OXFAM GB ACCOUNTABILITY REPORT 2011

GRI Level C reporting template for NGOs

Name of organization: Oxfam GB
              2010 -2011
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Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page numbers appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

Accountability Objectives (2010-13)	Progress in 2010/11
Governance We will become an increasingly effective and accountable organisation	We reviewed the Open Information policy and will publish it in July 2011. We published a Global Reporting Initiative report (http://www.oxfam.org.uk/resources/accounts/downloads/accountability-report-1011.pdf) and publicised the report in sector magazines and conferences.
People and Communities We will make demonstrable improvements in our ability to give account to, take account of, and be held account by, our primary stakeholders	Good progress was made in establishing new programme design processes which will support greater inclusion of people, communities and partner organisations, in the programme planning process. Evidence of more accountable ways of working with disaster-affected communities was seen in the Haiti and Pakistan emergency responses; and overall Oxfam staff have shown increased awareness of, and commitment to, improving our accountability. With other Oxfam International affiliates, we continued to develop and implement impact assessment tools which strengthen our accountability to people affected by our programmes. Work with other organisations, such as UN Agencies, Humanitarian Accountability Partnership International and various other International NGOs has focused on identifying the most effective approaches to ensure increased accountability in the different contexts within which we work.
Women in the communities we work with and women's rights organisation We will put women's rights at the heart of everything we do	Good progress was made in how we monitor and evaluate 'putting women's' rights at the heart of everything we do'. Renewed organisational commitment to women's rights has inspired reviews at international, regional and country levels with systematic feedback from partner organisations and other external stakeholders. We used opportunities, such as supporting community partners to attend the UN Commission on the Status of Women, to share information about our work on women's rights – both achievements and challenges.
Partners We will make demonstrable progress in consistently putting into practice the values and principles embodied in our Partnership Policy	The 2010 review of our Partnership Policy included an internal audit, a partnership peer review in four regions and feedback from partners on our performance through an online survey. Significant progress was made during the year in further embedding the values and principles of our Partnership Policy in our development work; all regions undertook to ensure consistent application of partner assessments, more effective ways of working with others and stronger feedback loops.
Supporters We will remain committed to ensuring that we communicate with our supporters in a clear and transparent way, and seek their feedback.	We continue to offer supporters the chance to communicate and feedback to us. In 2010/11 we received 42,500 calls, 43,000 emails and 4,300 letters from our supporters, which included 12,500 enquiries and 6,700 pieces of feedback. This year we have increased the methods in which supporters can give and receive feedback, such as the online hub, and have expanded our community fundraising activities.
Staff and Volunteers 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	A major staff consultation exercise was carried which identified three key areas for improvement: reflecting Oxfam's values in the way we work, management behaviour, and communications about Oxfam We started improving accountability to staff through developing the effectiveness of performance management, with a particular emphasis on staff and managers being open to feedback on their performance from a range of sources In the Trading Division (responsible for Oxfam Shops) the views of shop volunteers were systematically sought, to inform management decision-making (through conferences, working groups and online discussion groups) Feedback was regularly sought from Trustees and Association Members. The Association comprises a cross section of committed Oxfam supporters who have an understanding of governance issues and Oxfam's history and values.
Health and Safety	We successfully delivered a stretching action plan, focusing on incident reporting from international teams, training and safe driving awareness. Retaining a focus on Health and Safety remains challenging when priorities are being set, and we need to ensure learning and review is consistent and shared across the relevant parts of the organisation.
Government and regulators 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.	We developed a new incident reporting framework, and worked with our key UK regulators (Charity Commission, Electoral Commission, Fundraising Standards Board and Advertising Standards Authority).
Advocacy Our advocacy and campaigns work will follow the core principles of our global campaigning and advocacy model.	Progress was made against three of our four advocacy priorities. We have elicited feedback on draft policy papers before publishing; engaged with private sector organisations to ensure the factual accuracy of Oxfam publications and published our overall campaigning objectives for our UK work online (see http://oxf.am/advocacy).
The environment We will develop appropriate, challenging targets that reflect the 35% reduction in our CO2 emissions achieved during 2007-10.	Mitigation: We introduced a 5% reduction target for the first year. Although we decreased our footprint in nine categories, increased air travel, electricity and paper consumption resulted in an overall 4% increase. Projects are in place to address these areas. Our study into the carbon benefit of selling donated goods estimates that Oxfam enabled its consumers to reduce their collective footprint by 22,500 tonnes in 2010/11. Adaptation: We supported the development of the weADAPT online knowledge platform and created Oxfam's Climate Change Adaptation Initiative in April 2011.

1 Strategy and Analysis
1.1 Statement from the most senior decision-maker of the organization

Accountability is at the heart of Oxfam's work. Our primary accountability is to people living in poverty. We also need to be accountable to our partner organisations and allies, donors and supporters, staff and volunteers, suppliers and governments. This Report sets out the work we have done to improve our accountability in 2010-2011.

The scale and complexity of the responses to the Haiti earthquake of January 2010 and the Pakistan floods of July and August 2010 have dominated our humanitarian response, in a year where we supported 6.5 million people in humanitarian crises around the world.

But this formed only part of our work which saw us reach 14.5 million people in 57 countries, working with 1077 partner organisations, and one million people who took part in online campaign action.

Our Annual Report and Accounts provide an outline of the work delivered in the year to 31 March 2011, the extent to which we met our objectives, and an account of the finances that enabled us to do this work. This Accountability Report for 2011 should be read in conjunction with the Annual Report and Accounts.

While the Report and Accounts set out what work we do, the purpose of this report is to draw out the way in which we endeavour to work in ways that are accountable to our stakeholders. This year we have also developed a set of global performance indicators, and these are set out on pages 15 - 17 of this Report.

This report marks the first year in our three year cycle of reporting on our accountability. In 2010 we published a stand-alone Accountability Report which provided an account of our achievements against commitments for 2007-2010, and outlined our new commitments to improve our accountability in the period 2010-2013. Table 1 summarises our progress against the nine accountability objectives.

In 2010 as well as the stand-alone Accountability Report we published a report using the NGO Sector Supplement of the Global Reporting Initiative, which Supplement was issued in May 2010. We used the Level C Reporting Tool, which is intended to provide a comparative approach for accountability and sustainability reporting by NGOs. For ease of comparison, we use the same format in this report. This format and the current report also serve as our report for the purposes of the INGO Accountability Charter to which Oxfam GB is a signatory.

This report contains three sections. The first provides information about Oxfam GB as an organisation. The second sets out indicators of programme effectiveness. These are increasingly important given the challenges to make aid more effective at a time when the quantity of aid in the world is insufficient. Work to understand and provide evidence for our

effectiveness has received considerable attention within Oxfam and our partners in the year. The third consists of a set of statistical information which seeks to disclose on, a comparative basis, information about our performance on the basis of indicators dealing with our environmental impact, our staff, and our social and economic performance.

A willingness to receive and learn from feedback is an important dimension of accountability, so please help us by providing your feedback on this report to enquiries@oxfam.org.uk

Barbara Stocking, Chief Executive

2 Organizational Profile
2.1 Name of the organization [GRI NGOSS: p. 26]
Oxfam GB

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p. 26]
Our three primary activities are: humanitarian assistance; development; and campaigning. Our primary mission is to work with others to overcome poverty and suffering. A full statement of our objectives is to be found in our constitution at http://www.oxfam.org.uk/resources/accounts/downloads/constitution2009.pdf. The three activities are mutually reinforcing. For a fuller explanation of these and our five aims, see pages 4 and 5 of our Annual Report and Accounts at http://www.oxfam.org.uk/resources/downloads/reports/report_accounts10_11.pdf

We work with over 1000 partner organisations around the world to achieve the mission.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]
Details of our structure are set out in pages 32 – 37 of our Annual Report and Accounts at (see 2.2 above). We operate in seven regions as well as Great Britain (see 2.7 below) and approximately 60 countries directly, and also fund international partners in a small additional number of countries. Details are on our website at http://www.oxfam.org.uk/oxfam_in_action/where_we_work/index.html. We also provide some support to the other members of Oxfam International. Our accounts for the year are on pp. 46 – 71 of our Annual Report and Accounts

2.4 Location of organization's headquarters [GRI NGOSS: p. 26]
Oxford, United Kingdom

2.5 Number of countries where the organization operates. [GRI NGOSS: p. 26]
A full list is at http://www.oxfam.org.uk/oxfam_in_action/where_we_work/index.html

2.6 Nature of ownership and legal form [GRI NGOSS: p. 26]

Charity registered in England, Wales and in Scotland, and a company limited by guarantee registered in England. There are no owners, as it is a public interest organisation.

2.7 Target audience and affected stakeholders. [GRI NGOSS: p. 26]

Oxfam GB works in the following regions : East Asia; South Asia; Horn, East and Central Africa (HECA); West Africa; Southern Africa; Latin America and Caribbean (LAC); UK; and Middle East, Eastern Europe and Commonwealth of Independent States (MEEECIS). While our key stakeholders are women and men living in poverty, the target audience for this report and other affected stakeholders who may find it of particular interest are our partner organisations and allies, donors and supporters and the governments, institutions and organisations that we seek to involve. We also consider we have a responsibility to protect the environment.

2.8 Scale of the reporting organization. [GRI NGOSS: p. 26]

Number of affected stakeholders served:

Employees: 5073, including 700 part-time

Donors: Approximately 850,000, of which 429,000 give regularly

Campaigners: Many campaigners will be active with more than one organisation. Oxfam campaigns in many countries in the world. There are 14 affiliated members of Oxfam International, and international campaigning is not done in the name of just one affiliate. Altogether, in the period under review, we estimate that 12 million campaigners took action with Oxfam GB, Oxfam International and its affiliates. In Great Britain Oxfam has approximately 85,000 campaigners.

Volunteers: In Great Britain we have more than 22,000 volunteers (see Indicator 12 below). We do not hold records on the numbers outside Great Britain.

Total Income: £367.5 million

Assets: £112.4 million

Liabilities: £29 million

Net Assets: £83.4 million

Most of the income is received in Great Britain; most expenditure is in the international programme.

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

There were no major changes in structure in the year. There is no owner. The turnover increased from £318 million in 2009/10 (an 11 months period) to £367.5 million in the year ended 31 March 2011.

2.10 Awards received in the reporting period. [GRI NGOSS: p. 26]

On Fundraising, the Oxfam/Pizza Express fundraising campaign with Pizza Express restaurants in the UK in December 2010 was awarded the prize for best cause marketing

partnership in Business Charity Awards 2011 and best cause marketing campaign in Marketing Society Awards 2011.

Our retail Bookfest campaign won the PRCA Best Charity Campaign

Oxfam won the award for best graduate employer in the Charity and Voluntary sector category for 2011 / 12, and came second in the Charity and Voluntary Sector in the UK Graduate Barometer run in conjunction with The Guardian newspaper.
In October 2010 our joint Climate Change Legal Response Initiative with WWF-UK[1] won the Financial Times European Innovative Lawyer Award in the climate change and sustainable energy category.

3 Report Parameters
Report Profile
3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]
Year ended 31 March 2011

3.2 Date of most recent previous report (if any). [GRI NGOSS: p. 26]
Report for year ended 31 March 2010

3.3 Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]
Annual

3.4 Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]
Alison Jestico, Head of UK Finance at ajestico@oxfam.org.uk or by post to Oxfam House, John Smith Drive, Cowley, Oxford OX4 2JY, United Kingdom. Please do send questions and comments; we welcome your feedback.

Report Scope and Boundary
3.5 Process for defining report content. [GRI NGOSS: p. 26]
This report is ancillary to and should be read alongside our Annual Report and Accounts for the year to 31 March 2011 (available at http://www.oxfam.org.uk/resources/downloads/reports/report_accounts10_11.pdf) and our Accountability Report 2010 which we published last year (available at http://www.oxfam.org.uk/resources/accounts/downloads/accountability-report-0910.pdf). In compiling the Reports, we consider statutory obligations (in the Annual Report and Accounts), how to present a summary of our mission and achievements and how we have used the resources entrusted to us (also in the Annual Report).

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]
Unless otherwise indicated, this report relates to the whole of Oxfam GB and its subsidiaries as these are described in our Annual Report and Accounts on page 32, but apart from

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[1] www.legalresponseinitiative.org

financial consolidation and numbers of affected stakeholders served, excludes Finance for Development Ltd in Azerbaijan, Frip Ethique in Senegal and our shares in Cafédirect plc. The report does not include Oxfam International (Stichting Oxfam International), which is the Netherlands-registered umbrella body for all Oxfams, and its other affiliates around the world, except insofar as expressly stated in this report (e.g. the number of campaigners in 2.8 above, where the campaigners cannot be disaggregated into the individual affiliates, as the campaigns are joint campaigns). Caution will therefore be required in interpreting this Report alongside that of Oxfam International and other affiliates. We do not include in this Report any activity in Northern Ireland, as this forms part of another affiliate, Oxfam Ireland. See http://www.oxfamireland.org.

3.7 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

As noted in 3.6, Oxfam International and its other affiliates are (unless expressly stated) outside the scope of this report. In a number of indicators, we do not have full data about operations outside Great Britain, and this is addressed in the responses to the relevant indicators (e.g. number of volunteers in 2.8 above).

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [GRI NGOSS: p. 27]

The basis for financial accounting is in accordance with the UK accounting standards, which specify which entities are to be consolidated into accounts. However, this includes two entities which operate independently in Azerbaijan and Senegal, and we have not included them in the indicator responses other than the financial statistics. They employ their own staff.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [GRI NGOSS: p. 27]

Note that the previous reporting period to 31 March 2010 was an 11-month period, and this affects comparability of the like to like figures with the current year. We provide more information about the effect of the 11-month period for reporting in our Accountability Report and our Annual Report and Accounts.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]

The report published last year was the first in the format of the NGO sector supplement of the Global Reporting Initiative, so this report contains information and data some of which has been reported in only one previous report and comparability may therefore be limited. See particularly the Programme Effectiveness indicators below.

GRI Content Index
3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]

This document is the GRI content index for Level C reporting.

4. Governance, Commitments, and Engagement Governance

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [GRI NGOSS: p. 27]

For details see page 33 of our Annual Report and Accounts. The highest governance body is the Oxfam Council. The main committees are the Recruitment and Development Group, responsible for recruitment and training of the Council members and organisational members, and the Trustee Audit and Finance Group, which is the audit committee. Operational decisions are largely delegated to the Corporate Management Team. See 4.2 below.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

The Chair of the Council of Trustees is non-executive and is a volunteer. The highest governance body is the Council of Trustees. The Chief Executive reports to the Council of Trustees. There is an eight-person Corporate Management Team, chaired by the Chief Executive, that reports through the Chief Executive to the Council of Trustees. The Corporate Management Team are executive staff members. The Council of Trustees sets the strategy, but delegates most day-to-day decision making.

4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. [GRI NGOSS: p. 27]

All members of the Council of Trustees are unpaid non-executive volunteers. The members of the Corporate Management Team are paid employees, and attend most meetings of the Council of Trustees, but are not members.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]

The Council of Trustees reports to the members of the Association, who are the members of our legal entity, which is a company limited by guarantee. Their names appear on page 3 of our Annual Report and Accounts. Employees are not directly represented; instead there is a variety of mechanisms for the Council of Trustees to listen to the views of internal stakeholders. This includes the Staff survey (every two years), the Volunteer survey (at least every two years), Trustee visits in Great Britain and to the international programme, regular seminars for Trustees by staff in different departments, and the annual 'Oxfam Live' events in locations around Great Britain.

Stakeholder engagement
4.14 List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]
Different groups are engaged in different ways. Stakeholder groups include the people in poverty for whom and with whom we work; partner organisations and allies, donors and suppliers; staff and volunteers, and the governments, institutions and organisations that we seek to influence.

4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]
The Council of Trustees reviews stakeholder accountability through its review and approval of Oxfam's accountability commitments every 3 years, and as part of other reviews where relevant. The stakeholder groups and commitments for 2010-2013 were approved in July 2010, and published in the 2010 Accountability Report. Recommendations are made by management, itself informed by the recommendations of an accountability working group consisting of staff from across Oxfam GB's operating Divisions (International, Campaigns and Policy, Trading, Communications, Supporter Marketing, Finance and Information Systems and Human Resources). That group compiles and reviews a stakeholder map. The group is advised by an external reference group.

The Trustees reviewed their own engagement with stakeholder's in May 2011 and have identified opportunities to improve. They will review progress as part of their annual review of Council's performance.

At a country level, stakeholder engagement is reviewed through the process for compiling and reviewing Oxfam National Change Strategies, which is backed up by the annual budgeting process. However, as part of the change process described in page 30 of the Annual Report, called the single management structure, the Oxfam's in countries that are moving to the new structure instead produce a Joint Country Analysis and Strategy. See also Indicator 6 below.

Data on Performance

Indicator 1: NGO1 Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

Trustees and Stakeholders
Our Trustees are committed to engaging with a range of Oxfam GB's stakeholders. Trustees carry out programme visits, they are invited to shop conferences, involved in the school materials/ programme, will have input into Oxfam Reflects 2011 (see below). This is not an exhaustive list. In March and May 2011 Trustees agreed further action for stakeholder engagement, which they will review as part of Trustees' annual assessment of their own performance.

Embedded in Major Humanitarian Responses
During the reporting period we have responded to two major emergencies - the Haiti earthquake and Pakistan floods. Noticeably, 'accountability' activities were embedded into

the responses from the outset. Although the rapidity and scale of the disasters precluded in-depth discussions with partners and communities in the initial phases of the response, assessments carried out did include views from both these important stakeholder groups. This positive start was built upon with some innovative and effective activities (toll-free mobile hotlines for giving feedback and reporting complaints) with very little input from advisory bodies in headquarters. This is a good indication that 'accountability issues' are becoming an inherent part of the way the organisation respond to disasters – which has been less evident in previous years.

We continue to respond in Haiti and Pakistan (and in numerous smaller scale responses around the world) and to learn and disseminate that learning to other responses, in addition to using it to produce materials for our own, and others', use. During the course of the year we produced and disseminated an Accountability Starter Pack and methodology for a 3 step process for greater accountability. Both of these will encourage and support Oxfam GB staff and partners to increase the involvement of stakeholder groups in all aspects of our programme. The 3 step process will be further refined in 2011-12.

Programme Implementation Plans
Programme Implementation Plans (PIPs) are the documents that contain and communicate all essential information about our programmes. The format for the PIPs changed during the course of the year (see below). Every new PIP must contain information on who has been consulted, at what stages of the conception and design stages of the programme, what processes are in place to ensure that stakeholders are involved throughout the implementation and detailed information on how we (and stakeholders) will monitor and evaluate the outcomes.

The need for this information has been communicated to programmes, support has been offered and provided and there is an ongoing process to monitor that these requirements are being met.

Including Partners in the Accountability Equation
We recognise the centrality of all our partners (and allies) in our work towards becoming more accountable to communities. We now describe ourselves as having a 'mutual' accountability to our partners and a 'joint' accountability (with our partners) towards communities. Depending on the partnership and the context, the degree to which either Oxfam GB or a partner is responsible for the 'joint' accountability can vary enormously. In 2010 -11 we have piloted a 3 step process that:

- Through self-assessment measures and promotes discussion on the 'mutual' accountability between Oxfam and its partners
- Through self-assessment, focus group discussion and key informant interviews invites Oxfam, its partners and communities to feed into a triangulated picture of our (OGB and partner) 'joint' accountability to communities and
- Enables Oxfam and partner staff to elaborate a work plan to improve both types of accountability.

Initial findings suggest that, in terms of accountability to our stakeholders, we tend to be better at providing information and working in ways that are participative and we are less good at soliciting feedback or complaints and including stakeholders in our monitoring and evaluative processes.

We will continue to pilot the tool during the year to come and to map results. In addition to being a useful tool in our work with accountability to partners and communities we will be able to use the 3 step process to measure the 'accountability' indicator in Oxfam's Global Programme Framework (see below). We are working to ensure that as well as generating discussion and understanding the tool will also generate robust data.

Partner involvement in Pakistan Real Time Evaluations
All 'major' humanitarian responses have to go through a Real Time Evaluation (RTE). We carried out RTEs in Haiti, Pakistan, Chile, Niger, Pakistan and Colombia. Final reports from RTEs are written after a full day of presentation, discussion and decision with the teams involved. Communities and partners are ALWAYS consulted during the course of an RTE.

Additionally, for the Pakistan RTE, a further day was held in order that partners could fully digest the contents of the report; and in order that they could discuss, debate and contribute effectively to the recommendations. This was considered to have added, significantly, to the quality of the final report.

Indicator 2: NGO2 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

Complaints Policy rewritten
Oxfam GB revised its Complaints Policy during the course of the year. The new policy, and the procedures and guidance paper that will accompany it, will be much clearer on certain aspects of handling complaints - such as logging, acknowledge, closing and appeals procedures. The procedures and guidelines, in particular, will ensure that the processes followed by different parts of the organisation are as coherent as possible.
See http://www.oxfam.org.uk/resources/accounts/downloads/oxfamgb_complaints_policy.pdf

Minimum Standards for Accountability in our international programmes
We do not have comprehensive data about complaints in our international programmes; most feedback and complaints are considered at a local level, and not reported centrally. However, we have made some progress in the year in encouraging our Regional Centres to report serious complaints to headquarters. The main emphasis has been on providing feedback mechanisms in our humanitarian work (see examples from Haiti and Pakistan below)

Oxfam GB has produced Minimum Standards for accountability in its programmes. The minimum standard for feedback and complaints states: *"Programmes/projects must have feedback mechanisms that have been discussed and agreed with people affected by the project or programme; and are capable of dealing with positive and negative feedback in addition to complaints."*

Adherence to these minimum standards will be pursued throughout the coming year.

Toll-free Hotlines for Humanitarian Response

Oxfam GB's humanitarian responses in Haiti and Pakistan both benefited from having toll-free hotlines. The existence of these was widely advertised and widely used. In the Pakistan response a protocol for complaints handling was also used:

Category	Code	What we do	What we do not do	Next Step
Request for information	0	1. Give required information to requester (need to ensure operator is up to date)	1. Don't give false or inaccurate information	N/A

Requests for assistance	1	1. Thanks person for call
		2. Log the request
		3. Give basic information about OGB's programmes
		   - Type of assistance
		   - Geographical zones
		   - Targeting process
		   - Inform caller of Gov hotline # for none Oxfam related issues
			1. Don't makes promises
			2. Don't create false expectations
			3. Don't communicate false expectations
			4. Don't send to other organisations
			5. Don't ask people never to call again
			6. Say what will happen
				Pass information onto MEAL officer?

Minor dissatisfaction with Oxfam kits or activities (i.e. missing items, lack of follow up, etc.)	2	1. Thanks person for call
		2. Verify caller knows identity of organisation involved
		3. Log the request
		4. Request basic information about where
		   - Type of problem
		   - Geographical zones
		   - What needs to happen to resolve problem
		5. Call person back when discussed (TTL) to inform of action to be taken
				Pass information onto the District TTL Responsible.

Major dissatisfaction with Oxfam activities (i.e. filthy latrines, broken pumps, etc.)	3	1. Thanks person for call
		2. Verify caller knows identity of organisation involved
		3. Log the request
		4. Request basic information about where
		    - Type of problem
		    - Geographical zones
		    - How to get in touch/meet person
		5. Call person back when discussed (TTL/TL) to inform of action to be taken
				Pass information onto the District TTL Responsible and to the relevant Team Coordinator. Inform MEAL Officer.

Reports of inappropriate staff behaviour (i.e. abusive language, misappropriation of goods, requests for payment)	4	1. Thanks person for call
		2. Verify caller knows identity of organisation involved
		3. Log the request
		4. Request basic information about where
		    - Type of problem
		    - Geographical zones
		    - How to get in touch/meet person
		5. Call person back when discussed (A&L Officer) to inform of action to be taken
				Pass information onto MEAL Officer and senior management team.

Reports of serious staff misconduct (i.e. physical abuse, sexual abuse or misconduct, large-scale theft, etc.)	5	1. Thanks person for call
		2. Verify caller knows identity of organisation involved
		3. Log the request
		4. Request basic information about where
		    - Type of problem
		    - Geographical zones
		    - How to get in touch/meet person
		5. Call person back when discussed (PC) to inform them of action to be taken
				Pass information onto Programme Coordinator for urgent investigation.

This protocol proved to be a great help and will be further tested in future humanitarian responses. Both the hot-line idea and the protocol for its successful use have been shared within the humanitarian sector where they have been warmly welcomed.

'Feedback' email addresses
A number of Oxfam GB programmes (notably our UK Poverty Programme and our Zambia country office) have communicated and encouraged the use of a single email address for

correspondence with and feedback from key stakeholders - particularly partners and community members. This has decreased the likelihood that Oxfam GB is sending contradictory messages to partners and ensures that there is one email address where all feedback can be found and dealt with in a coherent manner.

Complaints about our UK operations
Table 1: Complaints relating to Oxfam Fundraising and Shops in UK - 2010

Category	Calendar year 2008	Calendar year 2009	Calendar year 2010
Supporter Related	601	562	885
Shop Related	627	694	847
Other	294	343	388
Total	**1522**	**1599**	**2120**
Of these total reportable to Fundraising Standards Board (FRSB)	64	293	360
Complaints made directly to the FRSB relating to Oxfam activity	0	0	0

Table 1 covers complaints received about our marketing and fundraising communications and shop operation in the UK. Complaints around specific fundraising techniques (such as telemarketing and door to door) have increased, as we have grown our use of these. However, the level of complaints as a proportion of contacts made through these channels has actually dropped, reflecting our focus on training and quality. As last year, we still have issues with regular givers transferring from Standing Order to Direct Debit, mainly due to bank errors. NB Changes to Fundraising Standards Board reporting criteria applied from 2009

Shops - a new system for recording complaints was introduced last year
The "Other" category has increased slightly. This includes complaints relating to Oxfam policy and credit card fraud issues. Online donation card fraud issues have reduced significantly during the year as changes were made to our service

Table 2: Online Shop Complaints -2010

Category	Calendar year 2008	Calendar year 2009	Calendar year 2010
Enquiry to chase order		1119	384
Website problem		120	24
Damaged/faulty/incorrect item received		55	22

		182	74
Total		**1476**	**504**

Table 2 covers complaints relating to our online shop activity, and here we have seen a significant drop across all areas.

Table 3: Complaints reported by UK Regulatory Bodies - 2010

Complaints source	Calendar year 2008	Calendar year 2009	Calendar year 2010
Telephone Preference Service (TPS)	2	5	13
Mailing Preference Service	1	1	1
Information Commissioner's Office (ICO)	0	0	1
Advertising Standards Agency	0	1	0

Table 3 covers complaints made directly to UK Regulatory Bodies, which are notified to us. An increase in TPS complaints reflects our increased use of the telephone channel for fundraising, and the complaint from the ICO also related to telephone fundraising. All of these were responded to with evidence that we were compliant with the relevant regulations.

Indicator 3: NGO3 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

The overall theme for the year has been investment in systems that improve our ability to support, capture and communicate results:

Global Performance Framework
In July 2010, members of the Oxfam GB's global leadership team came together for two days to devise a means for OGB to more effectively capture and communicate its effectiveness in general and develop a suite of global effectiveness indicators in particular. This happened at a time when there is almost unprecedented interest in and, in some circles, cynicism about aid effectiveness. Donors, governments, academics, new philanthropists, and even some of our individual supporters are challenging traditional approaches.

Work began on defining a set of global indicators that would describe important and meaningful metrics to judge our programme progress, and a number of possible favoured candidates emerged. These were taken and shaped into those found below.

It is important to realise from the outset that indicators alone will never be able to fully capture and do justice to all the work that we and our partners are promoting in the world.

This would even be the case if the indicator suite were expanded ten-fold. Much of our most important work is, indeed, not amenable to precise measurement and quantification.

Nevertheless, many of the key changes that we are seeking to achieve – better and fairer incomes for smallholder producers, increased resilience to climate change, reduced gender inequality, and pro-poor policy change – can be measured (however crudely) and, more importantly, our effectiveness in promoting these changes can be assessed. It is only by critically reflecting on credible, impartial feedback on our own effectiveness as a change agent that we can seek to improve and, in turn, become more effective. The global indicators should be viewed as tools to enable us to better do this, in addition to their role in promoting accountability.

We also need to ensure that the indicators describe the organisation we want to be e.g. recognizing the added value we bring through convening and facilitating.

The output and outcome indicators decided upon were the following:

Outputs	*Outcomes*
Humanitarian Assistance # of people provided with appropriate humanitarian assistance, disaggregated by sex.	% of people who received humanitarian support from responses meeting established standards for excellence, disaggregated by sex.
Adaptation and Risk Reduction # of people supported to understand current and future hazards, reduce risks and/or adapt to climatic changes and uncertainty, disaggregated by sex.	% of targeted households and communities indicating positive ability to minimise risks from shocks and adapt to emerging trends and uncertainty.
Livelihoods Enhancement Support # of women and men directly supported to increase income via enhancing production and/or market access.	% of targeted households living on more than £1 per day per capita.
Women's Empowerment # of people reached to enable women to gain increased control over factors their own priorities and interests.	% of supported women meaningfully involved in household decision-making and influencing affairs and community and enterprise levels.
Citizen Voice # of citizens, Community Based Organisations (CBO) and Civil Society Organisation (CSO) staff supported to engage with state institutions and other actors, as well as duty bearers benefitting from capacity support.	% targeted state institutions and other actors that have modified their practice in response to engagement with supported citizens/CBOs/CSOs.
Campaigning and Advocacy # of campaign and advocacy initiatives directly undertaken or supported,	% policy objects/outcomes successfully achieved, disaggregated by thematic area.

disaggregated by output type and campaign issue.	
	% of projects accountable to and judged to be appropriate and effective by people whose lives we aim to improve.
	% of partners with demonstrably enhanced capacity through OGB's support.

In the year to come Oxfam GB will pilot and develop rigorous methodology to measure both the outputs (to better understand and communicate the *scale* of our work) and the outcomes (to better understand and communicate the *quality/effectiveness* of our work).

Investment in Systems
Oxfam GB's programme management system has been significantly re-worked. Two of the significant changes to this system are that one is now required at programme level (and recommended at project level) to indicate the consultations that have taken place during the conception of the proposal and what monitoring and evaluating will be done throughout its implementation. In addition the re-worked system requires outputs and outcomes to be clearly stated (and clearly linked to each other).

Additional support has been given to all regional and country teams in order that they can fulfill these two, and other additional, requirements over the course of the year. In a random sampling of new programme documentation we have judged that adherence to these new rigors has been adequate to date. Sampling will continue to take place and support will be provided as appropriate to those who might struggle to meet these more stringent standards of programme conception, implementation and evaluation.

Ongoing Monitoring, Evaluating and Learning (MEL) processes
At the heart of the MEL system is good programme & project monitoring, in which teams collaborate with partners and communities to collect high quality data against indicators. Strong theories of change that show how we expect programme activities to bring about intended change are important for identifying useful indicators of progress. Monitoring information is collected throughout the lifetime of projects and programmes and is used to guide decision-making and learning. Monitoring Reviews are biannual events in which programme staff and partners reflect upon information gathered through their monitoring activities and decide what it means for their future work. By integrating systematic data collection and analysis into everyday programme management, programme teams and partners are encouraged to adapt their programmes in response to changing contexts to maximise their effectiveness.

Country Learning Reviews (CLRs) and Regional Learning Reviews provide opportunities for country and regional teams to meet with stakeholders in order to review their roles and strategies within their countries and regions based on information from processes such as Monitoring Reviews, programme evaluations, research reports and analyses of external trends. Country Learning Reviews happen on an annual basis, while Regional Learning Reviews happen every two years. Our CLRs are increasingly linked to Oxfam International

processes which is, we believe delivering increasingly coherent and better developed strategy and use of resources. Some CLRs (in Mali, Liberia and Zimbabwe) have used accountability to partners and communities as a theme around which to analyse the current state of their programmes.

Programme evaluations are required of all programmes over £1 million in accordance with our Evaluation Policy, providing independent assessments of the results of our work, and building a body of evidence that we can use to improve the quality of our programmes.

Strategic evaluations are major thematic evaluations that are undertaken when we want to learn about a particular area of our work such to inform a key organisational policy or strategy. These are commissioned roughly every two years and recently these have focused on Partnership and Livelihoods.

Finally, feeding off the strategic evaluations, organisational events called Oxfam Reflects take place every two years, and bring together a wide range of stakeholders to consider what we have learnt about the relevance and impact of our work. This will give us the evidence we need to make informed choices about our future strategy. Throughout the year we have been gathering evidence, bringing together multiple stakeholders in order that the next Oxfam Reflects (September 2011) will be able to focus on the strategic area of water, particularly with regard to long-term development programme (including policy and campaigning work).

Through our accountability-focused work we have engaged with partners and communities through our 3-step process. This has allowed us to self-assess and receive feedback on important areas of our accountability to partners and to communities. The picture is not yet fully formed (we will continue to work on this in the year to come) but currently we can state with some confidence that we are much better at being 'transparent' and working in ways that are 'participative' than we are at providing partners and communities with a means to formally 'feedback' to us or to be included in our 'MEL processes'.

Indicator 4: NGO4 Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.

Last year's report covered how gender and diversity issues were integrated fully into the new Oxfam GB Programme Framework. Much of the work this year has been in further strengthening of understanding, analysis and the direction setting of major programmes to meet these aims. One immediate step was in the development of Oxfam GB's Global Performance Framework (see indicator 16). Women's empowerment is now one of six key outcome areas that the organisation is assessing progress against globally in the coming years. This is supported by output data now collected annually. This collects data on direct beneficiaries of our projects and disaggregates activities, services delivered and so on to men and women.

The organisation re-stated its commitment to "Putting poor women's rights at the heart of everything we do" and conducted a series of in-house discussions on what this should mean in practice. This proved a valuable exercise as issues of institutional or individual behaviour, attitudes and beliefs (that can often prove a barrier to progress) were openly debated.

In our field work, some major programmes stand out as examples of how the organisation is managing to be much clearer about what "Putting poor women's rights at the heart of everything we do" actually looks like in how work is designed and implemented, and how we learn from these experiences. A major emphasis on women's economic leadership has grown, recognising that adopting this focus at the early stage of design helps encourage analysis on poverty and exclusion that integrates gender and diversity issues from the outset - rather than this being an after-thought. This proves important in building understanding to inform decision-making about how decision-makers allocate programme resources. Two multi-country programmes have developed specific objectives that emphasise the centrality of women's voice and empowerment in livelihoods and governance. The Enterprise Development Programme works with producer organisations in improving agricultural productivity and local enterprises and places specific emphasis on measuring women's increased role in decision-making within their household, community and enterprises. The Raising Her Voice programme promotes women's involvement in local governance issues and again, sets specific measurable objectives to track progress against this.

Building on this experience Oxfam secured a major grant from the Gates Foundation this year to carry out research on Women's Collective Action in Agricultural Markets in three countries (see http://growsellthrive.org). This is recognising that the organisation invests significant resources in small scale producer organisations but needs a greater degree of tangible evidence on the real benefits to women of these kinds of initiatives, and factors that can continue to cause barriers to progress. The project engages with a variety of international and local organisations and smallholder producers to identify and promote improved strategies and policies for supporting women's collective action based on evidence of what actually works. This project should provide a valuable evidence base for future decision making in livelihoods programming. Our diversity policy is available on request.

Indicator 5: NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.
Identify how the organization ensures consistency, fairness and accuracy.
In order to uphold our commitment to accountability to our stakeholders, to learn from our experience and demonstrate our effectiveness and impact, Oxfam maintains an annual programme of internal and external evaluations of our campaigning and advocacy work. Independent evaluations of the 'Raising Her Voice' global portfolio programme and 'Fair play for Africa' project have recently concluded and are published on our website, and the latter is described under Indicator 6 below.

All of Oxfam's Program Implementation Plans, including those for our campaigns and advocacy interventions are now required to set out a clear Theory of Change, identify outcome indicators, and plan for data collection and use. Our campaigns are additionally subject to evidence-based progress reporting and review three times a year. Working with Oxfam International, we have defined an approach to Monitoring, Evaluation and Learning of Campaigns work.

As noted under Indicator 3, over the past year Oxfam has introduced the Global Performance Framework as part of our commitment to better capture and communicate our effectiveness and promote evidence-based learning. This framework requires all programme staff to report annually on generic output data in six thematic indicator areas, including the areas of campaigning and advocacy and citizen voice. In addition, a modest sample of sufficiently mature projects (i.e. those closing during the following financial year) associated with each thematic indicator area will be randomly selected each year and then rigorously evaluated. The primary focus will be to measure the extent the sampled projects have promoted change in relation to their respective global outcome indicator.

Indicator 6: NGO6 Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organization is not duplicating efforts?

We describe our mandate as "Working with others to overcome poverty and suffering". According to a member of staff in a recent evaluation, "working with partners is part of Oxfam's soul".

Becoming One Oxfam
The Oxfam International confederation that began in 1995 is gradually evolving the way it works in 99 countries. We want to make an even greater impact with the $870m we spend together each year in helping people living in poverty to fight injustice. We are calling it our "single management structure". This means that just one Oxfam will now be in charge of a single strategy for each country that we work in. Each country-specific strategy will define our combined long-term development programming with partners, and our campaigning agenda, and our crisis emergency response.

Our Single Management Structure (SMS) will enable Oxfam to better contribute to the creation of a just world without poverty. It will help us deliver more impact for people in poverty by:
- building on the unity of our approach in global campaigns, advocacy, development programs and humanitarian response
- transforming our regional and country-based programs through greater coherence, cost-efficiency, agility and most critically impact
- heightening accountability to partners, communities, allies, donors and other stakeholders
- embracing our diverse cultures and ways of working.

SMS will result in a dynamic, integrated and innovative approach which will shape global, regional and national strategies. All affiliates will have a meaningful role, be mutually accountable and will own the whole Oxfam Program.

During the reporting period two countries (Cuba and Malawi) 'went live' with the SMS process, joined by Bolivia on the 1st April (so just outside the reporting period!). A further 30 countries will have 'gone live' by the end of 2011.

Working with the Quality and Accountability Initiatives

Oxfam GB is represented on the boards of Sphere (Humanitarian Charter and Minimum Standards in Humanitarian Response)[2], Alnap (Active Learning Network for Accountability and Performance in Humanitarian Response)[3] and People in Aid[4]. This enables us to lead and participate in efforts that exist to increase coordination and decrease duplication. However, it is increasingly clear that there is often a lack of coherence and alignment between some of the quality and accountability initiatives. Oxfam GB has played an active part in two of the processes to examine the 'state of the system' and research different ways for us to organise ourselves and work together in the future.

Working with others in our Campaigns work.
Our approach, built on a rights framework, must strengthen the capacity of rights-holders themselves to engage, supporting and facilitating their legitimate engagement in ways that infuse sustainability. Our decision to campaign directly must be informed by an analysis of how this strengthens voices of rights holders and acts in solidarity with them.

In developing its international campaigning and advocacy model, Oxfam is aiming to influence the way the world, in all its multiple dimensions and actors, thinks and acts, whilst recognizing this always requires change at the level of individuals. This implies both identifying key centres of power, influence and decision-making (towards which we direct Oxfam's campaigning and advocacy activities) and taking action to strengthen and work with groups and organisations that are either emerging centres of power and influence or that Oxfam believes can and should become influential. We recognize the potential for people to bring about change in their own lives with reference to other power-holders as a central driver for campaigning.

We recognize the value of supporting movements that focus on people bringing about change in their own lives through actions over which they have influence.

It is our vision to be both an effective and powerful player in the movement against poverty and suffering, contributing to the ending of injustice and inequality directly, and also a facilitator – contributing to the strengthening and accountability of local civil society movements, our allies and partners.

In some instances, we will campaign directly as Oxfam, in many instances we will support rights-holders to speak out themselves. We will be driven by an approach that seeks to empower poor people to take the lead, using our skills and experience to support this, and lending our voice in support where this is appropriate and requested locally and nationally, and speaking boldly at international level.

In developing countries, our role is one of supporting local agency mainly through the alliances we nurture and support (and sometimes directly as Oxfam) to campaign for lasting

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[2] www.sphereproject.org
[3] www.alnap.org
[4] www.peopleinaid.org

change. Therefore our role will be defined with and for the national social movements that we are allies with. We will take our lead from national and local civil society and our visibility at different levels will be determined by a combination of value-addition, legitimacy, and appropriateness of the use of the Oxfam brand to bring about the desired change. We believe that working in this way will have the most long-term, sustainable impact on poverty and injustice.

From Fair Play for Africa Evaluation:

The aim of the Fair Play campaign[5] is to work with Africans to amplify community voices to demand their right to universal access to health and HIV services. The Fair Play campaign acts as a facilitator bringing together civil society partners to work in coalition on existing national campaigns united under the Fair Play goals. Fair Play has over 200 civil society organisations collaborating in the campaign with the aim of promoting cohesion and clarity of purpose.

Fair Play national coalitions comprise civil society organisations (CSOs) and networks; the private sector; media groups; football and sporting associations; and national and international non-governmental organisations (NGOs). The campaign works by reaching out and mobilising citizens through community road shows, sporting and music events; by engaging the media, using print and broadcast media to spread the campaign's messages; and by directly engaging with policy- and decision-makers, including governments and parliaments.

The campaign developed key messages for target audiences, including for civil society, for the governments of the focal countries, and for the global community; as well as supporting advocates by providing them with common and consistent messaging on campaign themes.

Working with the Water, Sanitation and Health (WASH)[6] cluster.

Oxfam GB disseminated and promoted a booklet 'WASH Accountability Resources'[1] in the major humanitarian responses in Haiti and Pakistan (and at least 10 other smaller responses). In addition, and in order to build capacity within the WASH cluster, Oxfam GB deployed a WASH technical specialist with a specific mandate to work with WASH cluster members on increasing their accountability. The work carried out concentrated on building consensus and understanding around accountability, building the capacity of all concerned to deliver accountable programmes. The end of the deployment saw an active Accountability and Learning Group functioning in Sindh, demonstrable commitment to and capacity in delivering more accountable programmes and, within the Oxfam programme, a free telephone complaints hotline and protocol for handling complaints. The continuity of this work is assured by the Accountability and Learning Group and the Oxfam International MEAL (Monitoring, Evaluation, Accountability and Learning) Coordinator.

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[5]http://publications.oxfam.org.uk/results.asp?sort=sort_date/d&sf1=sort_series&st1=OXFAMPROGRAMMEEV ALUATIONREPORTS&ds=Programme%20evaluation%20reports

[6] http://www.humanitarianreform.org/Default.aspx?tabid=740

Consortium of British Humanitarian Agencies (CBHA) [7]

Oxfam GB is an active member of CBHA and has lead on two of the three Staff Development projects. During the course of the year this has resulted in the scoping, developing and initial piloting of materials with the intention of improving key humanitarian competencies.

The materials produced will be 'open access' for all humanitarian agencies as a contribution to developing a more consistent approach in staff development in their response to humanitarian crises.

2011 will see further piloting and the publication and roll-out of materials.

Emergency Capacity Building Project [8]

In order to build knowledge and practice in carrying out joint evaluations Oxfam GB deployed a staff member to two joint evaluations carried out by agencies within the Emergency Capacity Building Project. Whilst successful and useful in themselves the learning that resulted from the experiences has fed into a guidance document used by ECB agencies and other bodies interested in working collaboratively - such as the UN and ACAPs (the Assessment Capacities Project).

The experience gained during the year also underpinned a successful proposal to ECHO (European Commission Humanitarian Office) that will result, in the year to come, in joint work to build a 'Standing Team' of staff from all the ECB agencies trained to work collaboratively on accountability and impact measurement issues, joint Needs Assessments and Evaluations and with the WASH and Shelter clusters to increase their accountability to partners and communities.

Economic

Indicator 7: NGO7 Resource allocation
Identify the processes in place to track the use of resources for the purposes intended, including both cash and in-kind contributions. This refers to the internal processes of financial controls. Identify the studies that serve as the basis for the tracking system, e.g. accounts, audits, external reporting, calculation of programme expenses/overheads. What standard do we use for tracking and allocation resources?

Oxfam has an Internal Audit department, external audit through our auditors (currently PricewaterhouseCoopers LLP), and donor audits of specific programmes.

The Council approve a set of financial and operating policies, referred to in the Finance Summary of the Annual Report and Accounts, pages 34 - 36 and 42 - 45, for implementation by CMT and accounting policies are set out on pages 51 - 53 of that document. In addition, all International Division staff are required to follow the Guide to Mandatory Procedures, which includes detailed sections on financial procedures and our Donor Contract

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[7] http://www.thecbha.org/
[8] http://www.ecbproject.org/

management. These are supported by OPAL, the Oxfam Programme Accountability and Learning information system. These systems and their operation are reviewed by Trustees through the Trustee Audit and Finance Group, with the assistance of the Internal Audit department.

Indicator 8: NGO8 Sources of funding by category and five largest donors and monetary value of their contribution.

Numbers are to the nearest £0.1 million.

In the year, our gross income was £367.5 million, consisting of:
£138.1 million: from government, institutional donors and other public authorities (but see also DfID PPA below)
£101.2 million: donations and legacies
£76.3 million: trading sales of donated goods
£13.6 million: gifts in kind (primarily food aid)
£9.6 million: trading sales of purchased goods
£9.6 million: UK Department for International Development (DfID) Partnership Programme Agreement (PPA)
£5.1 million: other
£14.0 million: Disasters Emergencies Committee (DEC) appeal income

Top 5 donors of restricted income per source:

European Commission [including European Commission Humanitarian Aid (ECHO)]	£40.0m
Department for International Development (DFID)	£27.0m
Disasters Emergency Committee (DEC)	£14.0m
United Nations - World Food Programme (includes Goods-In-Kind)	£13.6m
Oxfam Australia	£8.9m

Top 5 donors, not including direct government funds, EC and UN agencies

Disasters Emergency Committee (DEC)	£14.0m
Oxfam Australia	£8.9m
Oxfam America	£7.2m
Oxfam Netherlands	£7.1m
Oxfam Canada	£4.4m

Top 5 donors, not including the above (save in relation to the DEC which consists of large numbers of individuals making donations in response to public appeals)

Disasters Emergency Committee (DEC)	£14.0m
HIVOS (Dutch NGO)	£1.9m
Comic Relief	£0.9m
The Bill and Melinda Gates Foundation	£0.4m
The Asia Foundation	£0.4m
Ford Foundation	£0.2m

Notes:
All figures are in GBP
Figures do not include Admin (indirect costs).
Oxfam affiliate income includes indirect funding from their governments.
The Haiti Earthquake and Pakistan Floods had a significant impact on the figures; Oxfam GB received a total of GBP 49.8m institutional income for our work in these two countries alone last year.

Indicator 9: EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.

We apply the following principles to local hiring. Country programme staff (including our Country Directors, Associate CDs and the Country Leadership Teams) should ideally be representative of the population of those we seek to work with in the country context. This will allow us to reach more effectively, and have greater impact, with the groups of people who we represent. Vacancies should, where context allows, be resourced using local candidates reflecting local culture and context. There may be some exceptions to this, e.g. for security or political reasons or where it is agreed that another cultural perspective would be valuable to the team and/or programme.

Where there exists a knowledge/skills shortage in country, or it proves difficult to source local staff, or if there is an agreed advantage to recruiting non-national staff, then candidates from outside the country could be considered. Ideally these candidates would be sought from within the Region first, both within Oxfam and across the Oxfam affiliates operating in country, and then opened up to a wider global pool.

Regional Centre vacancies should, wherever possible, be filled with staff from within the Region, and be representative of that Region. It is likely that Regional Management Team posts will require international experience.

Country Directors and Associate Country Directors are encouraged to move between countries (both in Region and across Region) to develop their own skills and bring fresh knowledge and experience to the role.

In our recruitment we operate a Positive Action Policy, to the extent that we are legally permitted to do so, and a Diversity Policy.
http://intranet.oxfam.org.uk/about_oxfam/who_we_are/diversity/Oxfam-GB-Draft-Diversity-Document-10-17-draft.doc .Members of recruitment panels are expected to attend a training course on 'Recruiting and Selecting a Diverse Workforce'. We do not have an explicit policy of groups or targets for local hiring, but we address under-representation as it exists in different countries where we work, and encourage applications from all communities and backgrounds.

At indicator 15 Table 4 provides information about the proportion of staff from OECD and non-OECD countries. This is a proxy for information on local hiring. See commentary to that section.

Environmental

Indicator 10: EN16 Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related greenhouse gas emissions.

TONNES CO2e	2006-2007	2009-2010	2010-2011
Scope 1 total	1,235	885	856
Car fleet	354	249	250
Van fleet	132	142	113
Gas	749	493	493
Scope 2 total	8,176	7,958	8,970
Electricity	8,176	7,958	8,970
Scope 3 total	9,391	7,019	7,403
Air travel booked via UK travel agent	2,860	1,753	1,840
Humanitarian air freight	907	1,862	1,586
Paper	3,215	874	1,053
Work related own car use	75	136	133
Work related public transport	198	197	180
Commuter travel	1,598	1,662	1,395
Trading logistics (extended scope in 2010-2011)	366	315	1,074
Waste HQ	171	220	142
TOTAL	18,802	15,862	17,229
Change from 2006 – 2007 baseline year	-	-16%	-8%
Change from 2009-2010	-	-	9%

TONNES CO2e	2006-2007	2009-2010	2010-2011
Comparative emissions (excl. newly reported area of trading logistics)	18,802	15,862	16,470
Change from 2006 - 2007 baseline year	-	-16%	-12%
Change from 2009-2010	-	-	4%

In 2010/2011, Oxfam GB's operation generated just over 17,000 tonnes CO2e. This includes the emissions associated with new areas for reporting such as donated goods-related transport logistics. On a like for like basis, Oxfam's carbon footprint has decreased by 12% since 2006/2007 however, it has increased by 4% from 2009/2010. This is mainly explained by higher electricity consumption during the cold winter, higher paper consumption and increased flights partly as a response to the Haiti Earthquake and floods in Pakistan.

In 2010/2011, emissions are reported in CO2e following Defra and DECC recommendations. For comparability purposes, 2009/2010 data was updated using Defra/DECC's 2010 conversion factors and baseline year data was recalculated using a combination of 2010 and 2009 conversion factors following DECC guidance. The methodology applied this year uses standard conversion factors for electricity bought from the national grid, as recommended by Defra and DECC. This is different from previous years when the benefit of purchasing electricity from renewable sources could be accounted for in emissions calculations. This has affected Oxfam's overall progress, however, Oxfam's purchase of renewable energy helps prevent 4,400 tonnes CO2e from being released into the atmosphere.

In addition, Oxfam reports on its International Division's passenger air travel as a percentage of expenditure. This expenditure includes all flights booked by the International Division, including flights booked via Oxfam's UK-based travel agent. In 2010/2011, the International Division's passenger air travel represented 1.6% of its total expenditure. This is a 9% decrease from baseline year.

Statistics on International Division flight expenditure in the finance ledgers from 2007	2007	2008	2009	2010	2011
Air travel (£'000)	4,569	4,245	4,185	3626	4,147
Percentage decrease vs 2007		-7%	-8%	-21%	-9%
Air travel as percentage of total expenditure	2.70%	2.20%	2.00%	1.60%	1.60%

Indicator 11: EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?
A study into consumer behaviour in Oxfam Shops was undertaken to understand to what extent the purchase of a donated product prevents the purchase of a newly manufactured product. Oxfam estimates that the sale of donated goods enabled Oxfam consumers to reduce their collective carbon footprint by approximately 22,500 tonnes in 2010/11. An additional 6,500 tonnes of CO2e was saved in 2010/11 through the recycling of donated products not saleable in the UK. In total, Oxfam helped its customers and donors to save a collective 29,000 tonnes of CO2e last year.

Oxfam's overall reduction target for 2010/11 was 5% year on year. Although we decreased our footprint in 9 categories, increased electricity, paper consumption and air travel resulted in an overall 4% increase.

> - Electricity comprises 52% of our measured footprint. Consumption rose by 13% as a result of the colder than average winter. We are currently reviewing our shop network to understand key factors for enabling energy reduction. Oxfam purchases 100% renewable energy for Oxfam Headquarters and approximately 50% of renewable energy to the shop network. This purchase of renewable electricity helps prevent approximately 4,400 tonnes CO2 from being released into the atmosphere. This is equivalent to 25% of our carbon footprint.

> - Paper consumption has decreased by 67% since baseline year however there was a 20% increase from 2009/10 to 2010/11. Nearly all (98%) copier paper and paper used for non-retail printed materials are made from 100% recycled or FSC paper. Non-retail printed material tonnage rose by 37% from 2009. The introduction of a new marketing campaign to encourage new regular donors accounts for most of this increase. A study was commissioned in 2010 to understand how design can reduce the footprint of printed materials. Training will take place in 2011 with key stakeholders who have input in design. Great efforts have been made to increase the recycled fibre content of retail products. This has meant that despite a 25% increase in retail products, GHG emissions have only increased by 6% from last year.

> -Flights increased by 5% in 2010-2011 but overall, flight emissions are down 36% from baseline year. Humanitarian response accounted for nearly half of all the flights in 2010/2011 and had a 34% increase in 2010/11. Response to the Haiti Earthquake and floods in Pakistan contributed to this significant increase. Oxfam uses average conversion factors for air travel. We are currently developing reporting that highlights the carbon benefit of economy class travel.

In 2010 we increased the reporting scope by 5% to include Oxfam's transport and logistics for its trading estate. An 8.5% reduction target has been set for this newly measured area for 2011/12.

We completed a comprehensive study of one of the HECA (Horn, East and Central Africa) region's footprints which included electricity, air travel, overland travel and supply chain. Overland travel comprised over 40% of the region's footprint. Oxfam has begun a three year programme to install vehicle tracking devices across its regions. This will enable increased data to identify key factors for reduced fuel consumption. In 2011/12 Oxfam will measure the carbon footprint of two regions of our seven regions (one of which will be an update of HECA). From this we will extrapolate a carbon footprint for our overseas programmes which will inform our regional carbon reduction plans.

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

Table 1: Total Staff:
1. Fixed Term (%FT/PT) and OE (%FT/PT)

Count of Employee	Full/Part-time		
Reg/Temp	Full-Time	Part-Time	Grand Total
Regular	2812	620	3432
Temporary	1561	80	1641
Grand Total	4373	700	5073

Fixed-Term	1641 of which	4.9% part time	95.1% full time
Open Ended	3432 of which	18.06% part time	81.9% full time

Table 2: Staff by region

Region	2011	2010	% change
East Asia	310	413	-24.94%
HECA	830	846	-1.89%
IDHQ	245	222	10.36%
LAC	443	358	23.74%
MEEECIS	225	208	8.17%
South Asia	730	418	74.64%
Southern Africa	236	256	-7.81%
UK Poverty Programme	40	44	-9.09%
West Africa	348	300	16.00%
Grand Total	3407	3065	11.16%

This table includes only staff in our International Division. For full names of regions see 2.7 above. The International Division HQ, UK Poverty Programme and about 20% of the MEEECIS headcount are based in the United Kingdom. All others are in the geographical regions stated.

The numbers of staff in regions will vary from time to time depending on whether there is any current large scale emergency response. The numbers in South Asia and Latin America and Caribbean increased as anticipated because of the Pakistan and Haiti emergencies. The numbers declined in East Asia as the post-tsunami projects concluded.

Volunteers

In 2010 we asked shops to report on hours worked and received a response from 89% of shops, who reported that there are approximately 21,600. 200 volunteers were reported as serving 31 hours or more per week. Thus we can extrapolate there are probably 225 volunteers working over 31 hours per week. The others work less than 31 hours. We received responses from 50 teams in offices and other non-shop locations concerning volunteers. In headquarters 96 volunteers were reported, of whom seven work over 31 hours. There was however significant under-reporting. In the UK our other locations reported volunteers, of whom 14 worked over 31 hours per week.

We do not collect sufficient data to enable us to reflect seasonal variations, but numbers can fluctuate, for example in the summer.

Campaigners:
With this category it is hard to identify the hours served.

Internationally:
We do not keep any central records of volunteer numbers based in our international programmes. It is hard to define this category, but we know for example that 12 million campaigners globally have taken some form of campaign action with Oxfam and our affiliates. Many of our programmes work extensively with community volunteers.

Individual Consultants:
We do not keep a central record of all the individuals who provide services to Oxfam. In any one year we typically have several hundred individual consultants.

Indicator 13: LA10 Average hours of training per year per employee by employee category. If you can't report on average hours of training, report on training programs in place.
We work with a combination of training programmes. Where there is an organisation wide need, the programmes are organised centrally.

Regions and countries are empowered to develop and run their own learning programmes. Technical / Advisory functions lead or collaborate closely on programmes that fall within their area of expertise.

The desire to make programmes as accessible as possible has guided the decision to value empowerment over control in designing and rolling out training programmes. These are not therefore reported on at the global level.

We produce an annual report where all areas of the organisation comment on their priorities for learning. More detailed learning plans are held at regional level.

Guidelines are issued to regions for budget planning purposes. For the 2011 – 2012 budget these guidelines included the following recommendations:

a) 3% of the budget should be ring fenced for learning and development.
b) Each Region is required to budget for the funding of the Staff Development Fund which is specifically targeted at international staff at level F-D to support their career development. It was advised that the minimum 2010/11 budget should be no less than 2009/10 budget amount.
c) There remains an expectation that Regions will run at least one Managing People in Oxfam (MPO - previously Being An Oxfam Manager) course each year. This will be mandatory for all managers from November 2011. Regions are to be given guidelines that all MPO courses should have participants from all affiliates operating in that country.
d) The costs for the Executive Coaching Programme for Regional Directors and the Work Place Coaches Programme and the Management and Leadership Programme are met centrally.

Current learning / training programmes which are either led from Oxfam Headquarters or close involvement with the Learning and Organizational Development team include:

- Management & Leadership Programme
- Managing People in Oxfam
- Project Cycle Management
- Management Insights
- Portfolio of Oxford Based Course
- Knowledge of Oxfam Courses and resources for remote learning
- Work Place Coaches Programme
- Executive Opportunities Programme
- Executive Coaching Programme
- Action Learning Set Facilitator Development
- Gender Leadership Programme (East Asia)
- Advocacy Leadership Programme (MEEECIS)
- CD Talent Pool Development (HECA)
- Aspire (Trading)
- Mentoring Exchange
- Project Management
- Future Leaders Programme (Trading)
- Campaigning and Advocacy Leadership Programme
- Financial Management Course

Participation through key leadership programmes is usually through an application process which is fed into by the talent management and succession planning processes.

Indicator 14: LA12 Percentage of employees receiving regular performance and career development reviews.
In this indicator, the acronyms for the Regions are explained at 2.7 above. UKPP means our UK Poverty Programme, which forms part of our International Division. IDHQ means International Division Head Quarters.

Performance Review ratings as at 1st July 2011 (UK Divisions)
This year around 98% of PRs were completed for UK Divisions by 1st July.
In April 2010 we launched Management Self Service for Performance Management (UK only). Last year this went very well for most divisions except for Trading where there were technical issues. Manager Self Service was successfully implemented in Trading for 2011 performance reviews.

Performance Review Ratings as at 1st July 2011 (International Division)

Region	No PR Rating	% No PR Rating	PR rating complete	% PRs complete

East Asia	19	6.9%	276	93.1%
HECA	352	45.9%	767	54.1%
IDHQ	9	4.0%	226	96.0%
LAC	97	26.9%	360	73.1%
MEEECIS	12	5.6%	215	94.4%
South Asia	261	46.9%	557	53.1%
Southern Africa	123	62.4%	197	37.6%
UK Poverty Programme	8	21.6%	37	78.4%
West Africa	121	38.2%	317	61.8%
Total	1002	33.9%	2952	66.1%

Overall, International Division have recorded around 66% of Performance Reviews. This is higher than last year's total of 64%. Last year UK Poverty Programme recorded 100% of their Performance Reviews but have not done so well this year. East Asia, MEEECIS and International Division Headquarters have succeeded in getting over 90% of ratings recorded by start of July.

Indicator 15: LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.
In this section we provide diversity information concerning staff as a whole, staff by grade (where A is the senior grade), and by region. At the end we provide statistics for the Council of Trustees.

Table 1: Gender by Level in United Kingdom Divisions (i.e. not including our International Programme)

Gender	A and Directors	B	C	D	SMs*	E	F	Grand Total
F	13	99	210	117	459	173	45	1116
M	15	64	145	49	172	76	29	550
Grand Total	28	163	355	166	631	249	74	1666

	A and Directors	B	C	D	SMs*	E	F
% Female 2011	46%	61%	59%	70%	73%	69%	61%
% Female 2010	52%	59%	59%	70%	72%	72%	65%
% Female 2009	48%	62%	55%	72%	73%	69%	66%

*SMs = Shop Managers

On average there are 67% female staff across all grades in GB Divisions, this number has not changed significantly for over 10 years. (Last year's report stated 56% in the commentary in error) If Shop Managers are excluded from this statistic then females account for 63% of

staff across all levels. The change to 46% female at the highest level is not significant due to the small numbers at that level. Female representation is fairly stable across all other grades except for a decrease at level F.

Table 2: International Staff Numbers by Region

Region	2011	2010	% change
East Asia	310	413	-25%
HECA	830	846	-2%
IDHQ	245	222	10%
LAC	443	358	24%
MEEECIS	225	208	8%
South Asia	730	418	75%
Southern Africa	236	256	-8%
UK Poverty Programme	40	44	-9%
West Africa	348	300	16%
Grand Total	3407	3065	11%

International Division (ID) headcount has increased since last year. (However over the previous two years headcount had decreased significantly). The ID Headcount is now at a similar level than in March 2009, but still well below the 4053 employees in March 2008. South Asia had the largest increase in headcount this is likely to be due to the response to the Pakistan Floods.

Table 3: Ethnicity of staff in Great Britain – all GB based staff

	2011		2010		2009	
Total Ethnic Minority	157	8.2%	153	8.4%	146	8.1%
Total White	1521	79.9%	1499	82.3%	1554	86.0%
Total Unknown	226	11.9%	169	9.3%	108	6.0%

Table 4: International division diversity by Region

	2011						2010	
Non OECD	Total	OECD	Non OECD	OECD unknown	(1) Non OECD of total (inc unknowns)	(2) Non OECD % of staff where nationality is known	Total	Non OECD % (estimate*)
East Asia	310	17	280	13	90.3%	94.3%	412	93%
HECA	830	57	699	74	84.2%	92.5%	845	93%
IDHQ	245	189	47	9	19.2%	19.9%	220	20%

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LAC	443	54	243	146	54.9%	81.8%	358	74%
MEEECIS	225	35	188	2	83.6%	84.3%	208	82%
South Asia	730	26	513	191	70.3%	95.2%	418	95%
Southern Africa	236	8	193	35	81.8%	96.0%	256	94%
UKPP	40	24	0	16	0.0%	0.0%	42	4%
West Africa	348	18	187	143	53.7%	91.2%	300	91%
Total	3407	428	2350	629	69.0%	84.6%	3059	82%

OECD status:

*Note that the estimates for 2010 data have been updated using a refinement to last year's data. (There was a technical issue with nationality recording mainly affecting staff employed in the UK which has since been resolved)

As last year, the percentage of staff from non-OECD countries are shown in two different ways:

(1) non-OECD % of total headcount including unknowns (this is the lowest possible % of non OECD staff) - gives an overall figure of 69.0% (was 59.5% last year based on updated estimate)

(2) non-OECD % of staff where nationality is known (this is likely to be a much better estimate, but assumes that new staff are in the same OECD/non-OECD ratio as existing staff) - gives as overall figure of 84.6% (was 82% last year based on updated estimate)

The number of unknowns has dropped from 845 to 629 this year despite an increase of headcount of 400. Whilst this is an improvement, a continued effort to record nationalities in GOLD must be sustained.

Table 5: Gender

Gender	2011			2010		
	Total	Female	Female %	Total	Female	Female %
East Asia	310	171	55%	412	208	50%
HECA	830	288	35%	845	282	33%
IDHQ	245	139	57%	220	127	58%
LAC	443	186	42%	358	170	47%
MEEECIS	225	96	43%	208	86	41%
South Asia	730	190	26%	418	114	27%
Southern Africa	236	99	42%	256	107	42%
UKPP	40	34	85%	42	33	79%
West Africa	348	93	27%	300	88	29%
Total	3407	1296	38%	3059	1215	40%

UK based International Division (IDHQ and UKPP) have a much higher proportion of females than the Regions. South Asia has the lowest female representation at only 26% whilst West Africa are 27% female. Both of these numbers have dropped slightly since last year.

Table 6: Disability

Disability	2011			2010		
	Total	Has Disability	Disability %	Total	Has Disability	Disability %
East Asia	310	1	0%	412	0	0%
HECA	830	6	1%	845	5	1%
IDHQ	245	5	2%	220	5	2%
LAC	443	1	0%	358	0	0%
MEEECIS	225	2	1%	208	1	0%
South Asia	730	3	0%	418	1	0%
Southern Africa	236	1	0%	256	0	0%
UKPP	40	2	5%	42	3	7%
West Africa	348	1	0%	300	1	0%
Total	3407	22	1%	3059	16	1%

Table 7: GB based workforce by age group

Age Group	2011	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
< 18	0	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
18-29	244	15%	16%	15%	16%	15%	16%	17%	16%	15%	15%	15%
30-44	638	48%	47%	46%	46%	43%	42%	41%	41%	39%	38%	38%
45-64	734	36%	37%	39%	39%	41%	40%	40%	41%	44%	44%	44%
65+	50	0%	0%	0%	1%	1%	1%	1%	1%	2%	3%	3%
Total	1666	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The 45-64 age group is the largest amongst OGB employees based in GB. This age group comprises 60% of shop managers and only 35% of other GB based staff.   The 30-44 age group is more common (45%) amongst staff on non-shop grades*
*Note that Deputy Shop Managers are graded as Level E staff, so only Shop Managers are included in 'shop grades'.

Table 8: International Division - Headcount percentage by age

Age	Apr-09	Apr-10	Apr-11
Under 18	0%	0%	0%
18 - 29	18%	17%	18%
30 - 44	57%	60%	60%
45 - 64	25%	23%	22%
65+	0%	0%	0%

There are no significant changes in the age profile of International Division staff.

Governance bodies:
Oxfam's highest governance body is the council of Trustees. In 2011 it consists of 14 members, all of whom are volunteers. Seven are women and seven are men. One is Indian, resident in India. One is African, resident in Nigeria. One is British-Asian and eleven are white British.

The age brackets are:
20 – 30: 1 Trustee
30 – 40: None
40 – 50: 3 Trustees
50 – 60: 5 Trustees
60 – 70: 5 Trustees

Society
Indicator 16: SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.

Using Logic Models
Investment in systems and their use means that, throughout the course of the year, all programme implementation plans (PIPs) were required to contain a Logic Model and a MEL plan. Every Logic Model needs to encapsulate the risks and assumptions that are inherent in the programme design or implementation. These should include the unintended impacts on communities - which will then be monitored in every programme. We should become increasingly able to view and understand the effect we are having in a concerted and coherent way.

Adherence to the requirement for each PIP to have a Logic Model and a MEL plan will be monitored at a central level and follow up and support will be provided for those programmes struggling to fulfill the necessary requirements.

In addition, throughout the course of the year, significant support has been provided, and will continue to be provided, in the effective use of the new systems and in working towards 'Better Quality Programming' (BQP). Our BQP work is based on our Programme Framework - a booklet produced during the year to guide Programme Managers through Oxfam GB's expectations and standards involved in conceiving of, planning for, implementing, monitoring and evaluating our programmes.

Some of the methodology for collecting information for the Global Programme Framework (please see indicator 3) involves the use of Comparison Groups to test the 'counterfactual' - i.e. what would have happened if we hadn't acted. As this is piloted during the coming year we should begin to get a picture of what some of the unintended consequences of our projects might be.

Complaints Policy

Oxfam GB has revised its Complaints Policy during the course of the year. The new policy, and the procedures and guidance paper that will accompany it, will be much clearer on certain aspects of handling complaints - such as logging, acknowledge, closing and appeals procedures. The procedures and guidelines, in particular, will ensure that the processes followed by different parts of the organisation are as coherent as possible.

Global Safeguarding Coordinator

During the year we participated in a UN survey to assess our capacity to Prevent Sexual Exploitation and Abuse of beneficiaries by our staff. Whilst we came out of the exercise comparatively 'well', doing the exercise itself convinced us that we needed to increase our capacity to effectively safeguard the people with whom we work. As a result a Global Safeguarding Coordinator has been recruited to work part time, across the whole organisation. This means that we will be looking at how we work with staff to ensure that they adhere to our internal Code of Conduct across the breadth of our work, inter alia, in our shops, in our work on campaigns and development education and in our international programme.

Staff Security

Oxfam GB's security policy was reviewed, rewritten and re-issued during the reporting period in order that it reflect current reality, lessons learned in previous years and best practice across the sector. In addition Oxfam GB reviewed its Threshold of Acceptable Risk to support management decision making. Although the threshold of acceptable risk will vary depending on the context, the process for determining the threshold will not. The threshold of acceptable risk will not be determined in isolation, but as part of the continuing, dynamic analysis and assessment of security risk.

The threshold of acceptable risk is defined as the point at which management has made an informed decision that risks to staff and programme are too high for the organisation to tolerate. The threshold is reached if, after risks are analysed and assessed, the available mitigation measures are not adequate to reduce exposure to the high level of risk: taking into account the impact and scale of the programme and other contributing and strategic factors such as the presence of other agencies and key external relationships. Oxfam aims to put in place staff with the necessary competence and experience to manage the level of insecurity with which they are currently faced.

SO1 Community health and safety.

We seek to manage and reduce the risk of injury or ill-health to our staff, volunteers, or any other people who could be directly affected by our activities. As reported last year, there is a lead Trustee for Health and Safety.

Health and Safety (refers to GRI LA indicators on Occupational Health and Safety)

Year	Fatalities	Details

2007-08	3	2 adults in a single road accident and 1 shooting with robbery.
2008-09	4 + 1	3 road traffic accidents that killed 3 cyclists and 1 pedestrian. Also a death involving a contractor who fell down a well under construction.
2009-10	10	7 road traffic accidents resulting in 9 deaths. 1 drowning in a disused ID camp latrine.
2010-11	4	3 (2 staff), killed by improvised explosive device. 1 child killed by a contracted driver.

In the UK, 19 RIDDOR[9] incidents were reported to the Health and Safety Executive, of which 2 were reported to the Charities Commission (in 2009/10 12 RIDDOR incidents were reported).

Indicator 17: SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.

The Bribery Act 2010 came into force on 1 July 2011. In the year to 31 March 2011 we reviewed our anti-corruption policies and reaffirmed a zero tolerance approach to staff. Oxfam GB has a Code of Conduct (which is signed by all staff) and financial policies and procedures that address anti-corruption. The Disclosure of Malpractice policy and procedures are communicated widely, and all staff have access to it, for example through posters in offices, the Code of Conduct, and the Guide to Mandatory Procedures in the International Division. In 2011 -12 further awareness raising of our anti-corruption policies is being rolled out in our international programmes.

Each year we carry out a number of audits that, among other matters, includes anti-corruption. In the year we carried out 18 statutory audits at country level and 31 donor audits. Note some of these audits will have been in the same countries. We also conducted 11 control self-assessments.

Fraud

In 2010 we reported on the amount of fraud in our Accountability Report, rather than in the stand alone GRI report. In 2010 – 11 confirmed losses of £539,558 (0.14 per cent of turnover) were reported, of which £23,520 has been recovered. This compares to £122,535 in 2009/10. Reported figures in 2009/10 were £479,815 but have been revised to £122,535 due to recoveries. We provide revised figures for each year in the subsequent year's report, as fully accurate figures are not available until investigations into incidents have been completed, and these can run over the financial year end date.

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[9] Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995

Sexual Exploitation and abuse

The Prevention of sexual exploitation and abuse remains a major concern for Oxfam and the development sector as a whole. As it is clear that sexual exploitation and abuse persists in many communities, we have taken staff training on this issue very seriously. At the end of the last financial year, we recruited an expert in the prevention of exploitation and abuse of children and vulnerable persons into a Safeguarding role. In order for Oxfam to fully address the issue, two members of the Corporate Management Team will sit on a board with the Global Safeguarding Coordinator to provide assurance on what preventative action we are taking. Underneath this will be a collective group of demographically diverse focal points to ensure that all issues are correctly investigated and reported to the relevant regulators and authorities. An Internal review of our own controls has shown that all Oxfam employees interacting with Children within schools in the UK have been subject to an enhanced CRB check. Our Internal Policy now allows for any employee to be subjected to an enhanced CRB check should any part of their job mean they come into contact with Children or Vulnerable people.

In 2010 we reported three allegations on page 16 of the Accountability Report.
In 2010/11 five allegations of sexual exploitation and abuse were made against Oxfam. One allegation was made in our International Division by an Oxfam staff member against a staff member of a partner organisation. The Partner employee resigned and the alleged victim did not pursue the matter further. Two allegations were made in our International Division against a senior staff member. Following investigation the allegations were found to be unsubstantiated. One allegation was made in our Trading Division, which is still under investigation. One allegation was received through our whistle-blowing policy and was fully investigated, with the conclusion that the allegations could not be proven.

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

We are members of the UK Fundraising Standards Board, and as well as compliance with our legal obligations, aim to comply with the Code of Conduct of the UK Institute of Fundraising. We train our fundraisers on the relevant laws and these codes. In 2010 no complaints were made direct to the Fundraising Standards Report. We reported 360 instances to the Fundraising Standards Board (see Indicator 2).

We carried out a training session for our UK campaigns and communications team on the requirements of the UK Advertising Standards Authority (and have disseminated guidance to staff).

We do not sell any products that are banned in any of our markets or, to our knowledge, are the subject of adverse stakeholder questions or public debate. We apply strict ethical survey criteria. See pages 17 and 18 of our Accountability Report.

We report on other regulatory issues under Indicator 2. In 2010 there were 13 complaints to the Telephone Preference Service and one each to the Mailing Preference Service and Information Commissioner's Office.
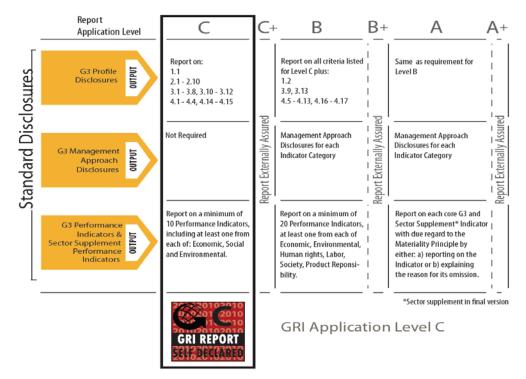
Concluding Remarks

As a member of the INGO Accountability Charter (http://www.ingoaccountabilitycharter.org/), this report will be reviewed by an independent INGO Charter panel. The panel reviewed our 2010 GRI report in March 2011, and a copy of their review report is at www.oxfam.org.uk/accountability.

As last year, we have self-assessed our GRI application level as C (see page 41). We have not sought an independent verification, due to the cost.

GRI Self-Assessment Application Level

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.

Name: Joss Saunders
Position: Company Secretary, Oxfam GB
Date: July 2011

Annex

Process for producing this report

In producing this report, we have used the Global Reporting Initiative's 'Technical Protocol; Applying the Report Content Principles' (www.globalreports.org). As in 2010, we decided to use the NGO sector supplement level C reporting tool developed by the GRI multi-stakeholder process that completed in May 2010, and to report on all of the indicators in that reporting tool.

We reviewed the range of stakeholders included. We decided that the nine areas of focus laid out in our Accountability Report 2010 as the nine areas for our accountability objectives in 2010-13 are also appropriate for this report.

During the year we continued to engage with our primary stakeholders (the people affected by our programmes), women in the communities we work with and women's rights organisations, partners, supporters, staff and volunteers, governments and regulators and the targets of our advocacy. We also continued engaging with suppliers in relation to labour standards and environmental impacts. Some of the ways we engaged with these stakeholders, and the issues they raised, are addressed in this report.

We also reviewed the sustainability and accountability context of our operations. The main developments in these environments that have had an impact on our reporting are:

- The continuing failure by the international community to reach a fair, ambitious and binding global deal in climate change, which highlights the importance of continuing to reduce our Carbon footprint, and to report on it;
- The increased vulnerability of people in poverty as a result of volatile food prices and conflicts over land, with the increasing phenomenon of land grabs: this has led us to develop new alliances and partnerships with organisations and communities working on food justice issues.
- New regulating and aid sector developments, the Bribery Act in UK and the National Audit Office report on Bribery, the British Governments Transparency guarantee, and IATI (International Aid Transparency Initiative), the developing work on aid effectiveness.

Within the Oxfam Family, the change processes of our Single Management Structure process, which aims to coordinate more effectively the work of all Oxfam affiliates at a programme level, has had a material effect on the way in which our focus on accountability has evolved. In this report we find an emphasis on using a common approach with the other Oxfams to accountability and sustainability, although as before, the work of those Oxfams is outside the scope of the report itself. In 2010 Oxfam International and several other Oxfams also reported using the GRI framework, as members of the INGO Charter (http://www.ingoaccountabilitycharter.org/)