusion of investments at market value, and on an accruals basis. The Financial Statements are prepared in compliance with Accounting and Reporting by Charities: Statement of Recommended Practice 2005 (Revised 2008) ('the SORP'), the Charities Accounts (Scotland) regulations 2006 and Charities and Trustee Investment (Scotland) Act 2005, and applicable accounting standards in the United Kingdom.

The charity has adjusted the formats from those prescribed by the Companies Act 2006 to include headings that are relevant to its activities, to enable it to show a true and fair view. No separate Statement of Financial Activities (SOFA) is presented for the charity itself as permitted by section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

The principal accounting policies, which have been applied consistently in the year, are set out below.

#### b. Basis of consolidation

The Financial Statements of Oxfam's trading subsidiary company, Oxfam Activities Limited, are consolidated with the accounts of Oxfam on a line-by-line basis.

Oxfam operates a micro-credit scheme, Finance for Development Limited, in Azerbaijan which has been registered as a separate organisation. As a subsidiary of Oxfam its accounts have been consolidated on a line-by-line basis, based on its year end accounts to 31 December 2012.

Oxfam Activities Limited holds 100% of the shares in Fripp Ethique SARL, a company based in Senegal. The company is considered a subsidiary of Oxfam Activities Limited and has been consolidated in Oxfam's accounts on a line by line basis, based on its year end accounts to 31 December 2012.

Oxfam holds 100% of the shares in SEIIF Limited, a company registered in the United Kingdom. The accounts are consolidated with the accounts of Oxfam on a line-by-line basis.

Oxfam Activities Limited holds a 10.8% shareholding in Cafédirect. Cafédirect is not considered an associate and has not been consolidated.

Oxfam Activities Limited holds a 50% shareholding (one £1 ordinary share) in the Guardian Share Company Limited. This company is owned by two of the four founders of Cafédirect and has a right to nominate a director to the Cafédirect Board. The consent of the Guardian Share Company is also required for the appointment of the Chair of the Board and for any changes to Cafédirect's Gold Standard. The accounts of this company have not been included on the grounds of materiality.

Just Energy Limited, a company limited by guarantee, is considered a subsidiary of Oxfam, since Oxfam controls the company through its 100% membership of the board of directors. The company is not consolidated since it had not commenced trading by 31 March 2013 and the pre-trading

position of the company is not material to these Financial Statements.

To comply with overseas local legislation, Oxfam has established 100%-owned subsidiaries and other overseas legal entities in a number of countries. These are fully controlled by Oxfam and their accounts are included within the accounts of Oxfam.

#### c. Fund accounting

General reserves are unrestricted funds that are available for use at the Trustees' discretion in furtherance of the objects of the charity.

Designated funds are set aside at the discretion of the Trustees for specific purposes.

In accordance with FRS17 – Retirement Benefits, a pension reserve is included within unrestricted funds representing the defined benefit pension scheme and growth plan deficits.

Restricted and endowment funds are subject to specific restrictions imposed by the originator of the income. These include grants and contracts from institutions for provision of specific activities or services, and also general donations raised through a public appeal which may be spent at our discretion, provided any expenditure is in accordance with the aims of that appeal.

A final review of the allocation of expenditure is performed after a project or contract has been completed, which can give rise to a transfer between funds.

#### d. Incoming resources

Income, including donations, legacies and investment income is recognised in the period in which Oxfam is entitled to receipt and where the amount can be measured with reasonable certainty.

Trading income is recognised on point of sale for both donated and purchased goods.

Grants from governments and other agencies have been included as 'Incoming resources from charitable activities' where these are specifically for the provision of goods and services to be provided as part of charitable activities or services to beneficiaries. Grants which provide core funding, or are of a general nature, or are given in response to an appeal, are included as 'Voluntary income'. Income is recognised in accordance with the terms of the funding agreement or contract.

Income received in the year has been deferred in respect of specific fundraising events taking place after the year end.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received and residuary legacies when the final accounts under the will are received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will.

Gifts-in-kind – food aid, for which Oxfam accepts full responsibility for distribution, is included in ‘Voluntary income’ at its market value when it is distributed, and under ‘Charitable activities’ at the same value and time.

Gifts-in-kind – properties, investments, and other fixed assets donated to the charity are included as ‘Voluntary income’ at market value at the time of receipt.

Donated services and facilities are included as ‘Voluntary income’ at their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of service or facility provided, at the same value and time.

Income from Gift Aid tax reclaims is recognised for any Gift Aid certificates received up to a month after the year-end, in relation to donations made prior to the year-end.

In many cases costs are incurred on projects before the relevant restricted income is received. Therefore, unless contrary to a donor’s wishes, interest income generated from restricted funds is treated as unrestricted, to cover the pre-financing costs incurred.

Income from endowments is either restricted or unrestricted, depending on the conditions attached to the endowment when provided.

#### e. Costs of generating funds

Costs of generating funds comprise the costs incurred in commercial trading activities, fundraising and managing investments. Trading costs cover all the costs of the shops and other trading activities, including the costs of goods sold. Fundraising costs include the costs of advertising, producing publications, printing and mailing fundraising material, staff costs in these areas and an appropriate allocation of central overhead costs. Investment management costs represent staff costs.

#### f. Charitable expenditure

Charitable expenditure is reported as a functional analysis of the work undertaken by the charity, being humanitarian, development and campaigning and advocacy. Under these headings are included grants payable and costs of activities performed directly by the charity, together with associated support costs.

Grants payable in furtherance of the charity’s objects are recognised as expenditure when payment is due to the partner organisation, in accordance with the terms of the contract. Standard partner contracts are typically for a year’s duration, but can span several years. The contracts contain conditions, the fulfilment of which is under the control of Oxfam. For contracts in place at the year-end that include payments to be made in future years, these payments are disclosed in note 21 to the accounts as commitments.

Costs of activities in furtherance of the charity’s objects are accounted for as they are incurred. These activities include campaigning, advocacy and capacity building together with humanitarian aid and development programme expenditure, which are delivered directly by Oxfam staff, and costs associated with the local management of Oxfam’s programmes.

#### g. Governance costs

Governance costs represent the salaries, direct expenditure and overhead costs incurred by directorate, central finance, legal, corporate communications and internal audit departments in the strategic planning processes of the charity and compliance with constitutional and statutory requirements, as well as external audit costs.

#### h. Allocation and apportionment

Costs to be recharged to specific activities or departments within the charity are apportioned on the following basis:

- Buildings costs are allocated on the basis of floor area used.
- In-house printing and warehousing are allocated to user departments on the basis of units of output.
- Information systems (IS) costs are allocated based on the time spent by IS staff on business users’ requirements and the usage of IS systems by each department.
- The costs of the directorate, central finance, human resources and legal departments are allocated on the basis of employee numbers, after an appropriate proportion has been allocated to governance costs.
- Irrecoverable VAT is allocated to the principal areas in which it is incurred.

Support costs represent the costs of providing direct support to Oxfam’s programmes by staff based in regional centres and in the UK, as well as central costs, which include central finance, central human resources and corporate communications.

#### i. Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses of acquisition.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost by equal annual instalments over their expected useful economic lives as follows:

|  |          |
|--|----------|
| Freehold land                              | Nil      |
| Freehold buildings                         | 50 years |
| Warehouse fittings and equipment           | 10 years |
| Computer infrastructure                    | 10 years |
| Leasehold assets                           | 5 years  |
| Furniture, fixtures and equipment in GB    | 5 years  |
| Motor vehicles                             | 4 years  |
| Computer virtual servers                   | 4 years  |
| Other computer equipment                   | 3 years  |
| Furniture, fixtures and equipment overseas | 3 years  |

Vehicles and equipment used in programmes overseas are considered to have a useful economic life of one year or less. They are not capitalised but are charged in full to charitable expenditure when purchased.

Where appropriate, provision has been made for impairment in the value of tangible fixed assets.

#### j. Fixed asset investments

Fixed asset investments include freehold properties that Oxfam is required to retain until conditions specified by the

donor have been met. The consequence of these conditions is that it is unlikely that Oxfam will be able to realise its investment in the foreseeable future. Included in this are properties where the proceeds, once realised, will be used for charitable purposes, rather than reinvestment. These fall within the definition of current asset investments given in the SORP. However, due to the specific circumstances relating to these properties, the Trustees consider it appropriate to classify them as fixed asset investments.

Investment property and listed investments are included in the Balance Sheet at market value. Unlisted investments are included at cost as an approximation to market value unless there is specific evidence to the contrary. Investments in subsidiaries are included in the charity's accounts at cost.

Programme-related investments are investments made directly in pursuit of Oxfam's charitable purposes. The Oxfam Activities Limited shareholdings in Cafédirect and the Guardian Share Company Limited are treated as programme-related investments in the Oxfam Group accounts and are included in the Balance Sheet at the amount invested less impairment. Oxfam's investment in Finance for Development Limited is treated on the same basis in the charity's accounts but the company has been consolidated in the group accounts.

#### k. Stocks

Bought-in goods are valued at the lower of cost and net realisable value. Unsold donated items are not included in closing stock since their cost is nil and their value is uncertain until sold.

Humanitarian supplies are valued at cost, with obsolete stock written off. Goods in transit to overseas projects are removed from stock and included in programme expenditure when released from the warehouse.

#### l. Provisions

In general, provisions for future liabilities are recognised when Oxfam has a legal or constructive financial obligation that can be reliably estimated and for which there is an expectation that payment will be made.

#### m. Foreign currencies

Transactions denominated in foreign currencies are translated at the rate of exchange prevailing at the time of the transaction. Foreign currency balances are translated at the rate of exchange prevailing at the Balance Sheet date. Foreign exchange gains and losses incurred in respect of our overseas operations are included in the SOFA within charitable activity expenditure for the period in which they are incurred. The net of all other foreign exchange gains and losses is included either in 'Other incoming resources' if it is a net gain or 'Other resources expended' if it is a net loss.

Restricted contract balances have been retranslated at the rate of exchange prevailing at the Balance Sheet date. The resulting exchange gain or loss has been reflected as a transfer between restricted and unrestricted funds.

The results of foreign entities consolidated within these Financial Statements are translated at the exchange rates

prevailing at the Balance Sheet date. Exchange differences arising on opening reserves are recognised through the SOFA.

#### n. Pension schemes

Oxfam operates defined benefit and defined contribution pension schemes.

##### Defined benefit scheme

The pension liabilities and assets are recorded in line with FRS17, with a valuation undertaken by an independent actuary. FRS17 measures the value of pension assets and liabilities at the Balance Sheet date and determines the benefits accrued in the year and the interest on assets and liabilities. The value of benefits accrued is used to determine the pension charge in the SOFA, and the expected return on scheme assets and the interest cost on scheme liabilities are allocated across the appropriate incoming/outgoing resource categories. The change in value of assets and liabilities arising from asset valuation, changes in benefits, actuarial assumptions or change in the level of deficit attributable to members is recognised in the SOFA within actuarial gains/losses on defined benefit pension schemes. The resulting pension liability or asset is shown on the Balance Sheet.

The expected rate of return on scheme assets has been calculated on the following basis:

- Equities – Equity risk premium of 4% over gilt returns;
- Property – 1% lower than equities;
- Bonds – The yield on the relevant index/bond held at the beginning of the year;
- Cash – Bank of England base rate.

Quoted securities have been valued at current bid prices.

##### Growth plan

Oxfam's share of the deficit is deemed to be the deficit contributions payable by Oxfam. This deficit is recorded as a liability on the Balance Sheet and included in 'Other resources expended' in the SOFA.

##### Defined contribution scheme

Pension contributions are charged to the SOFA as incurred.

#### o. Micro-credit schemes

Oxfam provides funds under micro-credit schemes either direct to individual members of local communities or via local community groups. Oxfam generally retains a responsibility for managing these schemes until such time as it is possible to transfer the management responsibility to the local community. Under the SORP, these micro-credit schemes are treated as programme-related investments within Oxfam's individual company accounts. Within the group accounts, micro-credit schemes are consolidated on a line-by-line basis, with loans received and given out reflected in creditors and debtors respectively, where material.

Details of the micro-credit scheme, which is a locally registered organisation in Azerbaijan, are given in note 10 to the accounts.

#### p. Operating leases

Rentals payable under operating leases are charged to the SOFA as incurred over the term of the lease.

## 2. INCOMING RESOURCES

### a. Voluntary income

|  | Unrestricted<br>£m | Restricted<br>£m | Endowments<br>£m | Year to<br>31 March 2013<br>Total<br>£m | Year to<br>31 March 2012<br>Total<br>£m |
|--|--------------------|------------------|------------------|---|---|
| Regular giving*  | 51.0               | 2.8              | -                | 53.8                                    | 54.3                                    |
| Legacies   | 11.7               | 0.1              | -                | 11.8                                    | 15.0                                    |
| Public donations, appeals and fundraising events*  | 10.3               | 15.8             | -                | 26.1                                    | 32.2                                    |
| Disasters Emergency Committee (DEC) appeals  | -                  | 2.3              | -                | 2.3                                     | 9.2                                     |
| UK government: Department for International<br>Development - Partnership Programme Arrangement | -                  | 11.2             | -                | 11.2                                    | 11.2                                    |
| Gifts-in-kind  | -                  | 5.8              | -                | 5.8                                     | 6.7                                     |
| Donated services and facilities  | 0.4                | 0.1              | -                | 0.5                                     | 1.1                                     |
|  | <u>73.4</u>        | <u>38.1</u>      | <u>-</u>         | <u>111.5</u>                            | <u>129.7</u>                            |

\*Includes related Gift Aid.

The value of gifts-in-kind not distributed at 31 March 2013 is £0.1m (2011/12: £0.0m).

At 31 March 2013, in addition to legacy income that has been included in the accounts, Oxfam expected to benefit from a number of legacies from estates for which the administration had yet to be finalised. Oxfam's future income from these legacies is estimated at £7.8m (2011/12: £7.9m). Accrued legacy income included within the accounts amounts to £0.8m (2011/12: £1.0m).

### b. Activities for generating funds: trading income

|  | Oxfam<br>£m | OAL<br>£m   | Frip Ethique<br>£m | Year to<br>31 March 2013<br>Total<br>£m | Year to<br>31 March 2012<br>Total<br>£m |
|--|-------------|-------------|--------------------|---|---|
| Turnover from donated goods  | 71.1        | 6.4         | 2.0                | 79.5                                    | 79.6                                    |
| Turnover from purchased goods  | -           | 8.1         | -                  | 8.1                                     | 8.6                                     |
| Other trading income   | 0.5         | 0.6         | -                  | 1.1                                     | 1.7                                     |
| <b>Total trading sales</b>   | <u>71.6</u> | <u>15.1</u> | <u>2.0</u>         | <u>88.7</u>                             | <u>89.9</u>                             |
| Direct trading expenses - donated goods  | 49.8        | 4.2         | 2.1                | 56.1                                    | 54.4                                    |
| Direct trading expenses - purchased goods  | -           | 10.8        | -                  | 10.8                                    | 11.3                                    |
| Support costs  | 1.7         | -           | -                  | 1.7                                     | 1.9                                     |
| <b>Total trading costs</b>   | <u>51.5</u> | <u>15.0</u> | <u>2.1</u>         | <u>68.6</u>                             | <u>67.6</u>                             |
| <b>Net trading income</b>  | <u>20.1</u> | <u>0.1</u>  | <u>(0.1)</u>       | <u>20.1</u>                             | <u>22.3</u>                             |
| <i>In addition, the following other amounts were collected through the shops and are included in voluntary income.</i> |             |             |                    |   |   |
| Oxfam Unwrapped net income   | 1.2         | -           | -                  | 1.2                                     | 1.5                                     |
| <b>Net trading income including Oxfam Unwrapped</b>  | <u>21.3</u> | <u>0.1</u>  | <u>(0.1)</u>       | <u>21.3</u>                             | <u>23.8</u>                             |
| Unrestricted donations   | 0.8         | -           | -                  | 0.8                                     | 0.9                                     |
| Restricted donations   | 0.4         | -           | -                  | 0.4                                     | 0.8                                     |
| <b>Total net trading income</b>  | <u>22.5</u> | <u>0.1</u>  | <u>(0.1)</u>       | <u>22.5</u>                             | <u>25.5</u>                             |

Trading income represents income from the sale of donated and bought-in goods through the charity's shops, recycling operations and licensing income.

### c. Investment income

|                                 | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|---------------------------------|--------------------------------|--------------------------------|
| Deposit interest - unrestricted | 0.9                            | 1.1                            |
| Deposit interest - restricted   | -                              | 0.1                            |
|                                 | <u>0.9</u>                     | <u>1.2</u>                     |

**d. Incoming resources from charitable activities****i. Income from government, institutional donors and other public authorities**

|  | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|--|--------------------------------|--------------------------------|
| Governments*   | 46.7                           | 41.4                           |
| Multilateral organisations**                             | 78.7                           | 72.2                           |
| Oxfam Affiliates***                                      | 21.2                           | 31.6                           |
| International foundations, grant makers and other donors | 15.5                           | 14.6                           |
|  | <u>162.1</u>                   | <u>159.8</u>                   |

|                     | Year to<br>31 March 2013<br>£'000 |
|---------------------|-----------------------------------|
| <b>*Governments</b> |                                   |
| Austria             | 284                               |
| Canada              | 42                                |
| Denmark             | 1,461                             |
| Ireland             | 806                               |
| Kenya               | 21                                |
| Netherlands         | 1,444                             |
| New Zealand         | 445                               |
| Nigeria             | 44                                |
| Norway              | 471                               |
| Sweden              | 9,458                             |
| Switzerland         | 2,339                             |
| United Kingdom      | 38,262                            |
| United States       | 2,832                             |
|                     | <u>57,909</u>                     |

£11.2m of income from governments is reflected as voluntary income (Note 2a), in respect of the DFID PPA, and £46.7m as income from charitable activities (Note 2d).

|  | £'000         |
|--|---------------|
| <b>**Multilateral organisations</b>  |               |
| European Commission Directorate General for Humanitarian Aid and Civil Protection (ECHO) | 35,175        |
| European Commission Directorate General for Development and Cooperation (EuropeAid)      | 12,936        |
| International Fund for Agricultural Development (IFAD)                                   | 31            |
| International Organisation for Migration (IOM)   | 143           |
| United Nations Children's Fund (UNICEF)  | 8,114         |
| United Nations Democracy Fund  | 999           |
| United Nations Development Programme   | 3,187         |
| United Nations Food and Agricultural Organisation (FAO)                                  | 374           |
| United Nations High Commissioner for Refugees (UNHCR)                                    | 7,875         |
| United Nations Office for Coordination of Humanitarian Affairs (OCHA)                    | 2,546         |
| United Nations Office for Project Services   | 844           |
| United Nations Population Fund   | 65            |
| United Nations Women   | 23            |
| United Nations World Food Programme (WFP)  | 5,253         |
| United Nations World Health Organisation (WHO)   | 197           |
| World Bank   | 909           |
|  | <u>78,671</u> |
| <b>***Oxfam affiliates</b>   |               |
| Oxfam America  | 1,459         |
| Oxfam Australia  | 5,600         |
| Solidarité (Oxfam in Belgium)  | 130           |
| Oxfam Canada   | 2,450         |
| Oxfam France   | 257           |
| Oxfam Germany  | 649           |
| Oxfam Hong Kong  | 1,527         |
| Intermón Oxfam   | 295           |
| Oxfam International  | 86            |
| Oxfam Ireland  | 2,779         |
| Oxfam Japan  | 39            |
| Oxfam Mexico   | 17            |
| Oxfam New Zealand  | (7)           |
| Oxfam Novib  | 5,457         |
| Oxfam Quebec   | 455           |
|  | <u>21,193</u> |

|  | Country      | Year to<br>31 March 2013<br>£'000 |
|--|--------------|-----------------------------------|
| <b>Income from DFID by contract title</b>  |              |                                   |
| <b>DFID - Resources for specific programmes</b>                                      |              |                                   |
| Flood Resistant Shelter for South-West Region  | Bangladesh   | 7,960                             |
| Emergency Food Security Response   | Yemen        | 6,300                             |
| Sahel Food Security Emergency Response: Mali, Niger, Chad                            | West Africa  | 2,668                             |
| Freetown Public Health Consortium  | Sierra Leone | 1,475                             |
| Humanitarian Assistance to IDPs and riverine communities in Lower Shebelle           | Somalia      | 1,229                             |
| Resilience through Economic Empowerment, Climate Adaptation, Learning and Leadership | Bangladesh   | 973                               |
| Integrated Emergency Cash Transfer Response to the 2012-2013 Food Crisis             | Malawi       | 799                               |
| Population Registration in North and Central Turkana                                 | Kenya        | 662                               |
| INGO Partnership Agreement Programme   | India        | 622                               |
| Strengthening African Citizens' Participation in Policy Development                  | Pan Africa   | 571                               |
| Somalia Emergency WASH & Livelihoods Project   | Somalia      | 505                               |
| Response to Cholera outbreak in Sierra Leone   | Sierra Leone | 502                               |
| Somaliland Election Programme  | Somalia      | 468                               |
| Vietnam Empowerment and Accountability Project (Phase 1)                             | Vietnam      | 353                               |
| Earthquake Preparedness in the Kathmandu Valley and Urban Risk Management            | Nepal        | 337                               |
| Hunger Safety Net Programme: management of the administration component              | Kenya        | 234                               |
| Climate Change Advocacy Officer  | Uganda       | 197                               |
| A Consortium initiative for strengthening Myanmar civil society through innovation   | Myanmar      | 190                               |
| Monitoring the impacts of the economic crisis and integration on poverty             | Vietnam      | 141                               |
| Ensuring food and nutrition security in a time of volatility                         | UK           | 26                                |
| Joint Market Situation Analysis Consultancy  | Malawi       | 11                                |
| Support EFSL for vulnerable population and refugees in Eastern Liberia               | Liberia      | 4                                 |
|  |              | 26,227                            |
| <b>Governance and Transparency Fund</b>  |              |                                   |
| Raising Her Voice: Promoting Poor Women's Participation in Governance (Phase I)      | Global       | 622                               |
| <b>Partnership Programme Arrangement (see Note 2a)</b>                               |              |                                   |
| Partnership Programme Arrangement (PPA)  | Global       | 11,171                            |
| <b>Income from the Big Lottery Fund by project</b>                                   |              |                                   |
|  |              | <b>£'000</b>                      |
| Sanctuary in Wales   |              | 122                               |
| Building Livelihoods and Strengthening Communities in Wales                          |              | 199                               |
|  |              | 321                               |

Expenditure on these projects was: Sanctuary in Wales £136,000 Building Livelihoods and Strengthening Communities in Wales £87,000.

Further information on our donors is provided in the Acknowledgements (page 72)

## ii. Primary purpose trading

|  | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|--|--------------------------------|--------------------------------|
| <b>Income</b>                                      |                                |                                |
| Micro-credit schemes                               | 3.5                            | 2.4                            |
| Sale of humanitarian equipment                     | 0.4                            | 0.2                            |
|  | 3.9                            | 2.6                            |
| <b>Costs included within charitable activities</b> |                                |                                |
| Micro-credit schemes                               | (2.5)                          | (2.0)                          |
| Humanitarian equipment                             | (0.4)                          | (0.1)                          |
|  | (2.9)                          | (2.1)                          |
| <b>Net income from primary purpose trading</b>     | 1.0                            | 0.5                            |

## e. Other incoming resources

|                                  | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|----------------------------------|--------------------------------|--------------------------------|
| Gain on disposal of fixed assets | 0.2                            | 1.9                            |
| Nursery fees                     | 0.2                            | 0.2                            |
| Miscellaneous overseas income    | 0.3                            | 0.1                            |
| Other                            | 0.1                            | 0.1                            |
|                                  | 0.8                            | 2.3                            |

### 3. RESOURCES EXPENDED

#### a. Costs of generating voluntary income

Costs of generating voluntary income represent fundraising costs to raise both restricted and unrestricted income, excluding trading sales. This is analysed as follows:

|  | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|--|--------------------------------|--------------------------------|
| Regular giving   | 7.5                            | 6.7                            |
| Legacies   | 0.1                            | 0.2                            |
| Public donations, appeals and fundraising events and Disasters Emergency Committee (DEC) | 6.8                            | 7.0                            |
| Income from government, institutional donors, and other public authorities               | 1.5                            | 1.4                            |
| Irrecoverable VAT*   | -                              | 0.9                            |
| Support costs  | 2.5                            | 2.4                            |
| Other**  | 4.8                            | 4.4                            |
|  | 23.2                           | 23.0                           |

\* Irrecoverable VAT is now split between the above cost categories.

\*\*Other costs include costs of developing and maintaining fundraising information systems, market analysis and developing future fundraising products.

#### b. Investment management costs

|             | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|-------------|--------------------------------|--------------------------------|
| Staff costs | 0.1                            | 0.1                            |

#### c. Charitable activities

##### i. Functional analysis

Expenditure on charitable activities can be analysed by the three main areas of activity as follows:

|                                 | Activities<br>undertaken<br>directly<br>£m | Grant funding<br>of activities<br>£m | Support<br>costs*<br>£m | Year to<br>31 March 2013<br>Total<br>£m | Year to<br>31 March 2012<br>Total<br>£m |
|---------------------------------|--|--------------------------------------|-------------------------|---|---|
| Humanitarian                    | 81.9                                       | 29.8                                 | 8.8                     | 120.5                                   | 114.5                                   |
| Gifts-in-kind (mainly Food Aid) | 5.8  | -                                    | -                       | 5.8                                     | 6.7                                     |
| Total humanitarian              | 87.7                                       | 29.8                                 | 8.8                     | 126.3                                   | 121.2                                   |
| Development                     | 87.8                                       | 43.2                                 | 11.0                    | 142.0                                   | 145.5                                   |
| Campaigning and advocacy        | 11.7                                       | 6.3                                  | 3.7                     | 21.7                                    | 19.7                                    |
|                                 | 187.2                                      | 79.3                                 | 23.5                    | 290.0                                   | 286.4                                   |

\* It is not appropriate to split support costs between activities undertaken directly and grant funding of activities due to the dual role played by programme support functions.

Oxfam's programme work can also be analysed as shown below. Many programmes achieve aims in more than one of these categories, but are analysed for these purposes under the principal aim only:

|                                      | Humanitarian<br>£m | Development<br>£m | Campaigning<br>and<br>advocacy<br>£m | Year to<br>31 March 2013<br>Total<br>£m | Year to<br>31 March 2012<br>Total<br>£m |
|--------------------------------------|--------------------|-------------------|--------------------------------------|---|---|
| Right to a sustainable livelihood    | -                  | 61.5              | 6.7                                  | 68.2                                    | 76.0                                    |
| Right to essential services          | -                  | 19.0              | 2.8                                  | 21.8                                    | 24.6                                    |
| Right to life and security           | 117.5              | 8.2               | 4.0                                  | 129.7                                   | 116.3                                   |
| Right to be heard                    | -                  | 16.2              | 2.5                                  | 18.7                                    | 16.7                                    |
| Right to equity                      | -                  | 26.1              | 2.0                                  | 28.1                                    | 26.5                                    |
| Total costs of activities and grants | 117.5              | 131.0             | 18.0                                 | 266.5                                   | 260.1                                   |
| Support costs                        | 8.8                | 11.0              | 3.7                                  | 23.5                                    | 26.3                                    |
| Total charitable activities          | 126.3              | 142.0             | 21.7                                 | 290.0                                   | 286.4                                   |

**ii. Grants payable**

The top 50 financial grant recipients in the year to 31 March 2013 are listed below.

|     | <b>Name of Institution</b>  | <b>No. of grants</b> | <b>£'000</b>  | <b>Geographic region</b> |
|-----|---|----------------------|---------------|--------------------------|
| 1)  | Concern Worldwide   | 8                    | 2,527         | Global                   |
| 2)  | Humanitarian Initiative Just Relief Aid (HIJRA)                     | 2                    | 1,987         | HECA                     |
| 3)  | CARE International UK   | 4                    | 1,941         | Global                   |
| 4)  | Agency for Technical Cooperation and Development                    | 4                    | 1,546         | HECA                     |
| 5)  | Research and Development Foundation                                 | 6                    | 1,456         | Asia                     |
| 6)  | Islamic Relief (UK)   | 1                    | 1,449         | Asia                     |
| 7)  | Wajir South Development Association                                 | 7                    | 1,400         | HECA                     |
| 8)  | Solidarités International   | 1                    | 1,334         | Asia                     |
| 9)  | ActionAid   | 1                    | 1,285         | Asia                     |
| 10) | Association Nigérienne pour la Dynamisation des Initiatives Locales | 2                    | 1,274         | West Africa              |
| 11) | Action Contre la Faim   | 3                    | 1,070         | Global                   |
| 12) | Sindh Agricultural and Forestry Workers Coordinating Organization   | 7                    | 1,030         | Asia                     |
| 13) | Kachin Baptist Convention   | 1                    | 1,017         | Asia                     |
| 14) | Banchte Shekha  | 5                    | 1,004         | Asia                     |
| 15) | Rupantar  | 2                    | 953           | Asia                     |
| 16) | Vétérinaires Sans Frontières, Germany                               | 3                    | 875           | HECA                     |
| 17) | MA'AN Development Center - Gaza                                     | 6                    | 845           | MEEECIS                  |
| 18) | Vétérinaires Sans Frontières - Dierenartsen Zonder Grenzen, Belgium | 4                    | 827           | HECA                     |
| 19) | Horn of Africa Voluntary Youth Committee                            | 7                    | 774           | HECA                     |
| 20) | National Gender and Community Development Organisation              | 2                    | 682           | Asia                     |
| 21) | A Single Drop for Safe Water, Inc.                                  | 2                    | 650           | Asia                     |
| 22) | Vétérinaires Sans Frontières, Switzerland                           | 3                    | 636           | HECA                     |
| 23) | Fundación para el Desarrollo Participativo Comunitario              | 6                    | 582           | LAC                      |
| 24) | Practical Action  | 6                    | 516           | Global                   |
| 25) | Opportunity International Bank of Malawi                            | 1                    | 501           | Southern Africa          |
| 26) | Save the Children UK  | 7                    | 488           | Global                   |
| 27) | Centre de Promotion Socio-Sanitaire                                 | 4                    | 486           | HECA                     |
| 28) | Tearfund  | 1                    | 446           | West Africa              |
| 29) | Institute of Development Studies                                    | 2                    | 441           | Global                   |
| 30) | Tassaght  | 1                    | 431           | West Africa              |
| 31) | Ministry of Health & Social Welfare, Liberia                        | 2                    | 414           | West Africa              |
| 32) | Organization of Human Welfare                                       | 4                    | 407           | Asia                     |
| 33) | Dak Diye Jai  | 1                    | 381           | Asia                     |
| 34) | Network Activities Group  | 6                    | 376           | Asia                     |
| 35) | Catalyst  | 1                    | 349           | West Africa              |
| 36) | WAVE Foundation   | 2                    | 343           | Asia                     |
| 37) | MOORIBEN - Fédération des Unions des Groupements Paysans du Niger   | 2                    | 340           | West Africa              |
| 38) | Facilitator for Change, Ethiopia                                    | 1                    | 337           | HECA                     |
| 39) | Rift Valley Children and Women Development Organization             | 1                    | 336           | HECA                     |
| 40) | Economic & Social Development Centre of Palestine                   | 5                    | 327           | MEEECIS                  |
| 41) | Arid Lands Development Focus  | 7                    | 326           | HECA                     |
| 42) | Sarvodaya   | 3                    | 296           | Asia                     |
| 43) | The Applied Research Institute - Jerusalem                          | 3                    | 291           | MEEECIS                  |
| 44) | Legal Aid Jordan  | 3                    | 264           | MEEECIS                  |
| 45) | Federation of Chambers of Commerce and Industry of Sri Lanka        | 1                    | 257           | Asia                     |
| 46) | Federation of Southern Fisherfolk                                   | 1                    | 254           | Asia                     |
| 47) | CARE Deutschland-Luxemburg  | 2                    | 248           | MEEECIS                  |
| 48) | Mangrove Action Project   | 1                    | 241           | Asia                     |
| 49) | Partners in Revitalization and Building                             | 4                    | 240           | Asia                     |
| 50) | Association pour la Redynamisation de l'Élevage au Niger            | 3                    | 238           | West Africa              |
|     |   |                      | <b>36,718</b> |                          |

Key to geographic regions:

HECA: Horn, East and Central Africa.

LAC: Latin America and the Caribbean.

MEEECIS: Middle East, Eastern Europe and Commonwealth of Independent States.

Global: The grants apply to more than one region.

The grants made by Oxfam to other Oxfams in the year to 31 March 2013 are listed below.

| <b>Name of other Oxfam</b>     | <b>No of grants</b> | <b>£'000</b>  | <b>Geographic region</b>                 |
|--------------------------------|---------------------|---------------|--|
| Oxfam America                  | 4                   | 1,185         | West Africa, Global                      |
| Oxfam Australia                | 2                   | 91            | Southern Africa, Global                  |
| Soilidarité (Oxfam in Belgium) | 1                   | 32            | Asia                                     |
| Oxfam Canada                   | 1                   | 7             | LAC                                      |
| Oxfam France                   | 2                   | 37            | Global, HECA                             |
| Oxfam Germany                  | 1                   | 60            | Global                                   |
| Oxfam Hong Kong                | 3                   | 124           | Global, Asia                             |
| Oxfam India                    | 2                   | 692           | Asia, Global                             |
| Oxfam Italy                    | 3                   | 272           | MEEECIS, Global                          |
| Intermón Oxfam                 | 21                  | 1,813         | Global, LAC, MEEECIS, West Africa, HECA  |
| Oxfam International*           | 6                   | 3,445         | Global                                   |
| Oxfam Ireland                  | 1                   | 25            | Global                                   |
| Oxfam Novib                    | 9                   | 4,211         | HECA, Global, West Africa, MEEECIS, Asia |
| Oxfam Mexico                   | 1                   | 9             | LAC                                      |
| Oxfam Quebec                   | 4                   | 428           | West Africa, Global, LAC                 |
|                                |                     | <u>12,431</u> |  |

\*Net of interest earned on funds held by Oxfam International of £2,598.

The grants made to, and received by, Oxfam from the other Oxfams are separately determined by operational decisions based on the strategy or capacity of Oxfam affiliates in particular areas.

|  | <b>Year to<br/>31 March 2013<br/>£'000</b> | <b>Year to<br/>31 March 2012<br/>£'000</b> |
|--|--|--|
| Total value of 50 largest grants                             | 36,718                                     | 49,034                                     |
| Total value of grants to other Oxfams                        | 12,431                                     | 12,355                                     |
| Other grants   | 30,110                                     | 29,236                                     |
| Total grants payable in furtherance of the charity's objects | <u>79,259</u>                              | <u>90,625</u>                              |
| Total number of grants made                                  | <u>1,289</u>                               | <u>1,296</u>                               |

### iii. Costs of activities

Oxfam's own overseas staff are involved in the delivery of the programme through the provision of specialist services (eg. to address the water and sanitation needs of refugees) and through training and networking for local organisations. Included in 'Charitable activities' are all the in-country costs associated with programme delivery and monitoring of grants made to partner organisations e.g. direct programme costs, logistics, finance, human resources and programme management. This provides an accurate reflection of the true costs of our activities and support to those activities.

**iv. Support costs**

Support costs include support to the programme from Oxford and the costs associated with supporting programme delivery at a regional level e.g. finance, human resources and senior programme management. Support costs also include central finance, human resources and corporate communications costs. Support costs are analysed as follows:

|                            | Trading<br>£m | Fundraising<br>£m | Humanitarian<br>£m | Development<br>£m | Campaigning<br>& advocacy<br>£m | Year to       | Year to       |
|----------------------------|---------------|-------------------|--------------------|-------------------|---------------------------------|---------------|---------------|
|                            |               |                   |                    |                   |                                 | 31 March 2013 | 31 March 2012 |
|                            |               |                   |                    |                   |                                 | Total<br>£m   | Total<br>£m   |
| Regional programme support | -             | -                 | 3.8                | 4.4               | 0.1                             | 8.3           | 8.7           |
| Central programme support  | -             | -                 | 3.6                | 4.9               | 1.1                             | 9.6           | 10.0          |
| Exchange rate differences  | -             | -                 | (0.1)              | (0.1)             | -                               | (0.2)         | 1.5           |
| Central finance            | 0.3           | 0.1               | 0.3                | 0.4               | 0.1                             | 1.2           | 1.3           |
| Central human resources    | 0.3           | 0.3               | 0.9                | 1.1               | 0.3                             | 2.9           | 2.7           |
| Corporate communications   | 1.1           | 2.1               | 0.3                | 0.3               | 2.1                             | 5.9           | 6.4           |
| <b>Total support costs</b> | <b>1.7</b>    | <b>2.5</b>        | <b>8.8</b>         | <b>11.0</b>       | <b>3.7</b>                      | <b>27.7</b>   | <b>30.6</b>   |
| Unrestricted               | 1.7           | 2.5               | 5.7                | 7.3               | 3.7                             | 20.9          | 22.2          |
| Restricted                 | -             | -                 | 3.1                | 3.7               | -                               | 6.8           | 8.4           |
|                            | 1.7           | 2.5               | 8.8                | 11.0              | 3.7                             | 27.7          | 30.6          |

The basis of allocation of support costs is detailed in the Accounting Policies under Note 1h.

**d. Governance costs (see Note 1g)**

|                                   | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|-----------------------------------|--------------------------------|--------------------------------|
| Finance, Trustees and legal costs | 0.3                            | 0.3                            |
| Audit fee                         | 0.2                            | 0.2                            |
| Internal audit                    | 0.4                            | 0.5                            |
| Directors' costs                  | 0.1                            | 0.1                            |
| Communications                    | 0.3                            | 0.2                            |
|                                   | 1.3                            | 1.3                            |

**e. Other resources expended**

|   | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|---|--------------------------------|--------------------------------|
| Nursery costs                             | 0.2                            | 0.2                            |
| Growth plan pension deficit contributions | 0.8                            | -                              |
| Other                                     | 0.4                            | 0.1                            |
|   | 1.4                            | 0.3                            |

**4. EMPLOYEES**

The headcount number of employees and full-time equivalent (FTE) for the year was:

**Oxfam Group**

|                         | Year to<br>31 March 2013<br>Headcount | Year to<br>31 March 2012<br>Headcount | Year to<br>31 March 2013<br>FTE | Year to<br>31 March 2012<br>FTE |
|-------------------------|---------------------------------------|---------------------------------------|---------------------------------|---------------------------------|
| <b>GB payroll</b>       |                                       |                                       |                                 |                                 |
| Trading division        | 1,078                                 | 1,062                                 | 866                             | 850                             |
| Marketing division      | 146                                   | 140                                   | 140                             | 132                             |
| Corporate functions     | 250                                   | 237                                   | 220                             | 210                             |
| Campaigns and policy    | 193                                   | 185                                   | 177                             | 173                             |
| Communications          | 79                                    | 78                                    | 74                              | 74                              |
| Programme headquarters  | 226                                   | 307                                   | 207                             | 287                             |
| Programme overseas      | 321                                   | 236                                   | 316                             | 235                             |
|                         | 2,293                                 | 2,245                                 | 2,000                           | 1,961                           |
| <b>Overseas payroll</b> | 3,048                                 | 2,930                                 | 3,046                           | 2,924                           |
|                         | 5,341                                 | 5,175                                 | 5,046                           | 4,885                           |

The staff numbers for Oxfam only are the same as above except that the Trading division includes 95 (2011/12: 87) OAL staff and Overseas payroll includes 95 (2011/12: 93) staff for Finance for Development Ltd and 23 (2011/12: 44) staff for Frip Ethique SARL.

Oxfam's employment policies encourage a range of working patterns including job sharing and part-time working. These result in a significantly lower number of employees when based on full-time equivalents rather than on headcount.

## 5. STAFF COSTS

|                                     | Year to<br>31 March 2013 | Year to<br>31 March 2012 |
|-------------------------------------|--------------------------|--------------------------|
|                                     | £m                       | £m                       |
| <b>GB Payroll</b>                   |                          |                          |
| Salaries                            | 54.1                     | 52.4                     |
| National Insurance                  | 4.1                      | 4.1                      |
| Pension contributions*              | 3.1                      | 3.0                      |
| GB payroll staff costs              | 61.3                     | 59.5                     |
| <b>Overseas payroll staff costs</b> | 45.3                     | 42.3                     |
| <b>Total staff costs</b>            | 106.6                    | 101.8                    |

\*The charge to the SOFA for the year was £3.3m (2011/12: £2.5m), representing pension contributions (£3.1m as above, 2011/12: £3.0m), adjusted following the defined benefit scheme actuarial valuation to reflect the actual service cost.

Staff costs are allocated according to the functions of each staff member and, therefore, form part of trading costs, fundraising costs, governance costs and charitable expenditure, as appropriate.

In addition, a great amount of time, the value of which is not reflected in these accounts, is donated by more than 22,000 volunteers throughout Great Britain.

The table below shows the number of higher-paid staff with emoluments falling in the following ranges. Emoluments include salary and taxable benefits in kind and other payments to employees. The total emoluments of the Chief Executive for the year were £108,775 (2011/12: £105,943).

|                      | Year to<br>31 March 2013 | Year to<br>31 March 2012 |
|----------------------|--------------------------|--------------------------|
|                      | Number                   | Number                   |
| £60,000 to £69,999   | 17                       | 15                       |
| £70,000 to £79,999   | 13                       | 9                        |
| £80,000 to £89,999   | 6                        | 7                        |
| £90,000 to £99,999   | 4                        | 1                        |
| £100,000 to £109,999 | 2                        | 3                        |
| £110,000 to £119,999 | 1                        | -                        |

Senior international managers who receive specific benefits and allowances, mainly in countries with high tax regimes, account for 75% of higher-paid staff and, with the exception of our Chief Executive, account for all staff paid over £90,000. The rise from last year mainly reflects the introduction of new Country Director roles involved in the introduction and roll-out of our Single Management Structure overseas, with significantly enhanced Country Directors' responsibilities and size of role.

Retirement benefits are accruing under a defined benefit scheme for 4 (2011/12: 3) higher paid employees. In addition, Oxfam paid £114,220 (2011/12: £105,512) into a defined contribution pension scheme for 19 (2011/12: 16) higher-paid employees.

## 6. TRUSTEES' AND CHIEF EXECUTIVE'S EXPENSES

Members of Oxfam's Council of Trustees receive no remuneration for their services. Directly incurred expenses of the Trustees borne by the charity in 2012/13, paid to 14 Trustees (2011/12: 14), were £37,000 (2011/12: £25,000).

Directly incurred expenses of the Chief Executive in 2012/13 were £35,000 (2011/12: £48,000).

The most significant element of the Trustees' and Chief Executive's expenses is the cost of visits to overseas programmes.

## 7. TAXATION

The Charity is a registered charity and as such is entitled to certain tax exemptions on income and profits from investments and surpluses on any trading activities carried on in furtherance of the charity's primary objectives.

## 8. NET (OUTGOING)/INCOMING RESOURCES FOR THE YEAR IS STATED AFTER CHARGING/(CREDITING):

|  | Year to<br>31 March 2013 | Year to<br>31 March 2012 |
|--|--------------------------|--------------------------|
|  | £m                       | £m                       |
| Depreciation of tangible fixed assets                | 3.2                      | 3.5                      |
| Gain on disposal of fixed assets                     | (0.2)                    | (1.9)                    |
| Hire of vehicles and equipment                       | 4.7                      | 5.1                      |
| Property rental                                      | 21.6                     | 21.0                     |
| Auditors' remuneration - statutory audit (GB)*       | 0.2                      | 0.2                      |
| Auditors' remuneration - other services (overseas)** | -                        | 0.1                      |
| Rental income  | (0.6)                    | (0.6)                    |
| Exchange rate differences                            | (0.9)                    | 0.9                      |
| Irrecoverable VAT                                    | 1.8                      | 1.8                      |

\*Auditors' remuneration includes £0.1m in respect of donated services.

\*\*Auditors' remuneration for services overseas was less than £0.1m for 2012/13.

The reported exchange rate gain was £0.9m (2011/12: loss £0.9m). This reported gain consists of two elements:

- i) Realised exchange gains/losses resulting from carrying out transactions in multiple currencies, receiving income predominantly in Sterling and Euros and incurring charitable expenditure in US Dollars and other foreign currencies (net gain £0.1m; 2011/12 net gain £0.8m).
- ii) Unrealised gains/losses resulting from the fluctuation in the Sterling value of assets and liabilities, mainly foreign currency bank account balances, held during the year (net gain £0.8m; 2011/12 net loss £1.7m).

## 9. TANGIBLE FIXED ASSETS

### Oxfam

|                       | Freehold<br>property | Leasehold<br>property | Furniture,<br>fixtures,<br>equipment | Motor<br>vehicles | Total |
|-----------------------|----------------------|-----------------------|--------------------------------------|-------------------|-------|
|                       | £m                   | £m                    | £m                                   | £m                | £m    |
| <b>Cost</b>           |                      |                       |                                      |                   |       |
| At 1 April 2012       | 6.4                  | 10.7                  | 32.7                                 | 4.3               | 54.1  |
| Additions             | -                    | 1.0                   | 2.3                                  | 1.3               | 4.6   |
| Disposals             | (0.1)                | (0.2)                 | (0.6)                                | (0.3)             | (1.2) |
| At 31 March 2013      | 6.3                  | 11.5                  | 34.4                                 | 5.3               | 57.5  |
| <b>Depreciation</b>   |                      |                       |                                      |                   |       |
| At 1 April 2012       | 2.6                  | 8.0                   | 28.8                                 | 3.0               | 42.4  |
| Charge for the year   | 0.1                  | 0.6                   | 1.9                                  | 0.6               | 3.2   |
| Disposals             | -                    | (0.2)                 | (0.6)                                | (0.3)             | (1.1) |
| At 31 March 2013      | 2.7                  | 8.4                   | 30.1                                 | 3.3               | 44.5  |
| <b>Net book value</b> |                      |                       |                                      |                   |       |
| At 31 March 2013      | 3.6                  | 3.1                   | 4.3                                  | 2.0               | 13.0  |
| At 31 March 2012      | 3.8                  | 2.7                   | 3.9                                  | 1.3               | 11.7  |

### Oxfam Group

|                       | Freehold<br>property | Leasehold<br>property | Furniture,<br>fixtures,<br>equipment | Motor<br>vehicles | Total |
|-----------------------|----------------------|-----------------------|--------------------------------------|-------------------|-------|
|                       | £m                   | £m                    | £m                                   | £m                | £m    |
| <b>Cost</b>           |                      |                       |                                      |                   |       |
| At 1 April 2012       | 6.4                  | 10.7                  | 33.1                                 | 4.3               | 54.5  |
| Additions             | -                    | 1.0                   | 2.3                                  | 1.3               | 4.6   |
| Disposals             | (0.1)                | (0.2)                 | (0.6)                                | (0.3)             | (1.2) |
| At 31 March 2013      | 6.3                  | 11.5                  | 34.8                                 | 5.3               | 57.9  |
| <b>Depreciation</b>   |                      |                       |                                      |                   |       |
| At 1 April 2012       | 2.6                  | 8.0                   | 29.1                                 | 3.0               | 42.7  |
| Charge for the year   | 0.1                  | 0.6                   | 1.9                                  | 0.6               | 3.2   |
| Disposals             | -                    | (0.2)                 | (0.6)                                | (0.3)             | (1.1) |
| At 31 March 2013      | 2.7                  | 8.4                   | 30.4                                 | 3.3               | 44.8  |
| <b>Net book value</b> |                      |                       |                                      |                   |       |
| At 31 March 2013      | 3.6                  | 3.1                   | 4.4                                  | 2.0               | 13.1  |
| At 31 March 2012      | 3.8                  | 2.7                   | 4.0                                  | 1.3               | 11.8  |

The book value of land (which is not depreciated) included in freehold properties is £1.3m (2011/12: £1.3m). The value of freehold property held at 31 March 2013 is £12.6m (2011/12: £12.7m).

All tangible fixed assets are held for charitable use.

## 10. FIXED ASSET INVESTMENTS

### Oxfam

|   | Freehold<br>Property<br>£m | Cash<br>£m | Unquoted*<br>£m | Investments<br>Total<br>£m | Programme-<br>related<br>investments<br>Unquoted<br>£m | Fixed asset<br>investments<br>Total<br>£m |
|---|----------------------------|------------|-----------------|----------------------------|--|---|
| Market value:<br>At 1 April 2012<br>and 31 March 2013 | 0.4                        | 2.5        | 1.6             | 4.5                        | -  | 4.5                                       |

### Oxfam Group

|   | Freehold<br>Property<br>£m | Cash<br>£m | Unquoted*<br>£m | Investments<br>Total<br>£m | Programme-<br>related<br>investments<br>Unquoted<br>£m | Fixed asset<br>investments<br>Total<br>£m |
|---|----------------------------|------------|-----------------|----------------------------|--|---|
| Market value:<br>At 1 April 2012<br>and 31 March 2013 | 0.4                        | 2.5        | -               | 2.9                        | 0.1  | 3.0                                       |

### a Investments

\*This includes a loan of £1.6m to Oxfam Activities Limited, which is incorporated in England and Wales. The loan is secured by a fixed and floating charge. Interest was charged on the outstanding balance of the loan at 2% above LIBOR. Terms, including interest, are agreed between the parties and repayment is due in three equal instalments following the issue of a repayment notice.

Freehold investment properties with an original cost of £0.4m are included in the Balance Sheet at market value of £0.4m. Investment properties have been valued by surveyors, all of whom are Associates of the Royal Institute of Chartered Surveyors and are employees of Oxfam. The valuation of assets was on an open market basis, in accordance with the guidelines issued by the Royal Institute of Chartered Surveyors and is carried out on an annual basis.

At 31 March 2013, Oxfam had an interest in the following subsidiary undertakings:

| Organisation name           | Country of<br>registration | Nature of<br>business                         | Class of share<br>capital held | Parent company<br>interest | Consolidation | Year end date |
|-----------------------------|----------------------------|---|--------------------------------|----------------------------|---------------|---------------|
| Oxfam Activities Limited    | United Kingdom             | Raises funds<br>through trading<br>activities | Ordinary                       | 100%                       | Yes           | 31 March      |
| Finance for Development Ltd | Azerbaijan                 | Micro-credit<br>scheme                        | Ordinary                       | 100%                       | Yes           | 31 December   |
| Frip Ethique SARL           | Senegal                    | Second-hand<br>clothing                       | Ordinary                       | 100%                       | Yes           | 31 December   |
| SEIIF Ltd                   | United Kingdom             | Small Enterprise<br>Investments               | Ordinary                       | 100%                       | Yes           | 31 March      |
| Just Energy Ltd             | United Kingdom             | Renewable<br>energy projects                  | N/A                            | 100%                       | No (dormant)  | 31 March      |

The aggregate total amount invested in all Oxfam's subsidiaries is £1.6m (2011/12: £1.6m).

The financial results of the subsidiaries for the year were:

|                              | Oxfam Activities Ltd     |                          | Finance for Development Ltd |                             | Frip Ethique SARL           |                             |
|------------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                              | Year to<br>31 March 2013 | Year to<br>31 March 2012 | Year to<br>31 December 2012 | Year to<br>31 December 2011 | Year to<br>31 December 2012 | Year to<br>31 December 2011 |
|                              | £m                       | £m                       | £m                          | £m                          | £m                          | £m                          |
| Income                       | 16.3                     | 15.7                     | 3.5                         | 2.4                         | 2.0                         | 1.8                         |
| Expenditure                  | (16.1)                   | (14.4)                   | (2.5)                       | (2.0)                       | (2.1)                       | (1.6)                       |
| Trading profit/(loss)        | 0.2                      | 1.3                      | 1.0                         | 0.4                         | (0.1)                       | 0.2                         |
| Loan interest paid to Oxfam  | (0.1)                    | (0.1)                    | -                           | -                           | -                           | -                           |
| Profit Gift Aided to Oxfam   | (0.1)                    | (1.3)                    | -                           | -                           | -                           | -                           |
| (Loss)/profit for the period | -                        | (0.1)                    | 1.0                         | 0.4                         | (0.1)                       | 0.2                         |
|                              | <b>At</b>                | <b>At</b>                | <b>At</b>                   | <b>At</b>                   | <b>At</b>                   | <b>At</b>                   |
|                              | <b>31 March 2013</b>     | <b>31 March 2012</b>     | <b>31 December 2012</b>     | <b>31 December 2011</b>     | <b>31 December 2012</b>     | <b>31 December 2011</b>     |
|                              | <b>£m</b>                | <b>£m</b>                | <b>£m</b>                   | <b>£m</b>                   | <b>£m</b>                   | <b>£m</b>                   |
| Net assets                   | -                        | -                        | 3.3                         | 2.3                         | 0.1                         | 0.2                         |

The results and net assets for SEIF Ltd are less than £0.1m.

Just Energy Ltd was dormant for both 2012 and 2013 and has no net assets.

In order to operate in some countries, Oxfam is required by local legislation to establish 100% controlled, locally registered organisations. These organisations, which are listed below, are treated as branches of Oxfam and their accounts are included within the accounts of Oxfam.

| Organisation name   | Country of registration | Nature of business |
|---|-------------------------|--------------------|
| Associacao Recife - Oxford para a Cooperacao ao Desenvolvimento | Brazil                  | As per Oxfam       |
| Oxfam Great Britain   | South Africa            | As per Oxfam       |

## b. Programme-related investments

### Cafédirect plc

This comprises 903,000 ordinary shares of 25p each in Cafédirect plc, a company registered in Scotland, which represents a 10.8% (2011/12: 10.8%) interest in the company. The principal activity of the company is the promotion of fair trade through the marketing and distribution of coffee and tea.

### Guardian Share Company Limited

Oxfam Activities Limited holds a 50% (2011/12: 50%) shareholding (one £1 ordinary share) in the Guardian Share Company Limited, a company registered in the UK. This company, which is jointly owned by two of the founding members of Cafédirect plc (including OAL), aims to promote fair trade through Cafédirect plc and, through its holding of one 25p special share in Cafédirect plc.

### Micro-credit schemes

In order to operate micro-credit schemes in some countries, Oxfam is required by local legislation to establish registered organisations. Details of Finance for Development Limited, a locally registered micro-credit scheme are set out above and in Notes 1b and 1j.

## 11. STOCKS

|                       | Oxfam      |            | Oxfam Group |            |
|-----------------------|------------|------------|-------------|------------|
|                       | 2013<br>£m | 2012<br>£m | 2013<br>£m  | 2012<br>£m |
| Oxfam trading stocks  | -          | -          | 1.2         | 1.6        |
| Humanitarian supplies | 1.7        | 1.5        | 1.7         | 1.5        |
|                       | <u>1.7</u> | <u>1.5</u> | <u>2.9</u>  | <u>3.1</u> |

Trading and other stocks relate to goods for resale. Humanitarian supplies represent equipment to be used in emergency response.

## 12. DEBTORS

|   | Oxfam       |             | Oxfam Group |             |
|---|-------------|-------------|-------------|-------------|
|   | 2013<br>£m  | 2012<br>£m  | 2013<br>£m  | 2012<br>£m  |
| <b>Amounts falling due within one year</b>  |             |             |             |             |
| Loans by micro-credit schemes               | -           | -           | 9.3         | 6.8         |
| Other debtors                               | 2.1         | 2.1         | 2.6         | 2.3         |
| Prepayments                                 | 5.6         | 5.5         | 5.7         | 5.6         |
| Accrued income                              | 1.1         | 1.5         | 1.1         | 1.5         |
| Tax recoverable                             | 12.3        | 17.6        | 12.3        | 17.6        |
| Amounts due from institutional donors       | 18.3        | 20.7        | 18.3        | 20.7        |
|   | <u>39.4</u> | <u>47.4</u> | <u>49.3</u> | <u>54.5</u> |
| <b>Amounts falling due outside one year</b> |             |             |             |             |
| Loans by micro-credit schemes               | -           | -           | 1.5         | 0.6         |
| Other debtors                               | 1.7         | 1.2         | 1.8         | 1.2         |
|   | <u>1.7</u>  | <u>1.2</u>  | <u>3.3</u>  | <u>1.8</u>  |
| Total debtors                               | <u>41.1</u> | <u>48.6</u> | <u>52.6</u> | <u>56.3</u> |

## 13. CASH AT BANK AND IN HAND

|                                       | Oxfam       |             | Oxfam Group |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
|                                       | 2013<br>£m  | 2012<br>£m  | 2013<br>£m  | 2012<br>£m  |
| Cash on notice and short-term deposit | 18.0        | 36.0        | 18.0        | 36.0        |
| Cash and bank balances                | 33.4        | 26.6        | 34.9        | 27.3        |
|                                       | <u>51.4</u> | <u>62.6</u> | <u>52.9</u> | <u>63.3</u> |

## 14. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

|                                | Oxfam       |             | Oxfam Group |             |
|--------------------------------|-------------|-------------|-------------|-------------|
|                                | 2013<br>£m  | 2012<br>£m  | 2013<br>£m  | 2012<br>£m  |
| Loans to micro-credit schemes* | -           | -           | 4.3         | 1.0         |
| Trade creditors                | 3.4         | 2.7         | 3.6         | 3.1         |
| Amounts due to subsidiaries    | 0.4         | 0.1         | -           | -           |
| Other tax and social security  | 0.4         | 0.4         | 0.4         | 0.4         |
| Other creditors                | 5.0         | 3.6         | 5.0         | 3.6         |
| Accruals                       | 10.7        | 11.5        | 11.2        | 11.7        |
| Deferred income**              | 1.4         | 0.7         | 1.4         | 0.7         |
|                                | <u>21.3</u> | <u>19.0</u> | <u>25.9</u> | <u>20.5</u> |

\*There is no security on the loans. The rate of interest varies according to the loan provider, with the average approximately 10%.

\*\*Deferred income of £1.4m arose in the year and £0.7m brought forward from 2011/12 was released.

## 15. CREDITORS – AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

|                                | Oxfam      |            | Oxfam Group |            |
|--------------------------------|------------|------------|-------------|------------|
|                                | 2013<br>£m | 2012<br>£m | 2013<br>£m  | 2012<br>£m |
| Loans to micro-credit schemes* | -          | -          | 4.6         | 4.4        |
| Other creditors                | 0.7        | -          | 0.7         | -          |
|                                | <u>0.7</u> | <u>-</u>   | <u>5.3</u>  | <u>4.4</u> |

\* See Note 14.

## 16. PROVISIONS FOR LIABILITIES AND CHARGES

|                      | End of Contract | Dilapidations | Other | Oxfam<br>Total | OAL<br>Dilapidations | Oxfam Group<br>Total |
|----------------------|-----------------|---------------|-------|----------------|----------------------|----------------------|
|                      | £m              | £m            | £m    | £m             | £m                   | £m                   |
| At 1 April 2012      | 5.8             | 1.5           | 0.6   | 7.9            | 0.2                  | 8.1                  |
| Arising in the year  | 2.2             | 0.2           | 0.4   | 2.8            | -                    | 2.8                  |
| Released in the year | (1.5)           | -             | (0.6) | (2.1)          | -                    | (2.1)                |
| At 31 March 2013     | 6.5             | 1.7           | 0.4   | 8.6            | 0.2                  | 8.8                  |

The end of contract provision is a two-fold arrangement for staff on non-UK contracts. The first element is a gratuity, where a lump sum is paid at the end of their contract in lieu of Oxfam paying monthly amounts into a pension scheme. The second element is a loyalty bonus, which is paid specifically to staff on fixed-term contracts as an incentive to complete the full period of service.

The provision for dilapidations is to cover the probable future costs of restoring properties to their required condition at the end of their lease.

## 17. CONTINGENT LIABILITIES

The following contingent liabilities existed at 31 March 2013: Asia Regional Centre - potential tax liability pending the outcome of a court case (£0.5m); Angola - ongoing legal case (£0.3m); other overseas contingencies (£0.1m).

Members of Oxfam's defined benefit scheme are entitled to join a Pension Trust Growth Plan into which they can pay additional voluntary contributions to fund additional benefits. Oxfam does not make employer contributions into the Plan, but under government regulations which came into force in September 2005 there is a potential employer liability on withdrawal from the Plan or in the event of the Plan winding up when it is not fully funded on a buy-out basis. The amount of employer liability on withdrawal for Oxfam as at 30 September 2012 has been calculated as £1.2m (2011/12: £1.0m). However, at present Oxfam has no intention of withdrawing from the Plan and the Trustees of the Plan have no intention of winding it up; it is therefore unlikely that the liability will crystallise in the foreseeable future.

## 18. ENDOWMENT FUNDS

|  | Oxfam and Oxfam Group |                   |                            |                     |
|--|-----------------------|-------------------|----------------------------|---------------------|
|  | At<br>1 April 2012    | Income<br>in year | Unrealised gain<br>in year | At<br>31 March 2013 |
|  | £m                    | £m                | £m                         | £m                  |
| <b>Permanent endowment funds</b>                 |                       |                   |                            |                     |
| The Mary & Henry Makinson Spink Memorial Fund    | 1.4                   | -                 | -                          | 1.4                 |
| The Ellen & Ronald Carr-Webb Memorial Trust Fund | 1.0                   | -                 | -                          | 1.0                 |
| Other permanent endowment funds                  | 0.2                   | -                 | -                          | 0.2                 |
|  | 2.6                   | -                 | -                          | 2.6                 |

Income generated by The Mary & Henry Makinson Spink Memorial Fund is used for unrestricted purposes. Income generated by The Ellen & Ronald Carr-Webb Memorial Trust Fund is required to be used for restricted purposes, for our humanitarian and development work. The income from the other permanent endowment funds is mainly restricted.

## 19. RESTRICTED FUNDS

|  | Oxfam and Oxfam Group    |              |                   |                           |
|--|--------------------------|--------------|-------------------|---------------------------|
|  | At<br>1 April 2012<br>£m | Income<br>£m | Expenditure<br>£m | At<br>31 March 2013<br>£m |
| <b>Regional funds</b>                    |                          |              |                   |                           |
| Asia                                     | 5.1                      | 34.0         | (34.8)            | 4.3                       |
| LAC                                      | 0.8                      | 9.9          | (8.2)             | 2.5                       |
| HECA                                     | 10.8                     | 57.0         | (61.2)            | 6.6                       |
| West Africa                              | 0.1                      | 22.2         | (21.9)            | 0.4                       |
| Humanitarian                             | 3.2                      | 10.7         | (13.6)            | 0.3                       |
| MEEECIS                                  | 3.1                      | 29.4         | (27.2)            | 5.3                       |
| Southern Africa                          | (0.2)                    | 6.8          | (4.5)             | 2.1                       |
| UK Poverty Programme                     | 0.2                      | 1.1          | (0.8)             | 0.5                       |
| Campaigns and Policy                     | 1.7                      | 5.6          | (6.2)             | 1.1                       |
| Goods and services in kind               | -                        | 5.8          | (5.8)             | -                         |
| Oxfam Unwrapped                          | 2.8                      | 2.6          | (2.6)             | 2.8                       |
| Other funds                              | 4.1                      | 0.9          | (1.3)             | 3.7                       |
| DFID - Partnership Programme Arrangement | 0.8                      | 11.2         | (11.4)            | 0.6                       |
| <b>Appeals</b>                           |                          |              |                   |                           |
| Pakistan conflict                        | 0.3                      | -            | (0.2)             | 0.1                       |
| East Africa food crisis                  | 2.6                      | 0.1          | (2.6)             | 0.1                       |
| Pakistan floods                          | 3.4                      | -            | (3.3)             | 0.1                       |
| West Africa food crisis                  | 0.3                      | 1.6          | (1.6)             | 0.3                       |
| Syria crisis                             | -                        | 1.2          | (0.3)             | 0.9                       |
|  | <u>39.1</u>              | <u>200.1</u> | <u>(207.5)</u>    | <u>31.7</u>               |

Fund balances may be negative when expenditure is made on a project that is expected to be reimbursed by a government or other agency but where, at the end of the financial period, not all the conditions have been met that would justify this income being recognised within the accounts. This results in an excess of expenditure over income on some project funds. The total deficit fund balances at 31 March 2013 amounted to £13.8m (2011/12: £16.4m). The Trustees consider that the likelihood of reimbursement is of sufficient level to justify the carrying of these deficit funds at the end of the year.

## 20. UNRESTRICTED FUNDS

Movements on unrestricted funds are as follows:

### Oxfam

|                                | General reserves | Designated fund fixed assets | Designated fund other | Pension reserve | Total  |
|--------------------------------|------------------|------------------------------|-----------------------|-----------------|--------|
|                                | £m               | £m                           | £m                    | £m              | £m     |
| At 1 April 2012                | 39.2             | 12.1                         | 9.0                   | (30.6)          | 29.7   |
| Surplus/(deficit) for the year | (6.2)            | (3.0)                        | -                     | (1.0)           | (10.2) |
| Gains and losses               | -                | -                            | -                     | (1.3)           | (1.3)  |
| Transfers between funds        | (6.5)            | 4.2                          | (1.2)                 | 3.5             | -      |
| At 31 March 2013               | 26.5             | 13.3                         | 7.8                   | (29.4)          | 18.2   |

### Oxfam Group

|                                | General reserves | Designated fund fixed assets | Designated fund other | Pension reserve | Funds held in non-charitable subsidiary | Total |
|--------------------------------|------------------|------------------------------|-----------------------|-----------------|---|-------|
|                                | £m               | £m                           | £m                    | £m              | £m                                      | £m    |
| At 1 April 2012                | 39.2             | 12.1                         | 11.5                  | (30.6)          | -                                       | 32.2  |
| Surplus/(deficit) for the year | (6.2)            | (3.0)                        | 0.9                   | (1.0)           | -                                       | (9.3) |
| Gains and losses               | -                | -                            | -                     | (1.3)           | -                                       | (1.3) |
| Transfers between funds        | (6.5)            | 4.2                          | (1.2)                 | 3.5             | -                                       | -     |
| At 31 March 2013               | 26.5             | 13.3                         | 11.2                  | (29.4)          | -                                       | 21.6  |

The movement in 'Designated fund other' is analysed as follows:

|                                       | At 1 April 2012 | Net income/ (expenditure) in the year | Transfers between funds | At 31 March 2013 |
|---------------------------------------|-----------------|---------------------------------------|-------------------------|------------------|
|                                       | £m              | £m                                    | £m                      | £m               |
| Micro-credit scheme retained reserves | 2.3             | 1.0                                   | -                       | 3.3              |
| Frip Ethique SARL                     | 0.2             | (0.1)                                 | -                       | 0.1              |
| Single Management Structure (SMS)     | 1.5             | -                                     | (1.0)                   | 0.5              |
| Network Project                       | 3.0             | -                                     | (0.2)                   | 2.8              |
| Strategic Investment Fund             | 4.5             | -                                     | -                       | 4.5              |
| <b>Oxfam and Oxfam Group</b>          | <b>11.5</b>     | <b>0.9</b>                            | <b>(1.2)</b>            | <b>11.2</b>      |

The designated fund for fixed assets represents resources invested in the charity's tangible fixed assets and certain fixed asset investments. The fund is therefore not readily available for other purposes.

The Single Management Structure designated fund represents funds set aside for the anticipated additional costs in reorganising our overseas operations in conjunction with the other Oxfam affiliates to improve the coordination of programme activity throughout the Oxfam International affiliation.

The Network Project designated fund represents funds set aside for upgrading our global information systems network.

The Strategic Investment Fund represents funds set aside for specific investment proposals which aim to develop new fundraising opportunities.

Transfers to/(from) the fixed asset designated fund represent capital additions less disposal proceeds. Transfers to the pension reserve represent one-off lump sum payments into the scheme during the year.

The pension reserve represents the following:

|  | At 1 April 2012 | Cost for the year | Gains and losses | Transfers between funds | At 31 March 2013 |
|--|-----------------|-------------------|------------------|-------------------------|------------------|
|  | £m              | £m                | £m               | £m                      | £m               |
| Defined benefit pension scheme liability | (30.6)          | (0.2)             | (1.3)            | 3.5                     | (28.6)           |
| Growth plan liability                    | -               | (0.8)             | -                | -                       | (0.8)            |
| Oxfam and Oxfam Group                    | (30.6)          | (1.0)             | (1.3)            | 3.5                     | (29.4)           |

## 21. COMMITMENTS

### a. Capital

At 31 March the following capital expenditure had been authorised and contracted for:

|                 | Oxfam            |                  | Oxfam Group      |                  |
|-----------------|------------------|------------------|------------------|------------------|
|                 | At 31 March 2013 | At 31 March 2012 | At 31 March 2013 | At 31 March 2012 |
|                 | £m               | £m               | £m               | £m               |
| Within one year | 0.3              | 0.2              | 0.3              | 0.2              |
|                 | 0.3              | 0.2              | 0.3              | 0.2              |

**b. Financial**

Oxfam had committed the following amount in grants to international projects which will form part of the grants allocated in future years:

|                            | Oxfam                     |                           | Oxfam Group               |                           |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|                            | At<br>31 March 2013<br>£m | At<br>31 March 2012<br>£m | At<br>31 March 2013<br>£m | At<br>31 March 2012<br>£m |
| Within one year            | 17.0                      | 19.9                      | 17.0                      | 19.9                      |
| Between two and five years | 6.2                       | 4.9                       | 6.2                       | 4.9                       |
|                            | <u>23.2</u>               | <u>24.8</u>               | <u>23.2</u>               | <u>24.8</u>               |

**c. Operating leases**

There were the following annual commitments under non-cancellable operating leases:

|  | Oxfam                     |                           | Oxfam Group               |                           |
|--|---------------------------|---------------------------|---------------------------|---------------------------|
|  | At<br>31 March 2013<br>£m | At<br>31 March 2012<br>£m | At<br>31 March 2013<br>£m | At<br>31 March 2012<br>£m |
| <b>i) Land and buildings</b>           |                           |                           |                           |                           |
| Operating leases which expire:         |                           |                           |                           |                           |
| Within one year                        | 1.9                       | 2.2                       | 1.9                       | 2.2                       |
| In the second to fifth years inclusive | 10.7                      | 10.2                      | 10.7                      | 10.2                      |
| After five years                       | 3.0                       | 1.0                       | 3.0                       | 1.0                       |
|  | <u>15.6</u>               | <u>13.4</u>               | <u>15.6</u>               | <u>13.4</u>               |
| <b>ii) Vehicles</b>                    |                           |                           |                           |                           |
| Operating leases which expire:         |                           |                           |                           |                           |
| Within one year                        | 0.1                       | 0.1                       | 0.1                       | 0.1                       |
| In the second to fifth year inclusive  | 0.2                       | 0.3                       | 0.2                       | 0.3                       |
|  | <u>0.3</u>                | <u>0.4</u>                | <u>0.3</u>                | <u>0.4</u>                |

**d. Pension scheme commitments**

Oxfam operates defined benefit and defined contribution pension schemes for the benefit of its employees.

**i) Defined benefit pension scheme**

The assets of the pension scheme are held separately from those of Oxfam and are administered by The Pensions Trust. The pension cost is determined on the advice of independent qualified actuaries, with the last triennial valuation being carried out as at 30 September 2010. An actuarial valuation was carried out at 31 March 2013 by a qualified independent actuary, based on the amendment to the provisions of FRS17 (issued December 2006).

The scheme was closed to new members on 31 January 2003, and as a result, the current service cost increases as the members of the scheme approach retirement. The scheme is funded and the employer's contribution is 10.4% of pensionable pay (2011/12: 10.0%). The employees' contribution is 7.0% of pensionable pay (2011/12: 7.0%). The pension costs for this scheme for the year were £1.6m (2011/12: £0.9m). Contributions paid by Oxfam GB during the year were £4.8m (2011/12: £4.8m). In addition, Oxfam Ireland and Oxfam International paid £0.1m (2011/12: £0.1m) of contributions into the scheme for their employees.

The best estimate of contributions expected to be paid to the scheme by Oxfam for the year to 31 March 2014 is £4.9m.

As required by FRS17, the defined benefit liabilities have been measured using the projected unit method. The tables below state the FRS17 actuarial assumptions upon which the valuation of the scheme was based.

**Financial assumptions**

|  | 31 March 2013<br>% | 31 March 2012<br>% |
|--|--------------------|--------------------|
| Rate of increase in salaries                           | 2.00 - 3.30        | 2.60 - 3.10        |
| Rate of increase of pensions (deferred and in payment) | 3.30               | 3.10               |
| Rate of inflation (RPI)                                | 3.30               | 3.10               |
| Rate used to discount scheme liabilities*              | 4.50               | 4.70               |

\*Under FRS17 the rate used to discount scheme liabilities is based on corporate bond yields.

The mortality assumptions adopted imply the following life expectancies at age 65:

|                        | At 31 March 2013<br>Years | At 31 March 2012<br>Years |
|------------------------|---------------------------|---------------------------|
| <b>Non-pensioners:</b> |                           |                           |
| Males                  | 25.5                      | 25.4                      |
| Females                | 27.2                      | 26.8                      |
| <b>Pensioners:</b>     |                           |                           |
| Males                  | 23.3                      | 23.1                      |
| Females                | 25.3                      | 24.9                      |

**Scheme assets and expectation of return**

|                                     | At<br>31 March 2013<br>£m | At<br>31 March 2012<br>£m | At<br>31 March 2011<br>£m | At<br>31 March 2010<br>£m | At<br>30 April 2009<br>£m |
|-------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Equities                            | 59.8                      | 57.3                      | 54.5                      | 50.6                      | 39.4                      |
| Government bonds                    | 38.4                      | 28.7                      | 24.7                      | 21.4                      | 13.7                      |
| Property                            | 6.3                       | 5.3                       | 4.9                       | 4.5                       | 3.9                       |
| Cash                                | 1.1                       | 0.7                       | 0.7                       | 0.6                       | 0.6                       |
| Total fair value of assets          | 105.6                     | 92.0                      | 84.8                      | 77.1                      | 57.6                      |
| Present value of scheme liabilities | (134.2)                   | (122.6)                   | (103.1)                   | (106.4)                   | (82.1)                    |
| Net pension liability               | (28.6)                    | (30.6)                    | (18.3)                    | (29.3)                    | (24.5)                    |

|              | Expected rate<br>of return<br>at 31 March 2013<br>% | Expected rate<br>of return<br>at 31 March 2012<br>% |
|--------------|---|---|
| Equities     | 7.00  | 8.00  |
| Bonds        | 3.40  | 5.10  |
| Property     | 6.00  | 7.00  |
| Cash         | 0.50  | 0.50  |
| <b>Total</b> | <b>5.57</b>   | <b>7.04</b>   |

None of the fair values of the assets shown include any of the Group's own financial instruments or any property occupied by, or other assets used by, the Group.

**Analysis of amounts charged to statement of financial activities**

|   | Year to<br>31 March 2013<br>£m | Year to<br>31 March 2012<br>£m |
|---|--------------------------------|--------------------------------|
| Current service cost  | 1.6                            | 1.4                            |
| Interest cost on scheme liabilities                                       | 5.8                            | 5.6                            |
| Expected return on assets in the scheme                                   | (5.8)                          | (6.1)                          |
| Net finance charge  | -                              | (0.5)                          |
| Actual return less expected return on pension scheme assets               | 5.2                            | (1.3)                          |
| Experience gains on liabilities   | 0.2                            | 0.1                            |
| Changes in assumptions underlying the present value of scheme liabilities | (6.7)                          | (15.1)                         |
| Total actuarial loss recognised   | (1.3)                          | (16.3)                         |

The cumulative amount of actuarial gains and losses recognised in the Statement of Financial Activities since 1 May 2004 is a loss of £32.1m (2011/12: £30.8m loss).

**Reconciliation of opening and closing balances of the present value of the scheme liabilities**

|   | 2013<br>£m | 2012<br>£m |
|---|------------|------------|
| Scheme liabilities at the start of the year | 122.6      | 103.1      |
| Current service cost                        | 1.6        | 1.4        |
| Interest cost                               | 5.8        | 5.6        |
| Contributions by scheme participants        | 0.2        | 0.2        |
| Actuarial loss                              | 6.5        | 15.0       |
| Benefits paid                               | (2.5)      | (2.7)      |
| Scheme liabilities at the end of the year   | 134.2      | 122.6      |

**Reconciliation of opening and closing balances of the fair value of the scheme assets**

|  | 2013<br>£m | 2012<br>£m |
|--|------------|------------|
| Scheme assets at the start of the year | 92.0       | 84.8       |
| Expected return on scheme assets       | 5.8        | 6.1        |
| Actuarial gain/(loss)                  | 5.2        | (1.3)      |
| Contributions by employer              | 4.9        | 4.9        |
| Contributions by scheme participants   | 0.2        | 0.2        |
| Benefits paid                          | (2.5)      | (2.7)      |
| Scheme assets at the end of the year   | 105.6      | 92.0       |

The actual return on scheme assets for the year was £11.0m (2011/12: £4.8m).

**History of experience gains and losses**

|   | 2013 | 2012   | 2011   | 2010  | 2009    |
|---|------|--------|--------|-------|---------|
| Difference between the expected and actual return on scheme assets (£m) | 5.2  | (1.3)  | (0.7)  | 12.5  | (18.4)  |
| As % of scheme assets   | 4.9% | (1.4%) | (0.8%) | 16.2% | (32.0%) |
| Experience gains on scheme liabilities (£m)                             | 0.2  | 0.1    | 2.5    | -     | -       |
| As % of liabilities   | 0.1% | 0.1%   | 2.4%   | 0.0%  | 0.0%    |

**ii) Growth Plan**

As noted in Note 17, Oxfam participates in The Pensions Trust's Growth Plan, a multi-employer pension plan. Based on the latest triennial valuation of the scheme carried out on 30 September 2011, the scheme assets amounted to £780m, whilst liabilities were £928m, resulting in a deficit of £148m. A ten-year deficit recovery plan has been put in place which will require Oxfam to make annual payments commencing on 1 April 2013 of £79,318 per annum. These contributions are reflected in the SOFA and pension reserve in 2012/13 and will be reflected through general reserves as they fall due.

**iii) Defined contribution pension scheme**

For employees not in the defined benefit scheme Oxfam operates a Stakeholder Pension Scheme. This is a unit-linked money purchase scheme from Norwich Union. From 1 January 2003 Oxfam contributed double the employee contributions up to a maximum of 10% of pensionable pay. Oxfam contributed £2.2m (2011/12: £2.1m) to this pension scheme in the year to 31 March 2013.

**iv) Alternative pension arrangements**

When staff are not eligible to join the Stakeholder Pension Scheme or the Oxfam Pension Scheme, Oxfam offers alternative arrangements as appropriate.

**22. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS**

| Oxfam  | Unrestricted<br>funds<br>£m | Restricted<br>funds<br>£m | Endowment<br>funds<br>£m | Total<br>funds<br>£m |
|--|-----------------------------|---------------------------|--------------------------|----------------------|
| Fund balances at 31 March 2013 are represented by: |                             |                           |                          |                      |
| Tangible fixed assets                              | 13.0                        | -                         | -                        | 13.0                 |
| Investment assets                                  | 1.9                         | -                         | 2.6                      | 4.5                  |
| Current assets                                     | 61.1                        | 33.1                      | -                        | 94.2                 |
| Current and long-term liabilities and provisions   | (29.2)                      | (1.4)                     | -                        | (30.6)               |
| Pension liability                                  | (28.6)                      | -                         | -                        | (28.6)               |
| Total net assets at 31 March 2013                  | 18.2                        | 31.7                      | 2.6                      | 52.5                 |

| Oxfam Group  | Unrestricted<br>funds<br>£m | Restricted<br>funds<br>£m | Endowment<br>funds<br>£m | Total<br>funds<br>£m |
|--|-----------------------------|---------------------------|--------------------------|----------------------|
| Fund balances at 31 March 2013 are represented by: |                             |                           |                          |                      |
| Tangible fixed assets                              | 13.1                        | -                         | -                        | 13.1                 |
| Investment assets                                  | 0.4                         | -                         | 2.6                      | 3.0                  |
| Current assets                                     | 75.3                        | 33.1                      | -                        | 108.4                |
| Current and long-term liabilities and provisions   | (38.6)                      | (1.4)                     | -                        | (40.0)               |
| Pension liability                                  | (28.6)                      | -                         | -                        | (28.6)               |
| Total net assets at 31 March 2013                  | 21.6                        | 31.7                      | 2.6                      | 55.9                 |

**23. RELATED PARTY TRANSACTIONS**

Grants totalling £25,000 were paid by Oxfam to Development Finance International Ltd, a company in which Matthew Martin, a Trustee of Oxfam, is a director.

Amounts of £3,445,000 (2011/12: £3,260,000) were payable to and £86,000 (2011/12: £38,000) receivable from Oxfam International, an organisation in which the Chair and Chief Executive of Oxfam are members of the board. At 31 March 2013, £185,000 was owed by Oxfam to Oxfam International.

With the exception of Oxfam International, Oxfam affiliates are not considered related parties to Oxfam as they are not under common control and neither Oxfam or the other affiliates have direct or indirect control over each other.

## ACKNOWLEDGEMENTS

Oxfam gratefully acknowledges the support of many individuals and donor partners who contributed to our work during the past year.



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During 2012, Oxfam's food distribution programme helped to feed over 60,000 people per month in the Guéra region of Chad. It meant that Adoaga Ousmane could provide nutritious food for her family. She previously had to travel miles to search anthills for grass seeds from which to make flour.  
Photo: Abbie Trayler-Smith

Cover photo: In Cambodia, the Oxfam pink phones project is making a major contribution to rural communities' livelihoods. By providing women with vital information about weather patterns and market prices, the phones enable them to protect their crops and earn more. It means women like Vansy can buy bigger plots of land, harvest and sell more and improve life for their families. Photo: Simon Rawles

Inside cover: Small-scale farming communities in Bolivia have been hit by the increasingly severe effects of climate change. However, Oxfam has helped reduce the risks by reviving the ancient 'camellones' farming technique – a system which features raised platforms of land surrounded by water – and by brokering the introduction of a government-backed, climate-risk insurance scheme. Photo: Mark Chilvers

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