

OXFAM GB ACCOUNTABILITY REPORT 2012



GRI Level C reporting template for NGOs

Name of organisation: Oxfam GB
2011-2012

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Accountability objectives (2010-13)	Progress in 2011-12
<p>Governance We will become an increasingly effective and accountable organisation</p>	<p>We are currently revising our Complaints Policy and reviewing Trustee engagement with stakeholders. We have made less progress than expected in implementing the Oxfam International programme standards which reflects the complexity of the international change process.</p>
<p>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</p>	<p>Improvements in our programme management and information systems have enabled us to become more accountable to people in communities. Following discussions at a senior level, we are developing a clearly prioritised workplan for the coming year. We will also focus further on improving our accountability in our campaigning and advocacy work next year. A new methodology for measuring levels of accountability with partners and communities, known as Accountability Effectiveness Reviewing, was piloted and adopted. Through such evaluative work, we have learned that while we are strong in participatory approaches and developing relationships, we are less strong when it comes to putting processes in place – primarily to enable transparency and structured feedback and complaints mechanisms.</p> <p>In our humanitarian, capacity-building work we are now routinely capturing knowledge and building skills. Investigations into humanitarian responses have helped us to identify where we are meeting standards and where improvements need to be made.</p>
<p>Women in the communities we work with and women's rights organisations We will put women's rights at the heart of everything we do</p>	<p>Independent reviews of our work on gender show staff and organisational capacity has improved. We will continue to use innovative impact assessment methodologies; our recent campaigning work on gender issues has been evaluated and is open to public scrutiny via social media channels.</p> <p>The Oxfam Minimum Standards on Gender Equality and Women's Rights are being used in our humanitarian programmes. When designing programmes, we are increasingly focussed on ensuring they are culture- and gender-sensitive, eg. innovative 'cash for work' programmes which enable women to increase their earning power, and promote dignity and self-esteem.</p>
<p>Partners We will make demonstrable progress in consistently putting into practice the values and principles embodied in our Partnership Policy</p>	<p>Through piloting our Accountability Effectiveness Reviews, we have learned that people like being in partnership with us, but that we need to improve our transparency with our partners and be both clearer and more supportive about the standards and compliance we expect.</p> <p>Due to extremely demanding responses to Pakistan floods and drought in the Horn of Africa, we have had to postpone work on researching our partnerships during humanitarian responses, and reviewing our finance and administrative procedures until 2012/13.</p>
<p>Supporters We will remain committed to ensuring that we communicate with our supporters in a clear and transparent way and seek their feedback</p>	<p>The new Oxfam website, which offers supporters greater opportunity to engage with each other and the organisation, went live in April 2012 (later than planned). The policy and practice website, has experienced a significant increase in visitors since its launch in August 2011.</p> <p>We continued to develop a fundraising presence in local communities, establishing 50 new groups, and improving the materials designed to support them; along with the new website, these should help to grow regional engagement in the UK in 2012/13.</p>
<p>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</p>	<p>We carried out a major staff consultation exercise, Oxfam Listens, which identified a number of actions to improve staff engagement; 90% of these actions have been completed or incorporated into business as usual. Results from the latest staff survey show an increase in staff engagement and positive feedback on our values; however satisfaction with performance management shows a small decline.</p> <p>Trading Division launched an ambitious 'volunteering strategy' to ensure that volunteers' experience is consistently good. The Trading strategy was developed using the mechanisms established in 2010/11, which included six Shop Team conferences, in order to ensure it was shaped by, and focused on, our people.</p> <p>Feedback was regularly sought from Trustees and Association Members, including their participating in the annual 'Oxfam Connects' meeting which is organised to hear the views of our most committed and engaged supporters. Council also reviewed how lead Trustee roles were working, and identified areas for improvement.</p>
<p>Health and Safety</p>	<p>In the UK, a new Transport Manager was employed to focus on the provision of a safe delivery network for Trading Division, introducing driver health checks and improved vehicle maintenance. Internationally, we introduced 'black box' technology for the Logistics team's vehicles, and quarterly newsletters which include learning from previous accidents. Risk assessments were embedded into business processes such as travel and emergency evacuation plans. Assessment processes for external events were improved and widened to include Trading Division staff. Management training was upgraded to include more on risk management. On the internal website, information on stress management was updated and made more accessible to all staff.</p>
<p>Government and regulators We will be accountable for our activities in the countries where we work and engage positively with host governments and UK regulators.</p>	<p>At an international level, we achieved our objectives with regards to developing a model law for international disaster response. We did not make as much progress as we had hoped on delivering training on regulatory issues for our staff.</p>
<p>Advocacy Our advocacy and campaigns work will follow the core principles of our global campaigning and advocacy model</p>	<p>A number of independent evaluations were completed during the year including those of the following programmes: Raising Her Voice; Fair Play for Africa; Africa Climate Change Resilience Alliance (ACCRA) and the Arms Trade Treaty. The global and UK campaigning issues that Oxfam works on are published on the Oxfam International and Oxfam website respectively.</p> <p>The UK Campaigns team was scheduled to hold a partners' day in March 2012 to which a representative from each partner organisation was to be invited. Due to availability issues, the day was re-scheduled for May 2012.</p>
<p>The environment We will develop appropriate, challenging targets.</p>	<p>Mitigation - we will complete the process of measuring mitigation in two regions - HECA and Asia - in August 2012. Following an extensive internal review, a revised governance structure was agreed in January and the revised policy will be signed off in July 2012. We did not meet the carbon reduction target for trading logistics due to a combination of issues, including the need to re-route our transport network as a result of a warehouse fire, increased opportunities for recycling and more accurate data capture.</p> <p>Adaptation - staff and partners in eight countries were trained on climate change adaptation during the year, leading to improved programme design and implementation. However, many staff still lack confidence and require significant support from the adaptation and risk reduction team. A decision was made in September 2011 to postpone our investment indefinitely into an online community of practice (for climate change adaptation practitioners), due to resource constraints and a need to focus on other priorities. The review of our programme-focused learning work is underway and is expected to be completed by June 2012.</p>

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organisation

Oxfam is a global movement of people who share the belief that, in a world rich in resources, poverty isn't inevitable. It's an injustice which can, and must, be overcome. Its charitable objects and its five strategic aims are set out on page 4 of the Annual Report and Accounts for the year to 31 March 2012 ("the Annual Report"). Key events in the year (including the world food crisis) are set out in the Annual Report.

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 2011-2012.

Key achievements in the year include:

- we supported 6.5 million people in humanitarian crises around the world.
- we reached 14.5 million people in 57 countries.
- we worked with 873 partner organisations and 1.5million people took part in online campaign action.

Challenges and failures in the year include:

- a fire which destroyed our recycling warehouse in Huddersfield
- maintaining the momentum on carbon reduction
- we failed to make as much progress as we had planned on developing our emergency food security and livelihoods work in urban areas, and in building resilience to shocks and increasing risk in small-scale agriculture.

This Accountability Report for 2012 should be read in conjunction with the Annual Report and Accounts.

While the Annual 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. We have adopted a new participatory methodology for enabling partners and communities to assess Oxfam's accountability to them known as Accountability Effectiveness Reviewing. Our approach to learning from feedback and complaints has continued to develop this year, for example in our work in South Sudan (see page 11).

This report marks the second 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 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. We used the same format in 2011 and 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. 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 Organisational Profile

2.1 Name of the organisation [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 organisation'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/what-we-do/about-us/plans-reports-and-policies>.

The three activities are mutually reinforcing. For a fuller explanation of these and our five aims, see page 4 of our Annual Report and Accounts at

<http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>

We work with over 870 partner organisations around the world to achieve the mission.

2.3 Operational structure of the organisation, 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 29-33 of our Annual Report and Accounts (see 2.2 above). We operate in six regions as well as the UK (see 2.7 below) and approximately 50 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/what-we-do/countries-we-work-in>.

We also provide some support to the other members of Oxfam International. Our accounts for the year are on p. 42 – 67 of our Annual Report and Accounts

2.4 Location of organisation's headquarters [GRI NGOSS: p. 26]

Oxford, United Kingdom

2.5 Number of countries where the organisation operates. [GRI NGOSS: p. 26]

A full list is at: <http://www.oxfam.org.uk/what-we-do/countries-we-work-in>

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: 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). During the year we merged our East Asia and South Asia offices. 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 organisation. [GRI NGOSS: p. 26]

Number of:

Employees: 5175, including 726 part-time

Donors: Approximately 950,000 financial supporters, of which approximately 450,000 give regularly

Campaigners: Many campaigners will be active with more than one organisation. Oxfam campaigns in many countries in the world. There are 17 affiliated members of Oxfam International, and international campaigning is not done in the name of just one affiliate. In the year Oxfam Italy and Oxfam Japan were admitted to full membership and Oxfam India had been admitted at the end of the previous year. Approximately 55,000 people were active campaigners in the UK

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

Total Income: £385.5 million
Assets: £117.0 million
Liabilities: £43.1 million
Net Assets: £73.9 million

Most of the income is received in the UK; 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 £367.5 million in 2010-11 to £385.5 million in the year ending 31 March 2012.

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

For the Oxfam / Pizza Express partnership, in July 2011 we won the Best Business / Charity Partnership award at the Institute of Fundraising Awards.

In January 2012 we won the Best Charity Card Programme at The Card and Payments Awards.

The Control Arms Campaign, which was funded by Oxfam, Amnesty International and IANSA, and of which Oxfam is an active member was nominated for a Nobel Peace Prize.

In November 2011, the Certification in Humanitarian Logistics, which was developed by an interagency group including Oxfam, won the Training and Professional Development prize at the European Supply Chain Excellence Awards.

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 2012

3.2 Date of most recent previous report (if any). [GRI NGOSS: p. 26]

Report for year ended 31 March 2011

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 2012 (available at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>) and our Accountability Report 2010 which we published two years ago (available at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/plans-reports-and-policies-archive>). 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 and Accounts).

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 29, but apart from 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 the UK, 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 organisations. [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 the statutory 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 reporting period to 31 March 2010 was an 11-month period and the two subsequent reporting periods are 12 months. This affects comparability of the like for like figures with 2009-10.

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

There have been no material changes in scope, boundary or measurement methods in the report for this year, except for Indicator 10 (Environmental) where the changes are explained more fully.

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 organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight. [GRI NGOSS: p. 27]

For details see pages 29 to 31 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 set the strategy, but delegate 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 report 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 organisation. [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 review 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.

To provide a wider perspective to Council discussions, seminars are held the day before the scheduled Council meetings and usually involve Oxfam staff, sometimes directors from the international programme. During 2011-12 a range of subjects was covered. In May 2011, following Oxfam Connects, an annual meeting of stakeholders which includes volunteers and campaigners as well as staff, Trustees reflected on the positive quality of the meeting and the discussions which took place including campaigning and aid effectiveness. In July, with representatives from other European affiliates, they discussed the impact of the

current economic situation and issues such as the rise of migration. A seminar to reflect on the trends in measurement and accountability, the implications for Oxfam and to assess progress in developing practices to meet those challenges was held in October. In January, Council was joined by representatives of the Youth Board to explore how Oxfam may work better with young people and incorporate their perspective and concerns, and in March the subjects of the seminar were new media and confederation growth and funding. Both these subjects were discussed as important inputs into Oxfam's strategic planning

At a country level, stakeholder engagement is reviewed through the process for compiling and reviewing the Oxfam Joint Country Analysis and Strategies with other Oxfam affiliates in country, which is backed up by the annual budgeting process. This is part of the change process described in page 28 of the Annual Report, called the single management structure, which aims to increase the influence and effectiveness of the Oxfam International confederation. See also Indicator 6.

Data on Performance

Programme Effectiveness

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

Oxfam has Minimum Standards for involving affected stakeholders in all stages of the programme cycle. This year we have focused on assessing to what extent programmes are meeting these standards, identifying good practice and areas for improvement. Following discussions at senior level, we have formulated a work plan to capture this learning and improve on the work we are already doing.

A new participatory methodology for enabling partners and communities to assess Oxfam's accountability to them was piloted and adopted, known as Accountability Effectiveness Reviewing. Through such evaluative work, we have learned that while we are strong in participatory approaches and developing relationships, we are less strong when it comes to putting processes in place – primarily to enable transparency and structured feedback and complaints mechanisms.

In our humanitarian capacity-building work we are now routinely capturing knowledge and building skills. Investigations into humanitarian responses have helped us to identify where we are meeting standards and where improvements need to be made.

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

Complaints and feedback are handled in line with Oxfam's Complaints Policy.
<http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>

As well as the requirements for ownership and management of feedback data within the relevant area of the business, there is a cross-organisation group that meets twice a year to review this data. This group reviews and discusses trends, patterns and actions taken, and will also look in more detail at a selection of complaints.

In addition, feedback relating to significant marketing or communications activity is shared with the relevant Oxfam staff during the post campaign review meetings.

Table 2 below covers complaints received about our marketing and fundraising communications and shop operations in the UK. The top 5 supporter related complaint categories were as last year (telemarketing, donation errors, door to door fundraising, e-marketing and Oxfam Policy). Each of these categories reduced, apart from telemarketing, which showed a slight increase but the proportion of telemarketing complaints related to the volume of activity has reduced again year on year. Shop related complaints have risen by 45% between 2009-11, primarily related to our refund policy. In light of this we are reviewing the policy and its interpretation by shop teams.

Table 2: Complaints relating to Oxfam Fundraising and Shops in UK – 2011

Category	Calendar Year 2009	Calendar Year 2010	Calendar Year 2011
Supporter related	562	885	747
Shop related	694	847	1020
Other	343	388	162
Total	1599	2120	1929
Of these total reportable to FRSB	293	360	482
Complaints made directly to the FRSB relating to Oxfam activity	0	0	0

Table 3 covers complaints relating specifically to our online shop activity, and here we can see significant increases in year on year figures. This is predominantly due to changes to the logging system, although there were known issues relating to order deliveries that resulted in an increase in erroneous orders. There was also a one off web problem in March, resulting in 58 complaints. The significant figure, enquiries to chase orders, has been due to recording changes. There is no evidence of significant increases in order issues year on year.

Table 3: Oxfam Online Shop Complaints - 2011

Category	Calendar Year 2009	Calendar Year 2010	Calendar Year 2011
Enquiry to chase order	1119	384	1987
Website problem	120	24	179
Damaged/faulty/incorrect item received	55	22	93
Other	182	74	181
Total	1476	504	2440

Table 4 covers complaints made directly to UK Regulatory Bodies, which are notified to us. The increase in Telephone Preference Service complaints reflects our increased use of the telephone channel for fundraising, and an increasing public awareness of the TPS scheme. The complaint from the Advertising Standards Agency related to our communications around International Women’s Day, and whilst this was passed to us to enable learning, it was not pursued by the ASA.

Table 4: Complaints reported by UK Regulatory Bodies

Complaints source	Calendar Year 2009	Calendar Year 2010	Calendar Year 2011
Telephone Preference Service (TPS)	5	13	30
Mailing Preference Service	1	1	0
Information Commissioner's Office	0	1	0
Advertising Standards Agency (ASA)	1	0	1

Oxfam has specific complaints and feedback processes for communities with whom we work. Guidelines and templates for implementing these mechanisms have been developed and circulated. (Oxfam uses “feedback” to mean issues arising regarding the programme that can be resolved in a day or two, at programme level; “complaints” refer to more serious allegations of breach of Oxfam policy, and are immediately referred to senior management for follow-up).

Whilst the key principles for these mechanisms remain the same, the processes by which communities can submit complaints and feedback is adapted to context. For example, telephone hotlines can be suitable for responses where the population has access to phones, and needs to cover a wide range of affected people. However for another programme, weekly meetings with the community, or a community ‘help desk’ may be a more suitable option. The processes are developed together with the community, so they are appropriate and user-friendly.

Learning from feedback and complaints, and adapting programmes accordingly is key to the process. Here is an example from Southern Sudan, in which feedback is collected on a weekly basis, logged, and then given a management response. Actions and follow-up are communicated with the community.

WEEKLY SUMMARY OF COMPLAINTS/ FEEDBACK RECEIVED: JAMAM, SOUTH SUDAN
COLLECTED & COMPILED ON: THURSDAY, 31 MAY 2012

ACTIONS AND FOLLOW UP OF REGISTERED COMPLAINTS/ FEEDBACK:

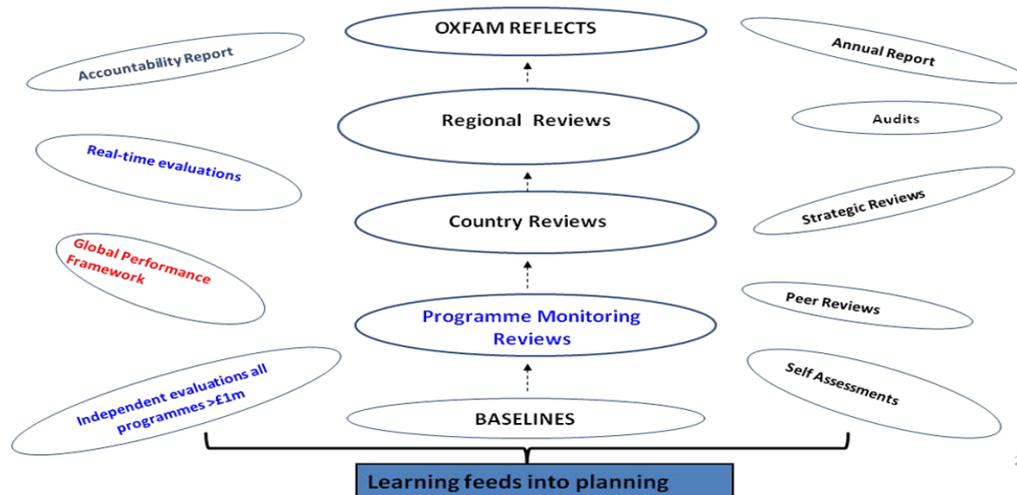
Complaints/feedback	Action & follow up
Inadequate number of latrines	74 new latrines (22 new latrines at Jamam 1 and 52 new latrines at Jamam 2) have been constructed over the past week.
Separate latrine for male and female	1 latrine for Male and 1 latrine for female for every 12 households
Some beneficiaries think that chlorine in water is causing diarrhoea. They think chlorination should be stopped and that will help in reducing diarrhoea	PHP (Public Health Promotion) team continues to discuss this issue as part of their regular hygiene promotion session. They are emphasising the fact that chlorine is not causing any diarrhoea. It is to make the water safe for them to use.
Some of them did not get jerry can, soaps (Non Food Items (NFIs))	PHP team is in the process of identifying the missing people from NFI distribution. They are working together with the Sheikhs to identify those people who did not receive the NFIs. They will be registered as soon as PHP team locates them.

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

Our MEL system

OGB's Monitoring, Evaluating and Learning (MEL) system is premised on our need to ensure that our programmes are relevant and effective for the people whose lives we aim to improve and so that learning from individual projects and programmes can be used to benefit our work as a whole. The core of our MEL system starts with baseline surveys (carried out just before or just as a programme commences), goes through 6-monthly monitoring reviews that include partners (and ideally community representatives), annual country and regional reviews and culminates in a biannual Oxfam Reflects event - generally concentrating on a technical theme such as our work on livelihoods or how we implement Water, Sanitation and Health programmes.

Around this core system various other activities are carried out to learn about specific pieces of our work - those of high value, strategic interest or of concern.



OGB has a programme management and information system called OPAL (Oxfam Programme, Accountability and Learning system). OPAL has mandatory fields for stating programme outcomes and attaching a MEAL (monitoring, evaluating, accountability and learning) plan to set out how the programme will monitor progress against these proposed outcomes, and their impact. It is the responsibility of the designated programme manager to ensure that learning arising from this process is fed back into the programme. Learning is most often done through the core system of Monitoring and Country Reviews. These Reviews are participatory, and learning is produced in ‘real time’ and fed directly back into the programme at field level.

Improvements to the MEL system during the reporting period

In response to the radical shift in external environment that means we now, more than ever, need reliable and credible evidence of the impact of our work OGB has put in place a comprehensive approach, called the Global Performance Framework, for improving the quality and measuring impact of its programming work; strengthening its accountability to donors and the public, and promoting greater evidence-informed decision-making. Under this performance framework, OGB has defined six thematic and two ‘cross-cutting’ global outcome indicators:

1. People receive humanitarian support that meets established standards of excellence;
2. Households are less vulnerable to shocks and better able to adapt to emerging trends and uncertainty;
3. Supported households demonstrate significantly higher income levels;
4. Supported women demonstrate increased involvement in decision-making at household, community and institutional levels;
5. State institutions and other actors change their practices in better alignment with the demands of citizens;
6. Pro-poor and gender equitable policy change achieved;
7. Projects accountable to and judged to be appropriate by people whose lives we aim to improve;
8. Partners demonstrate enhanced capacity as a result of Oxfam support.

Against each of these outcome indicators, intensive, structured and rigorous evaluation exercises – called ‘Effectiveness Reviews’ – take place at the project level. Recognising that it is not possible to rigorously evaluate a significant percentage of the nearly 400 projects closing in any given year, these reviews are carried out on a random sample of mature projects associated with each outcome indicator.

The effectiveness review approach will be continuously monitored and adjusted to enhance its ability to support the organisation to both understand its effectiveness and improve its performance. Carrying out this level of intensive evaluation annually is intended to build an increasingly rich and credible picture of OGB’s ability to tackle poverty and suffering. In order to continue to innovate and test this approach, an external advisory board will be put in place to challenge and help refine the methodologies that underpin it. In addition, OGB will continue to proactively share its methods with DFID, other NGOs, and academics in the sector, in an effort to encourage rigour and improved standards on impact evaluation and evidence-informed decision-making.

During 2011-12, the organisation carried out 26 Effectiveness Reviews, and the findings directly inform this section of the report. These reviews are not only being carried out for accountability purposes. They are being used as means to promote organisational learning, and ensure greater organisational effectiveness, deliver better value for money and, ultimately, supports projects that truly make a positive difference to the lives of people facing poverty and marginalisation around the world. To ensure that this learning is acted on, Oxfam intends to implement a management response system from June 2012, and country teams will need to demonstrate how they are using the findings of the reviews to improve their work. As PPA reporting was brought forward by 1 month we do not have this information at this stage.

The GPF will enable us to demonstrate the scope and impact of our work and to improve our practice and therefore performance. The GPF consists of a yearly **Global Output Report** (to demonstrate scale) and **Effectiveness Reviews** carried out on a number of randomly selected mature projects.

During the course of this reporting period (which is the first year of the GPF) OGB has:

1. Refined its global output reporting
2. Randomly selected 26 mature projects
3. Carried out 26 effectiveness reviews in 6 thematic areas
4. Developed 3 distinct methodologies - humanitarian, development and advocacy/voice - designed to be robust, but practical and adaptable
5. Piloted a draft Accountability indicator tool
6. Written up, fed back and discussed the majority of reports from the 26 effectiveness reviews

(the remainder of the effectiveness review reports will be written, fed back and discussed and a management response and learning approach will be adopted in the coming year).

The Global Output Report

From the OPAL system we can extract data to give us and others a picture of the scale of the work we do - the Global Output Report (GOR). The GOR enables us to communicate the statements of scale that are round in our Annual Report (attached) such as:

- 14.7 million people reached in 55 countries
- 6.5 people supported in humanitarian crises
- 1,296 grants to 873 partner organisations worldwide
- 700,000 people supported to reduce risks from existing hazards and climate variability
- 120,000 people support to adapt to emerging climatic trends
- 850,000 people reached by disaster preparedness and local climate change awareness raising activities
- 100,000 people supported to innovate in response to climatic changes.

This data is made available in usable formats to programme staff and the general public alike.

The Global Performance Framework has now completed its first year of Effectiveness Reviews. The Reviews are producing interesting learning on programme effectiveness, but more work needs to be done on how this learning is fed back into the programme. To this end, we are developing a Management Response System to ensure that this leaning is systematically captured, communicated and used in programme decision making.

Work to implement the Global Performance Framework generated the following information that we were able to use to report to DfID against our Programme Partnership Agreement:

Output Review and Scoring

In 2011-12 Oxfam worked in more than 50 countries worldwide, both directly and through partners, delivering in excess of 1,200 projects focused on bringing an to end poverty and suffering, touching the lives of over 14m people. This section of the report focuses on 26 of Oxfam's projects that were randomly selected for review across six thematic areas which Oxfam considers core to its mandate – humanitarian support, adaptation and risk reduction, livelihoods, women's empowerment, citizen voice and policy influencing.

It is important to note that the random sampling of projects inherently results in the selection of projects with a significant variance in output. Some projects selected are pilots or by the nature of their design, reach few people directly; others are fully scaled-up projects with an approach that has wide coverage. This expected variance in output levels is reflected across the projects selected for review. Nevertheless, it is felt that the overall output level for each thematic area provides a fair reflection of average organisational outputs.

Output 1: Life sustaining and needs-based support provided to 1.5 million people from low income countries affected by serious humanitarian crises.

In 2011-12, Oxfam provided vital humanitarian assistance and rehabilitation activities to approximately 9.5 million people through its responses in 31 countries.

Assessment of performance of output and progress against expected results

2,250,000 people (against a year one milestone of 400,000) affected by serious humanitarian crises were provided with appropriate humanitarian assistance.

The responses randomly selected and reviewed include:

Country	Title
Colombia	Colombia Flood Response
Pakistan	Pakistan Flood Response
Ethiopia	Ethiopia Drought Response
Somalia	Somalia Drought Response
Kenya	Kenya Drought Response Scale Up

Across the five emergencies, appropriate humanitarian assistance was provided to 2,250,000 people (55% of whom were women):

1,645,000 people were provided with access to safe water;

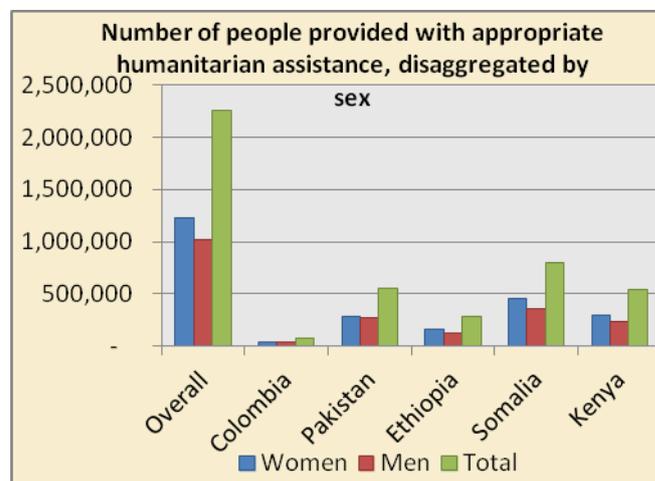
1,464,000 people were directly reached with health promotion;

421,000 people were provided with improved sanitation;

328,000 people were provided with food, cash or vouchers;

90,000 people received livelihood recovery support; and

17,000 people were provided with emergency shelter assistance.



Recommendations

Performance against this output indicator exceeded the annual milestone target. It is, therefore, proposed that the annual milestones and overall target for this output indicator be revised upwards. When the logframe was initially developed, all humanitarian responses were to be included in the sampling frame for random selection. However, a decision was made to only include Category 1 or 2 responses (our largest scale responses) in the sampling frame as rigorous assessment of the (smaller) Category 3 humanitarian responses was not viewed as cost-effective. By their nature, Category 1 and 2 responses affect larger numbers of people and, therefore, by only including these in the random sample, there has been a significant over-performance against the milestone. The proposed changes to the output milestones and target have been included in the revised logframe attached.

Actual achievement of expected results. Rate A++ to C

A+

Output 2: 700,000 people effectively supported to reduce their risk to natural hazards and adapt to current and future climatic variability and uncertainty.

In 2011-12, Oxfam provided support to approximately 1,650,000 people to mitigate risk and adapt to climate change in 38 countries.

Assessment of performance of output and progress against expected results

356,000 people (against a year one milestone of 150,000) were supported to understand current and likely future hazards, reduce risk, and/or adapt to climatic changes and uncertainty.

Due to logistical difficulties in carrying out the assessment in one of the countries, the analysis was only completed in four of the five projects selected, potentially lowering the expected level performance against this output. The projects randomly selected and reviewed include:

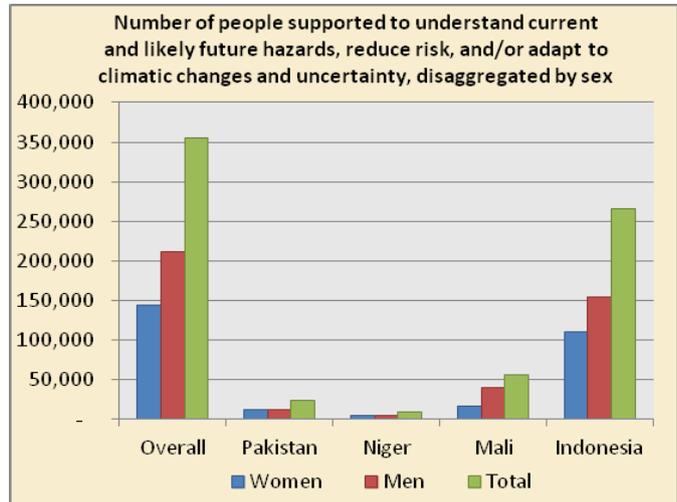
Country	Title
Pakistan	Community-based Disaster Risk Management and Livelihoods Programme
Niger	Improving livelihoods by promoting pro-poor livestock commercialization
Mali	Strengthening the cotton programme

beneficiaries to adapt to climate change

Indonesia Building Resilience In Eastern Indonesia

Across the four projects, 356,000 people (40% of whom were women) were supported to understand current and likely future hazards, reduce risk, and adapt to climatic changes and uncertainty:

- 97,000 people were supported to manage risk and uncertainty where future climatic trends are unknown;
- 130,000 people were supported to reduce risk from existing hazards and climate variability;
- 40,000 people were supported to adapt to emerging climatic trends;
- 184,000 people were supplied with information relating to hazards, disaster preparedness, weather and local climatic changes;
- 39,000 people were supported to innovate in response to current/future climatic changes; and
- 9,000 people received other adaptation and risk reduction support.



Actual achievement of expected results. Rate A++ to C	A
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Output 3: 80,000 poor women and men supported to sustainably increase their income via market-focused value chain development support.

In 2011-12, Oxfam supported approximately 1,600,000 women and men to increase income and/or food security in 42 countries.

Assessment of performance of output and progress against expected results

34,700 poor women and men (against a year one milestone of 20,000) were supported to increase income and/or food security via enhancing production and/or market access.

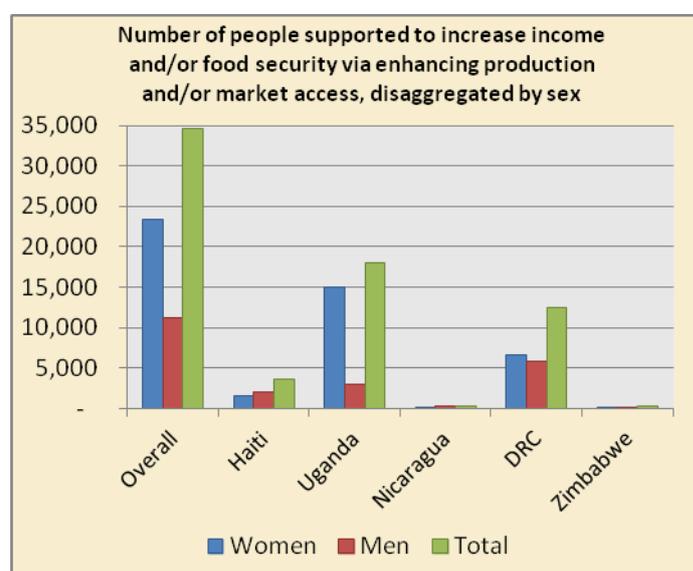
The projects randomly selected and reviewed include:

Country	Title
Haiti	Support to Diversification of Income Sources for Coffee Producers in the North

Uganda	North Karamoja Development Project
Nicaragua	Strengthening of Capacities for the Rural Enterprise Development
DRC	Improvement of the food insecurity state and livelihoods in Getty zone, in Ituri
Zimbabwe	Ruti Dam Irrigation Project

Across the five projects, 34,700 people (67% of whom were women) were supported to increase income and/or food security by enhancing production and/or market access:

- 14,100 people were directly supported to improve the production and/or quality of targeted goods and services, e.g. via the provision of improved seeds, fertilisers, livestock, etc;
- 12,300 people received livelihood support through Oxfam/partner facilitation (as opposed to direct service provision, i.e. without any Oxfam direct funding)
- 5,100 people were directly supported to increase their access to and power within markets, e.g. via supporting producer-owned enterprises, brokering relationships with buyers, etc.; or to access key post-production services in the value-chain e.g. transport, marketing, etc.
- 1,500 people were supported to access and/or improve the conditions of paid/waged jobs;
- 300 rural and urban community-based enterprises were directly supported; and
- 2,200 people received other livelihood support.



Actual achievement of expected results. Rate A++ to C	A+
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Output 4: 60,000 people reached to enable women to gain increased control over factors affecting their own priorities and interests. Milestone year one: 15,000

In 2011-12 Oxfam working in 50 countries reached approximately 4,300,000 people to enable women to gain increased control over factors affecting their own priorities and interests.

Assessment of performance of output and progress against expected results

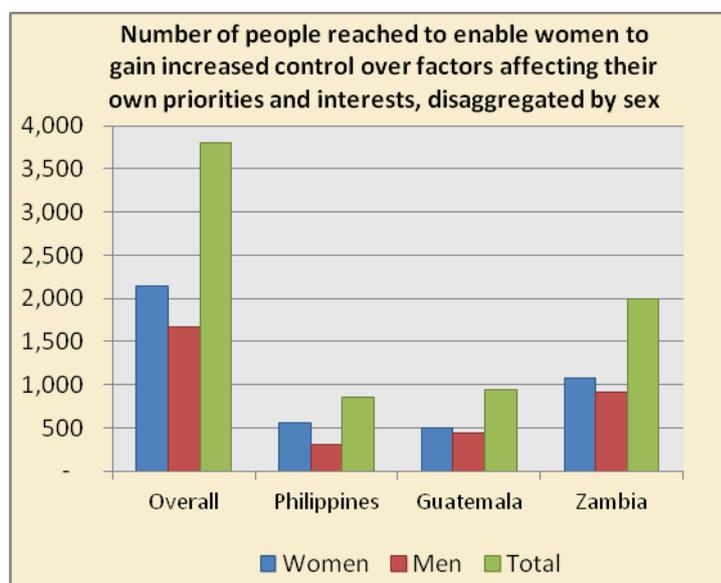
3,800 people (against a year one milestone of 15,000) were reached to enable women to gain increased control over factors affecting their own priorities and interests.

Two of the projects randomly selected for review were found not to be implementing activities which specifically intend to strengthen women’s empowerment – the reasons for this are flagged in the key challenges section of this report. As a result, they were excluded from the review process for both Output 4 and Outcome 4. The projects randomly selected and reviewed include:

Country	Title
Philippines	Sustainable Livelihoods in Mindanao Project
Guatemala	Guatemala Highland Value Chain Development Alliance
Zambia	Copperbelt Livelihoods Project

Across the three projects, 3,800 people (56% of whom were women) were supported to enable women to increase their income and/or food security through enhanced production or market access across these three projects:

- 1,200 women were provided with economic strengthening support, including those aimed at increasing their position, power and influence in enterprises and markets;
- 1,100 women were directly supported to increase their access to and control over strategic assets, such as land, equipment and cash;
- 300 women were directly supported to play leadership roles in their communities and elsewhere;
- 100 women were directly supported by interventions to enhance their political participation; and
- 100 women and men were directly reached by information, education and communication (IEC) interventions on women’s rights and gender equity.



Actual achievement of expected results. Rate A++ to C

B

Output 5: 8,000 citizens supported to engage with state institutions and capacity building provided to 90 duty bearers.

In 2011-12 Oxfam supported approximately 2,600,000 citizens, CBO Members and CSO staff to increase engagement with state institutions and other actors in 44 countries.

Assessment of performance of output and progress against expected results

8,640 citizens, Community-Based Organisation (CBO) members and Civil Society Organisation (CSO) staff (against a year one milestone of 2,130) were supported to engage with state institutions.

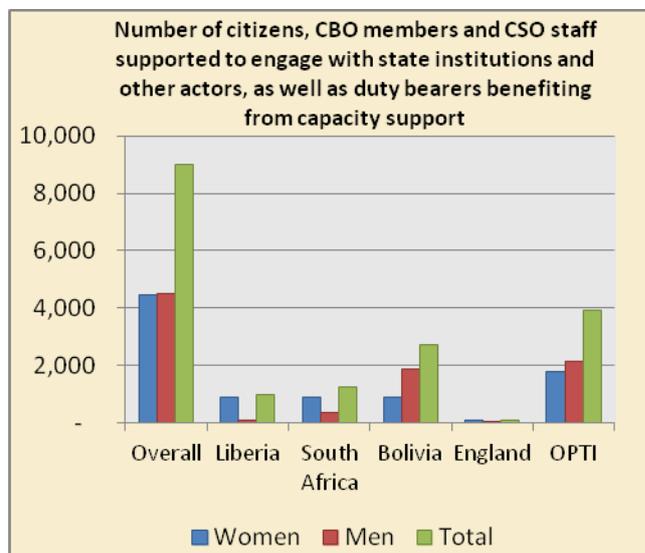
355 state employees and other duty bearers (against a year one milestone of 30) received direct support to enhance their capacity in fulfilling their duties and responsibilities.

Projects randomly selected and reviewed include:

Country	Title
Liberia	Raising Poor and Marginalised Women Voices in Liberia
South Africa	SA Responding to Climate Change, Land, Access to Markets and Private Sector
Bolivia	Advocacy in public policies and governance with participation and social control
England	Routes to Solidarity Project
Occupied Palestinian Territories & Israel	Strengthening Israeli Civil Society for Change in Occupied Palestine.

Across the five projects, 8,640 citizens, CBO members and CSO staff (50% of whom were women) were supported to engage with state institutions, and 355 duty bearers were provided with direct support to improve their capacity to deliver on their responsibilities:

- 7,800 people were directly reached by information, education and communication (IEC) interventions relevant to citizen engagement;
- 3,700 people were mobilised to engage in campaigns at national and international levels to achieve specific policy goals;
- 2,100 people were directly supported and/or mobilised to advocate with non-state actors to improve their practices;
- 900 volunteers and staff from citizen groups, CBOs, and CSOs were trained in advocacy, campaigning, public and media engagement;
- 355 state employees and other duty bearers received direct support to enhance their capacity in fulfilling their duties and responsibilities;
- 200 people were directly supported to actively monitor the performance of targeted duty bearers;
- 100 people were supported to advocate directly with local government institutions to call for improvements in practice.



Actual achievement of expected results. Rate A++ to C	A++
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Output 6: 1,400 campaign actions directly undertaken or supported.

In 2011-12, a total of 1.5 million offline and online actions were taken by people in support of Oxfam’s campaign and advocacy initiatives.

Assessment of performance of output and progress against expected results

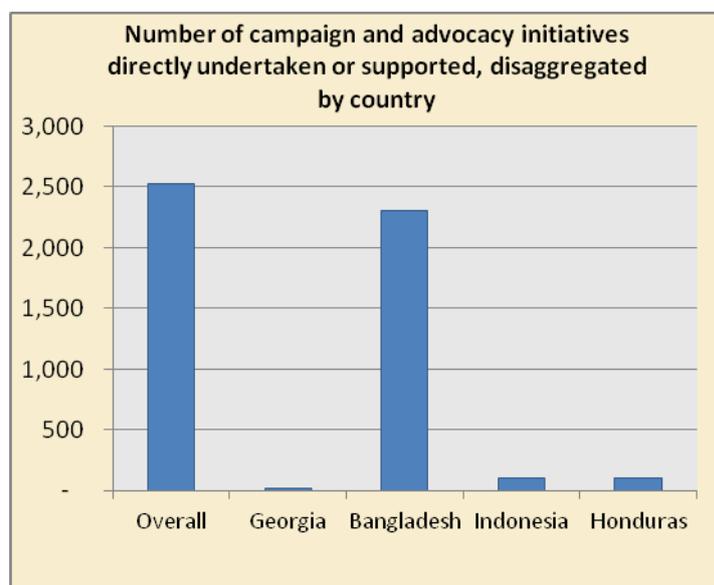
2,500 campaign and advocacy initiatives (against a year one target of 600) were directly undertaken or supported.

One of the five projects randomly selected for review was found to be too immature and was excluded from the review process. The projects randomly selected and reviewed include:

Country	Title
Georgia	Effective Civil Society Development & Access to Quality Healthcare in Georgia
Bangladesh	WE CAN Campaign in Bangladesh
Indonesia	Desa Sejahtera Campaign on Sustainable Rural Livelihoods
Honduras	Agriculture Campaign in Honduras

Across the four projects, 2,500 campaign and advocacy initiatives were directly undertaken or supported:

- 2,200 specific campaign and advocacy events were held;
- 600 contacts were made with policy targets on featured campaign topics;
- There were 160 known media hits on featured campaign issues linked back to Oxfam’s work or support;
- There were 70 offline actions taken in support of campaign / advocacy initiatives;
- 26 publications and other media products were produced on featured campaign topics; and
- There were 3 online actions taken in support of campaign / advocacy initiatives.



Actual achievement of expected results. Rate A++ to C	A+
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Indicator 4: NGO4 Measures to integrate gender and diversity into programme design, implementation, and the monitoring, evaluation, and learning cycle.

Audits show staff and organisational capacity to implement work that is gender-sensitive has improved. We will continue to use innovative impact assessment methodologies; our recent campaigning work on gender issues has been evaluated and is open to public scrutiny via social media channels.

The Oxfam Minimum Standards on Gender Equality and Women's Rights are being used in our humanitarian programmes. When designing programmes, we are increasingly focus on ensuring they are culture- and gender-sensitive, e.g. innovative 'cash for work' programmes which enable women to increase their earning power, and promote dignity and self-esteem.

Several regions are employing strategies aimed at systematically integrating gender into programme design, implementation, and MEL, and to improve staff capacity to do so, rather than undertaking sporadic and unconnected activities.

For this purpose in early 2012 Oxfam in the Latin America region instituted an internal campaign, to be delivered through a number of 'gender champions'. The main tool towards the creation and implementation of this campaign has been an internal survey exploring the challenges that prevent the full realisation of Oxfam's ambition of 'putting women's rights at the heart of all we do' in this region, and suggesting solutions. One of the main initiatives emerging from this plan is the Gender Leadership Programme (GLP). GLP is a learning and development strategy, targeted initially at 15-20 staff members, that aims at enhancing knowledge, empowerment and confidence of Oxfam staff to promote and facilitate changes at individual, collective and institutional level to put women's rights in all our work.

Other regions have similarly invested time, energy and financial resources towards improving systems and capacities necessary to integrate gender equality principles into programme planning, implementation and MEL.

During the reporting period West Africa concluded a gender audit that covered all countries in the region. The audit focused on assessing programmes, organisational context in delivering on gender, ascertaining the achievements, the extent of these achievements in relation to the regional commitments, and what should be done to achieve the targets set in the commitments. The audit reviewed progress against the three main regional gender commitments:

- *Oxfam GB in West Africa is committed to ensuring that it's programmes contribute significantly to transforming the lives of women.*
- *50% of programming by 2011, and 100% of programming by 2013 will start with an analysis of how that programme will contribute towards transformational change in the lives of poor women and have at least one, and ideally more, core objective(s) with associated activities and clear indicators.*
- *Planning, implementation and evaluation is to be based on a thorough understanding of the different concerns, experiences, capacities and needs of women and men.*

The findings of the audit revealed that Oxfam had made some progress towards its commitment to ensure that its programmes contribute significantly to transforming the lives of women, but this progress is not consistent across the region or even between programmes/projects in the same country. In all Programme Countries, the quality of

gender analysis was insufficient to lead to strategic and measurable gender equality objectives, indicators and activities. Significant challenges included staff and partners' lack of understanding of what constitutes a gender analysis and poor capacity in engendered results based planning.

As a result of the gender audit findings Oxfam's West Africa region made significant steps to address the recommendations from the audit: they have recruited a Regional Gender Advisor and developed a regional Gender Strategy. The focus of the Advisor and the Strategy is to systematise and drive the changes required by the audit and expected by the organisation.

The Middle East Eastern Europe and Commonwealth of Independent States (MEEECIS) took a similar path; that of carrying out a participatory gender audit. In order to assess the performance of MEEECIS in putting poor women's rights at the heart of programming, the audit reviewed the policy environment, regional and national strategies and programme design and evaluation. The findings showed that Oxfam has strong policy commitments to gender equality but that these commitments are not sufficiently known and understood by staff. The assessment of the effectiveness of the structure and systems, and staff/partner capacities in gender mainstreaming gave mixed results. One of the areas of greatest strength is that leadership consistently communicates the region's commitment to gender equality. Weaknesses are in the clarity of the message in terms of what is to be achieved and how and investing sufficiently in human and financial resources to make these commitments a reality.

Based on the findings of this audit, 13 recommendations were made at the level of political will, technical capacity, accountability, and organisational culture. In order to ensure that all recommendations are given close and systematic attention the region has now instituted a Gender Steering Group responsible for overseeing the implementation of a Regional plan.

An extract from our recent Programme Partnership Agreement report to DfID states the following in terms of our organisational commitment to continual improvement and innovation in our approach to putting women's rights at the heart of what we do:

Oxfam is committed to ensuring that women's rights are central to the organisation's programme and accountability work. To this end, the organisation's corporate Accountability Objectives include 'putting women's rights at the heart of everything we do', and having processes that to ensure that women are able to participate in and feedback on our programmes. In order to make this a reality, clear participation guidelines have been developed that outline how women can be enabled to participate in every stage of the programme cycle – looking at barriers to their participation, and how these can be addressed.

At different levels in the organisation Oxfam has also established more flexible and creative forms of capacity development on women's rights and gender equality: from regional gender leadership programmes, to physical and virtual training on women Economic Empowerment or Gender and DRR for instance, to individual coaching and mentoring relationship.

A specific example of capacity development concerns urban poverty. In the context of gender work, Oxfam has carried out research that shows that poor urban women have much broader livelihood strategies and can be both entrepreneurs and waged workers. Supporting urban working-poor women therefore now requires staff and partners to integrate both enterprise development and labour rights approaches. For work that focuses on women's economic empowerment Oxfam has also developed and employs a comprehensive methodology to design markets based agricultural programmes that are inclusive of women small holders and build their economic leadership. This requires a much more intensive, explicit process using rigorous criteria in design and high expectations of change, to address various barriers to women's economic leadership in households, markets and the policy environment. In humanitarian contexts, Oxfam has developed Minimum Standards on Gender Equality and Women's Rights that are used to design gender-sensitive programmes, to increase their earning power, promote dignity and self-esteem. Oxfam also provides support on identifying how women would like to receive project information, and how best they can feed back any issues or concerns.

Indicator 5: NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.

Identify how the organisation ensures consistency, fairness and accuracy.

The bulk of Oxfam's advocacy positions and public awareness campaigns are an integral part of the programmes we run - it is expected that every programme will have, at least, an advocacy component. This means that the majority of our advocacy and campaigning work is based on addressing power imbalances that we and others believe can be changed. Our understanding of these power imbalances will be informed by power analyses that we or others undertake. Our campaigning and advocacy work is predominantly led and implemented by partners and those with whom we are in alliance; Oxfam plays, for the most part, a facilitating and convening role in campaigns and advocacy carried out at field level. Therefore campaigns and advocacy analysis and activities are firmly rooted in ours, our partners, communities and other stakeholders' experiences and beliefs about what needs to happen in order to achieve positive change.

An example of a recent campaign delivered in this way.

In 2001 we delivered a dynamic national campaign in Zambia which led to a massive increase in the health budget. While health care has been free in rural areas since 2006, clinics and hospitals in urban areas continued to charge user fees, and the country still faced a chronic shortage of health workers and essential medicines. As part of our national 'Vote Health for All' campaign, Oxfam worked with partners to engage thousands of Zambians across the country in the call for better health care:

- . In villages and towns across the country, artists and musicians spread the campaign message through song, drama and poetry.
- . A series of meetings were held for voters to discuss health issues with parliamentary candidates. More than 50 candidates, many of whom were later elected, signed a pledge to improve health care.

. In the capital, Lusaka, a music concert lead by a popular musician kick-started the national campaign and gained widespread media coverage. Within days of the new government forming, it became clear that 'Vote Health for All' had achieved monumental success. Commitments were made to increase health expenditure by 45%, which includes funding for an additional 2,500 health workers, the removal of user fees from urban health centres, and improved supplies of medicines to clinics nationwide. The budget increase - which equates to US\$158m - will make a real and lasting difference to poor people in Zambia. With only a modest investment of \$83,000, Oxfam and partners played a vital role in achieving this breakthrough.

Oxfam programme information and management system reflects the need for programme formulation, planning and delivery to have adequate monitoring and evaluation activities to ensure that programmes, including their advocacy and campaigning elements, remain relevant and able to deliver the change that is needed. During the reporting period Oxfam's Programme Performance and Accountability team have continued to encourage and support the correct use of this system.

In addition the Programme Performance and Accountability team have carried out, as part of its work on the Global Performance Framework, a number of Effectiveness Reviews on projects that focus, for the most part, on advocacy and campaigning with the aim of influencing state institutions and other actors to change their practices in better alignment with the demands of citizens.

These Effectiveness Reviews used a rigorous process-tracing methodology and allowed us, in recent annual Programme Partnership Agreement reporting to DfID, to say the following (not only about changes that had been affected, but also Oxfam's contribution to that change):

Across the five projects, an average contribution score of 60% (against a year one milestone of 40%) was achieved with respect to evidenced contributions made towards the empowerment, mobilisation, and participation of marginalised groups in local and national governments.

The global citizen's voice outcome indicator is focused on assessing whether Oxfam's governance work has resulted in citizens' demands being recognised and led to improved practices of state institutions and other key actors. In order to assess performance against this indicator, the five projects were externally evaluated using a pre-defined qualitative research protocol adapted from a method called 'process tracing'. External evaluators worked with project stakeholders to identify specific outcomes for assessment. At least two weeks of field research fed into each report, which included a narrative assessment of the project and defined 'contribution scores' for each outcome – with (1) being the lowest score and (5) being the highest score. Lower scores were associated with little outcome change observed and/or low contribution to change, with higher scores awarded when meaningful change was observed and the project's contribution to change was clearly evidenced and significant. Recognising that the projects each have their own unique outcomes and were

implemented in diverse contexts, the scores are not intended to be used for comparison purposes but simply for summarising the results of each review.

In summary, each project focused on influencing state institutions and actors, though the specific type of actor varied depending on project goal and power analysis. For instance, in Bolivia (average contribution score: 4.3), the project's work focused on two municipalities, the Central Bank of Bolivia and the Bolivian Catholic Church. The evaluation found that, among other things, the project played a 'critical catalytic role' in the church's decision to develop an integrated information system—'a kind of national database of church social programmes--that will greatly improve the church's ability to provide services, while also serving as a critical alternative source of information' for Bolivian society. In OPTI (average contribution score: 1.8), the project focused on influencing Israeli society and political actors in order to seek change in occupied Palestine. It contributed to outcomes with mixed degrees of positive results; outcome changes observed included a successful compensation claim for Palestinians dismissed from Israeli companies and a media project that resulted in increased awareness of human rights violations among Israeli civil society. In South Africa (average contribution score: 2.5), the project focused on the quality of South Africans' participation in, and the behaviour of the South African government around, the December 2011 United Nations Framework Convention on Climate Change (UNFCCC) 'COP17' meeting in Durban. The evaluation found the project did influence the COP Presidency and did make a 'notable' contribution to mobilisation of individuals and civil society, though the event size and importance meant Oxfam was one of many actors.

Other outcomes focused on the groups of people who would be mobilized to demand their rights. For instance, in England (average contribution score: 4.4), the project focused on the empowerment of black and minority ethnicity women in the North of England, documenting cases where participating women then took action on their own behalf. Such initiatives resulted in the commitment by Leeds City Council to collect better statistics on ethnicity and gender, and the organisation of ESOL classes for Somali women in the Moss Side area of Manchester. In Liberia (average contribution score: 2.5), the project worked through two primary partners (both networks of smaller NGOs and CBOs) to raise awareness of the African Protocol on the Rights of Women. The evaluation concludes that the project successfully mobilised Liberian women to advocate for their rights, but that the quality of the training provided may have caused women to advocate in adversarial or unsophisticated ways, which has negatively affected their relationship with government actors in the short term.

Results and learning from these reviews is being fed back to country and project teams and a robust Management Response System to aid learning and change will be implemented during the coming year.

If people are in any way unhappy with Oxfam's campaigning and advocacy stances or approaches our complaints policy is worldwide in scope, published on our website and provides a mechanism for external stakeholders to express their concerns. We use systems to help us respond to complaints that need redress, explanations or require us change what

we do or how we do it. Oxfam holds twice-yearly learning events to ensure that the learning we accumulate changes how we do things.

Oxfam has focussed, throughout the reporting period on how to increase accountability in our campaigning and advocacy work. Work on this will continue in the year to come and is likely to focus on:

- ascertaining who our primary stakeholders are in any given advocacy or campaign (or activity thereof)
- increasing the transparency we afford these people and
- ensuring that we proactively seek their feedback throughout the course of a campaign or advocacy initiative.

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

We describe our mandate as “Working with others to overcome poverty and suffering”. As such, our approach is always to work with others to ensure there is no duplication of effort. We do this in a number of ways.

Co-ordinating with other actors in the delivery of programmes

Oxfam systematically consults and works with other actors to maximise our impact and avoid duplication. Co-ordination takes place at headquarters, regional and programme level. We participate in co-ordination bodies according both to sector and geographical areas that we work in. In humanitarian programmes, where the speed of delivery is most likely to result in duplication, we participate in the UN cluster system, which was designed to enable humanitarian agencies to co-ordinate and work together. We also encourage state actors to manage and co-ordinate the humanitarian responses that occur in their country.

Much of Oxfam's work is implemented through local partner organisations. This serves to ensure we are not duplicating local efforts to assist populations, and also helps to build the capacity of these organisations to become the initiators of their own development, rather than requiring outside support.

Working with Quality and Accountability Initiatives

In recognition of the need to consolidate and simplify, the major quality and accountability initiatives have come together to explore a joint operating model. This piece of work is called the Joint Standards Initiative, and comprises Sphere, People in Aid and Humanitarian Accountability Partnership (HAP) (with Active Learning Network for Accountability and Performance (ALNAP) as a non-operational partner). Oxfam is fully supporting this co-ordination effort, both as a member of the individual initiatives and through SCHR (the Steering Committee for Humanitarian Response), who are significant drivers of the process. We will also continue to engage with other quality and accountability mechanisms where they exist.

Working with others in our Campaigns work

We recognise 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 campaign directly as Oxfam, in many instances we support rights-holders to speak out themselves. We are 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 change. Therefore our role is defined with and for the national social movements with which we are allies. We take our lead from national and local civil society and our visibility at different levels 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.

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.

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 30-33 and 38-41, for implementation by CMT and accounting policies which are set out on pages 47-49 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 management. These are supported by the Oxfam programme management 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 £385.5 million, consisting of:

£159.8 million: from government, institutional donors and other public authorities (but see also gifts in kind and the DfID PPA below)

£102.6 million: donations and legacies

£81.3 million: trading sales of donated goods

£6.7 million: gifts in kind (primarily food aid)

£8.6 million: trading sales of purchased goods

£11.2 million: UK Department for International Development (DfID) Partnership Programme Agreement (PPA)

£6.1 million: other

£9.2 million: Disasters Emergencies Committee (DEC) appeal income

Top 5 donors of restricted income per source:	
European Union [incl European Commission Humanitarian Aid and Civil Protection (ECHO)]	£49.8m
Department for International Development (DFID)	£23.8m
Swedish International Development Cooperation Agency (SIDA)	£14.3m
Oxfam Canada	£10m
Disasters Emergency Committee (DEC)	£8.6m

Top 5 donors, not including direct government funds, EU and UN agencies:	
Oxfam Canada	£10m
Disasters Emergency Committee (DEC)	£8.6m
Oxfam Netherlands	£5m
Oxfam Australia	£4.8m
Save the Children (UK) – Consortium of British Humanitarian Agencies (CBHA)Pakistan	£3.5m

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)	£8.6m
HIVOS (Dutch NGO)	£1.9m
Comic Relief	£0.7m
World Bank / World Bank Trust Fund	£0.6m
CONCERN-Worldwide	£0.6m
Care International UK	£0.6m

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 filled 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 or 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.

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.

Members of recruitment panels are expected to attend a training course on 'Recruiting and Selecting a Diverse Workforce'. 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 . 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 11 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.

In 2011-2012, Oxfam's UK- based operations generated a total of 20,114 tonnes CO2e. This represents a 5% increase on 2010-2011 and a 9% increase from baseline year. This figure includes:

- areas over which Oxfam has limited control, Humanitarian Air Freight 10% and Commuting 14% which, combined, comprise 24% of OGB's UK footprint.
- A new reporting category (added in 2010-11), Transport Logistics which is not present in the baseline year.

If we exclude the new category and humanitarian freight, our performance against our 2006-7 baseline is an 8% decrease.

The table below represents our UK footprint and flights booked from the UK. We are in the process of estimating our International 2011-12 CO2e footprint for flights, overland transport, electricity and purchasing. Therefore we have not included, as done in previous reports, an estimation of CO2e emissions from flights booked outside the UK using a spend proxy which is a less accurate approach (see Indicator 11)

Table 5. Comparative GHG emissions, tonnes CO2e.

Category	2011-2012	2010-2011	Baseline 2006-2007	% of 2011-2012	% Change year on	% Change from baseline
Scope 1*	717	872	1,235	4%	-18%	-42%
Gas	327	487	749	2%	-33%	-56%
Car fleet	224	250	354	1%	-10%	-37%
Van fleet	166	135	132	1%	23%	26%
Scope 2	8,583	9,768	8,176	43%	-12%	5%
Purchased electricity	8,583	9,768	8,176	43%	-12%	5%
Scope 3	10,814	8,456	9,024	54%	28%	20%
Passenger Air Travel (booked from the UK)	2,381	2,003	2,860	12%	19%	-17%
Humanitarian Air Freight (booked from the UK)	1,992	1,878	907	10%	6%	120%
Transport Logistics	1,937	1,366	n/a	10%	42%	n/a
Paper	975	1,053	3,215	5%	-7%	-70%
Public transport for business purposes	431	210	198	2%	105%	117%
Commuting	2,841	1,647	1,598	14%	72%	78%
Own car use for business purposes	193	157	75	1%	23%	157%
Waste HQ	62	142	171	0%	-56%	-64%
Total	20,114	19,095	18,435			
Total excluding Humanitarian Freight	18,121	17,240	17,528			
Total excluding newly reported Transport Logistics	18,177	17,730	18,435		%	1%
Total excluding Humanitarian Freight and newly reported Transport Logistics	16,184	15,851	17,528		%	8%

*Scopes are as defined by the Greenhouse Gas Protocol

Main sources of emissions

- Electricity. Emissions associated with UK electricity consumption reduced by 12% in 2011-2012 and are now level with 2009-10 emissions. 2010-11 was a colder than average winter which suggests that the reduction observed in 2011-2012 is explained by weather fluctuations rather than targeted consumption reductions. See Indicator 11 for information on steps for reductions in this area.
- Transport logistics: In 2011-2012, Trading transport logistics emissions increased by 42% and accounted for 1,937 tonnes CO₂e. This increase is explained by:
 - Increased activity: 300 clothes banks were added to our network in 2011 through a corporate partnership. This has led to an increase in income for Oxfam's programmes.
 - In 2011-2012, Oxfam's Trading team actively reduced waste from shops by selling the materials to companies who can reuse them. For example donated DVDs/CDs which are damaged and cannot be sold for retail are recycled into shoe hangers for use in UK retailers. This increased our transport mileage but has helped generate new income for Oxfam's programmes and has diverted waste from landfill.
 - Network adjustments were necessary after the fire at our Wastesaver facility in 2011.
 - More accurate reporting.

Our 2010-2011 data was mostly based on estimations. The introduction of systematic collection of mileage data 2011-2012 revealed that past data is likely to be too unreliable to set up a consistent time series and provide a verifiable base year for the tracking of emissions over time and setting appropriate targets. With advice from the Department of Energy and Climate Change, we have decided to shift our base year for transport logistics to 2011-2012. Although data collection greatly improved in 2011-2012, a few assumptions still had to be made. Adjustments to the new base year figure may have to be made as more accurate data is collected. See Indicator 11 for information on steps for reductions in this area.

- Air travel: Flights increased by 19% from 2010-2011. However, it can take up to one year to process trip amendments/cancellations and therefore it is likely that this figure will decrease. In past years, a decrease of up to 8% has been observed. 2011-2012 was marked by Oxfam's response to the Africa food crisis which involved a significant number of emergency flights. See Indicator 11 for information on steps for reductions in this area.
- Paper: Paper consumption accounted for 975 tonnes CO₂e in 2011-2012, a 7% decrease on 2010-11 and a 70% decrease on baseline year. Great reductions have been achieved in this category since we began our reporting, in part thanks to

improved print specifications making more efficient use of paper. We have also exceeded our 95% target for FSC/recycled wood and forest products set by the WWF Global Forest Trade Network.

- Commuting and public transport use for work purposes: Data for these two categories is collected via an annual travel survey. Increases in these categories are likely explained by a 16% (overall) increase in number of staff who responded to the survey and which allowed more accurate data to be collected. At our headquarters, there was a 30% increase in uptake. This is a category that is difficult to quantify accurately and depends to some extent on rates of participation in the annual survey. Sustainable modes of transport and the use of virtual meeting technology are encouraged wherever possible but this remains a category over which we have limited control. See Indicator 11 for information on steps for reductions in this area.
- Humanitarian air freight. The increase in this category reflects Oxfam's response to the Africa food crisis. This is an activity area directly linked to Oxfam's mission and which is difficult to control due to its nature.

Data quality

We have been focusing on improving the quality of our data in order to better inform the management of our emissions. This has involved collaborative work both internally and externally with suppliers. For some reporting categories, this can be a long process requiring changes in the way data is collected. This means relevant comparative data may only be available several months after the implementation of new data collection systems. We will continue our effort to improve data quality and update emissions data wherever appropriate. For air travel, it can take up to a year before changes and refunds are updated in the system and therefore data provided is not definitive and likely to decrease over time.

Department for Environment, Food and Rural Affairs (DEFRA) Conversion factors, updated in 2011, were used and include direct and indirect emissions following recent recommendations received from DEFRA. In order to provide like for like comparisons, 2010-11 data was updated to include direct and indirect emissions. No updates have been provided for baseline year and therefore data for 2006-2007 only reflect direct emissions.

Indicator 11: Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?

Update on Oxfam Green programme

Quick wins were achieved prior to 2011 and Oxfam is now working on longer term reductions. A series of steps were taken in 2011 to support this long term approach, including the adoption of a new governance structure for the Oxfam Green programme.

Reductions targets for 2020 will be agreed by the end of 2012 with ownership of these targets sitting with senior divisional managers. Other significant steps in 2012 include:

- The completion of a review of the Oxfam Green Programme which started in 2011 and covers policy, tools and guidelines.
- Increased participation in the INGO Accountability Charter's environmental group and The World Resources Institutes' Sustainability Roundtable both of which actively encourage collaboration and peer support and promote knowledge sharing.

Other key initiatives to achieve reductions

Electricity: The shop network remains the biggest source of emissions with 85% of all electricity being consumed in the shops. A league table of electricity consumption in our shop network was created in 2011 to help better understand consumption patterns and help target work on the least energy efficient shops. Reduction targets for 2020 will be set by December 2012 by Trading Division management.

Oxfam buys all its electricity in the UK from renewable sources, therefore preventing over 8.500 tonnes CO₂e from being released into the atmosphere. This is equivalent to 43% of Oxfam GB UK's total carbon footprint for 2011-2012. As renewable energy meets only a small portion of the UK's energy requirements and there is a need to reduce overall consumption of finite energy resources, OGB does not factor in the use of renewable energy when calculating its footprint as per DEFRA guidelines.

Travel: Passenger transport constitutes a significant part of our emissions. We work to reduce both overland and air travel:

- Virtual meeting kits are being piloted in key departments to explore the possibility of reducing overland travel for business purposes.
- Work to embed a 'reasons for travelling' data capture in our on-line travel booking system and to distinguish emergency flights will be delayed by one year due to implementation problems.
- In 2011, events were held at our UK headquarters to encourage more sustainable modes of commuting, including car sharing. The events were followed by a staff consultation to understand travelling habits and needs and an online car-sharing portal was created at the end of 2011.

Transport logistics: In 2011-2012, Oxfam's Trading Division undertook many steps in a transition process to improve its network efficiency including: the use of modelling tools to reduce mileage for existing stock; switching to a demand model; better utilisation of vehicles; and the creation of bigger but more efficient network areas. A National Transport Logistics Manager joined the team in 2011 to manage these new initiatives and develop robust reporting.

Waste: Great effort has been made to reduce shops' waste by selling some of the materials collected, such as damaged CDs and DVDs, to companies who reuse them and divert waste from landfill and generate additional income for Oxfam's programmes.

Additional areas which are not included in Table 1 -OGB Comparative GHG emissions, tonnes CO2e table

International: We are calculating the carbon footprint of the HECA (Horn, East and Central Africa) and Asia regions which together constitute a large part of Oxfam GB's international programme work. The results of these two studies will be available in summer 2012 and will be used to produce an estimate of Oxfam GB's global carbon footprint. We are also developing new tools to collect environmental data at a global level across all of OGB's regions which will help identify our main sources of emissions and inform ways of managing our use of finite resources.

International overland transport: A 2009 study estimated that overland transport accounts for 40% of Oxfam GB's international footprint. Tracking devices have been fitted on a large number of our vehicles since 2011 with 90% vehicles to be fitted by the end of 2012. The data recorded by these devices is expected to provide useful information to help achieve reductions.

Donated goods: In 2011-12 the carbon savings from the reuse and recycling associated with Oxfam's donated goods network was approximately 31,000 Tonnes CO2e. This is a 7.5% increase from the previous year. This carbon benefit belongs to Oxfam GB supporters and customers who choose to donate or purchase donated goods. The 2010-11 findings have been used in Trading Division marketing initiatives to increase donations such as the Big Bra Hunt, with key corporate partnerships and in festival press releases. This has in turn helped raise awareness of the positive impact on the environment of donating goods.

Labour

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

Table 6: Total staff:

Fixed-Term (% Full time/Part time (FT/PT)) and Open-Ended (%FT/PT)

Contract Type	Full-Time	Part-Time	Grand Total
Unknown	2		2
Fixed Term	1887	78	1965
Open Ended	2560	648	3208
Grand Total	4449	726	5175

Fixed Term	1965 of which	4% part-time	96% full-time
Open Ended	3208 of which	20.2% part-time	79.8% full-time

Table 7: Staff by Region

Region	2012 Headcount	2011 Headcount	% change
<i>East Asia</i>	301	310	-3%
<i>HECA</i>	1183	830	43%
<i>IDHQ</i>	232	245	-5%
<i>LAC</i>	325	443	-27%
<i>MEEECIS</i>	265	225	18%
<i>South Asia</i>	493	730	-32%
<i>Southern Africa</i>	197	236	-17%
<i>UK Poverty Programme</i>	42	40	5%
<i>West Africa</i>	405	348	16%
<i>Grand Total</i>	3443	3407	1%

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

The numbers of staff in regions can vary depending on whether there are any large scale emergency responses going on.

Volunteers:

- The latest Volunteer Audit was completed in September 2010, and showed an increase in shop volunteers of 10% (bringing it up to a total of c.21, 600), with an additional 2,000 volunteers joining the network. Office volunteering had increased by more than 100% in the 12 months prior to the survey. The next audit will take place in the autumn.
- Between April 2011 and March 2012, the Volunteering Team uploaded over 600 different volunteer role profiles to the website.
- Around 2,500 queries from prospective volunteers have been responded to between April 2011 and March 2012.

Voluntary Interns

- A review of our Internship Scheme was undertaken at the end of 2011, in light of continued negative perceptions of the scheme, both externally and internally. The review concluded with the creation of an 'Internship Agreement,' which is to be signed by all managers of voluntary interns, to ensure an inclusive, non-exploitative approach is taken to working with voluntary interns.
- We happily retain a place in the Times Top 100 Graduate Employers directory, our internship scheme being the only unpaid scheme on the list. We are also the favoured Graduate Employer in the 'Charity' category.

Campaigners:

In 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, 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 programmes 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 continue 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.

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

- Leadership Development Programme
- Managing People in Oxfam (with additional elements for UK based staff focusing on health and safety, financial management and project management).
- Campaigning and Advocacy Leadership Programme
- Gender Leadership Programme (Asia Region)
- Aspire (Trading)
- Future Leaders Programme (Trading)
- Project Cycle Management
- Portfolio of Oxford Based Courses including a range of interpersonal and business skills
- Knowledge of Oxfam Courses and resources for remote learning
- Work Place Coaches Programme
- Programme Leadership Coaches
- Team Coaching for Country Leadership Teams
- Group Process Consultation
- Executive Coaching Programme
- Executive Opportunities Programme
- Action Learning Set Facilitator Development
- Cross-Affiliate Mentoring Scheme
- Career Coaching Programme (Asia and MEEECIS Regions)

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

Additionally the organisation is now developing an online learning management system. A number of e-learning packages are available and currently being developed:

- One Oxfam Induction (induction into the Oxfam International Confederation)
- Introduction to Performance Management
- Designing Training for Adult Learners

This technology is also being used as a vehicle for technical/advisory functions to reach their audiences including the Humanitarian Department, Logistics Team, HR Systems Team, Programme Funding Team, Programme Quality Team, Trading Shop Support Team and UK Campaigning Team.

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 is our UK Poverty Programme which forms part of our International Division. IDHQ is the International Division Headquarters.

Performance Review (PR) ratings as at June 2012 – UK Divisions

This year's overall % of PR ratings recorded in the system is 97%, virtually unchanged from the overall figure of 98% last year. Communications and Marketing divisions have seen an increase in the number of PRs recorded this year, with both divisions achieving nearly 100%.

Performance Review (PR) ratings as at June 2012 – International Division

The overall percentage of PR ratings has marginally improved this year with 66.8% being recorded in the system as against 66.1% last year. LAC, Southern Africa and West Africa have significantly improved their recording whereas HECA and the UKPP have worsened.

East Asia and South Asia are now combined under one Asia region, with an overall PRs completion of 84.7% - the results for 2011 were 93.1% and 53.1% respectively.

Performance review ratings as at June 2012 –International Division

Region	No PR Rating	% No PR Rating	PR rating Complete	%PR rating Complete	Total	2011 % PRs complete
Asia	112	15.3%	622	84.7%	734	New region
HECA	721	62.3%	436	37.7%	1157	54.1%
IDHQ	11	4.8%	217	95.2%	228	96.0%
LAC	11	3.9%	273	96.1%	284	73.1%
MEEECIS	28	11.4%	217	88.6%	245	94.4%
Southern Africa	64	41.3%	91	58.7%	155	37.6%
UK Poverty Programme	12	31.6%	26	68.4%	38	78.4%
West Africa	104	28.6%	260	71.4%	364	61.8%
Total	1063	33.2%	2142	66.8%	3205	66.1%

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 and by region. At the end we provide statistics for the Council of Trustees.

Table 8: Gender by Level (GB Divisions, excluding all International Division).

Gender	A and Directors	B	C	D	SMs*	E	F	Unknown	Grand Total
F	12	119	211	141	473	159	42	1	1158
M	16	63	150	60	177	76	30	2	574
Total	28	182	361	201	650	235	72	3	1732

*SMs = Shop Managers

	A and Directors	B	C	D	SMs*	E	F
% Female 2012	43%	65%	58%	70%	73%	68%	58%
% Female 2011	46%	61%	59%	70%	73%	69%	61%
% Female 2010	52%	59%	59%	70%	72%	72%	65%

On average, 62% of staff across all grades in GB Divisions is female. If Shop Managers are excluded from this statistic, then females account for 60% of staff across all levels.

There has been a reduction in the percentage of female staff at level A and the Directorate (43% in 2012 and 46% in 2011) and at level F (58% in 2012 and 61% in 2011) while at level B, there has been an increase for the second consecutive year, rising to 65% in 2012 from 61% in 2011.

Table 9: International Staff Numbers by Region

Region	2012 Headcount	2011 Headcount	% change
East Asia	301	310	-3%
HECA	1183	830	43%
IDHQ	232	245	-5%
LAC	325	443	-27%
MEEECIS	265	225	18%
South Asia	493	730	-32%
Southern Africa	197	236	-17%
UK Poverty Programme	42	40	5%
West Africa	405	348	16%
Total	3443	3407	1%

International Division headcount has increased slightly since last year. However, over the previous two years headcount had decreased significantly. The International Division Headcount is still well below the 4053 employees in March 2008. HECA had the largest increase in headcount. South Asia had the largest decrease, which is partly due to the closure of the Asia RMC and the merger into the 'one Asia' region.

Table 10: Ethnicity of staff in Great Britain (all GB based)

	2012		2011		2010	
Total Ethnic Minority	209	10.3%	157	8.2%	153	8.0%
Total White	1543	76.0%	1521	79.9%	1499	78.7%
Total Unknown	277	13.7%	226	11.9%	169	8.9%

OECD status:

We use the information in the table below about the proportion of staff from OECD and non-OECD countries as a proxy for information on local hiring.

Table 11: International Division Diversity by Region (OECD status)

OECD	2012				2011	
	Total	OECD	Non OECD	Non OECD % of total	Total	Non OECD %
East Asia	301	16	285	94.7%	310	94.3%
HECA	1183	68	1115	94.3%	830	92.5%
IDHQ	232	197	35	15.1%	245	19.9%
LAC	325	50	275	84.6%	443	81.8%
MEEECIS	265	50	215	81.1%	225	84.3%
South Asia	493	8	485	98.4%	730	95.2%
Southern Africa	197	10	187	94.9%	236	96.0%
UKPP	42	42	0	0.0%	40	0.0%
West Africa	405	36	369	91.1%	348	91.2%
Total	3443	477	2966	86.1%	3407	84.6%

We have to manipulate the data slightly to be able to group everyone into the OECD/Non-OECD categories. Where the OECD status was recorded as "Unknown" (232 in 2012 as against 629 in 2011), the employee's status was then decided based on the Nationality recorded in the database, which allowed us to group these employees accordingly.

The overall Non-OECD status percentage has grown by 1.5% since last year but there have not been any significant changes amongst regions since last year.

Table 12: Gender (International Division)

Region	Female in 2012	Male in 2012	Female % in 2012	Female % in 2011
East Asia	175	126	58%	55%
HECA	356	827	30%	35%
IDHQ	133	99	57%	57%
LAC	152	173	46%	42%
MEEECIS	120	145	45%	43%
South Asia	119	374	24%	26%
Southern Africa	86	111	43%	42%
UKPP	33	9	79%	85%
West Africa	123	282	31%	27%
Total	1297	2146	38%	38%

The UK based departments, UKPP and IDHQ, generally have a much higher percentage of female staff although in East Asia women are also well represented. South Asia has the lowest representation at only 24% and this has decreased further from last year's figure of 26%.

Table 13: Disability (International Division)

Disability	2012			2011		
	Total	Has Disability	Disability %	Total	Has Disability	Disability %
East Asia	301	2	0.7%	310	1	0.3%
HECA	1183	4	0.3%	830	6	0.7%
IDHQ	232	3	1.3%	245	5	2.0%
LAC	325	1	0.3%	443	1	0.2%
MEEECIS	265	2	0.8%	225	2	0.9%
South Asia	493	2	0.4%	730	3	0.4%
Southern Africa	197	1	0.5%	236	1	0.4%
UKPP	42	2	4.8%	40	2	5.0%
West Africa	405	1	0.2%	348	1	0.3%
Total	3443	18	0.5%	3407	22	0.6%

Table 14: GB Divisions by age Group

Age Group	2012 Head-count	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
< 18	1	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
18-29	279	15%	16%	15%	16%	17%	16%	15%	15%	15%	16%
30-44	672	46%	46%	43%	42%	41%	41%	39%	38%	38%	39%
45-64	735	39%	39%	41%	40%	40%	41%	44%	44%	44%	42%
65+	45	0%	1%	1%	1%	1%	1%	2%	3%	3%	3%
Total	1732	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The 45-64 age group is the largest amongst OGB employees in GB Divisions. 50% of this age group is made up of shop managers. The 30-44 age group is more common (73%) amongst staff on non-shop grades. Note that Deputy Shop Managers are graded as Level E staff so are included as non-shop grades. Only Shop Managers are included in 'shop grades'.

Table 15: International Division percentage by age group

Age	April 2010	April 2011	April 2012
Under 18	0%	0%	0%
18 - 29	17%	18%	20%
30 - 44	60%	60%	59%
45 - 64	23%	22%	21%
65+	0%	0%	0%

There are no significant changes in the age profile in the International Division since last year.

Governance body

Oxfam's highest governance body is the Council of Trustees. In 2012 it consists of 12 members, all of whom are volunteers. Seven are women and five are men. One is Indian, resident in India. One is African, resident in Nigeria. One is British-Asian and nine are white British.

The age brackets are:

20 – 30: 1 Trustee

30 – 40: None

40 – 50: 1 Trustee

50 – 60: 6 Trustees

60 – 70: 4 Trustees

Society

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

All PIPs now require as mandatory a Logic Model that states the intended effect of the programme on the target community. Monitoring processes tend to focus on impact to direct beneficiaries, rather than the wider community. However, accountability processes ensure that our programmes and practices are transparent to the wider community, and offer the opportunity for them to feedback any issues and complaints arising. Guidelines exist on entering, operating and exiting programmes responsibly.

Accountability Effectiveness Reviewing captures community perceptions of our interventions - including those of non-beneficiaries. For example in our Effectiveness Review on a livelihoods project in Sri Lanka, community members commented on the impact of the project on the community as a whole. Comments included:

‘Oxfam & SEEDS (partner organisation) have done a huge support to these people’

‘It was a good project. Especially because it prevented women from having to travel abroad (to the Middle East) for work and being exploited and abused’

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

The Bribery Act 2010 came into force on 1 July 2011. 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. This year we had planned to roll out further training, but this will now take place in 2012-13, and will target all staff in awareness raising. While many staff have received fraud awareness training as part of a routine financial training, we do not keep statistics of the numbers trained.

Each year we carry out a number of audits that, among other matters, includes anti-corruption. In the year we carried out 13 statutory audits at country level (2011 figure 18) and 56 donor audits (2011 figure 31). Note that some of these audits will have been in the same countries. We also conducted 11 control self-assessments (the same number as 2011).

Fraud

In 2011–12 confirmed losses of £394,000 (0.1 per cent of turnover) were reported, of which £30,000 has been recovered. This compares to £312,000 in 2010-11. Reported figures in 2010-11 were £539,000 but have been revised to £312,000 due to recoveries and to revised calculations. 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.

Safeguarding

Last year we reported on the appointment of a new Global Safeguarding Coordinator (GSC). In 2011/2012 this appointee identified a need to strengthen our Safeguarding governance and accountability framework. As a result the Safeguarding function was moved to our Programme, Performance and Accountability team, strengthening linkages with our accountability work.

During the reporting year we experienced staff turnover and have now successfully hired an internal replacement. Going in to 2012/2013 it is intended that this post-holder will lead the development of our first Global Safeguarding Strategy. This Strategy will look to embed our Safeguarding work in Oxfam GB's core management systems: namely People, Programme and Risk.

As in previous years, we remain committed to transparency on allegations of sexual exploitation and abuse perpetrated by Oxfam staff and partners. In 2011/2012 we saw an increase in the number of reported allegations from 5 to 12.

All 12 allegations were or are in the process of being investigated. 67% resulted in disciplinary action, 25% found insufficient evidence to take action and 8% were being investigated at the time of this report. Of these allegations, 5 were received from the Trading Division, and 7 from the International Division.

As noted by HAP and Save the Children, under-reporting is a major barrier to tackling sexual exploitation and abuse. By appointing a dedicating Safeguarding post-holder we have raised visibility of our Preventing Sexual Exploitation and Abuse policy and reporting procedures. We believe this is the reason why more people have come forward to report allegations.

Product Responsibility

Indicator 18: PR6 Programmes 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 (FRSB), the Institute of Fundraising (IoF) and the Public Fundraising Regulatory Association (PFRA). Our membership of the FRSB requires us to comply with the IoF Codes of Fundraising Practice and Code of Conduct. These are in addition to our compliance with our legal obligations, such as Data Protection. We train our fundraisers on the relevant laws and these codes.

In 2011 no complaints were made direct to the Fundraising Standards Report. We reported 482 complaints to the Fundraising Standards Board (see Indicator 2).

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 2010.

<http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/plans-reports-and-policies-archive>

We report on other regulatory issues under Indicator 2. In 2011 there were 30 complaints to the Telephone Preference Service and one from the Advertising Standards Authority.

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 2011 GRI report in December 2011, and a copy of their review report is at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/plans-reports-and-policies-archive>.

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

GRI Self-Assessment Application Level

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15		Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17		Same as requirement for Level B	
	G3 Management Approach Disclosures OUTPUT	Not Required	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	
							

*Sector supplement in final version

GRI Application Level C

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 2012

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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'

<https://www.globalreporting.org/Pages/default.aspx> . As in 2010 and 2011, 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 to engage 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:

- Food price volatility and conflicts over land have continued as has our work 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 have continued at an increased pace and our focus on accountability is now increasingly being synchronised with the other Oxfams. As before, the work of other Oxfams is outside the scope of the report itself. Oxfam International and several other Oxfams again reported using the GRI framework, as members of the INGO Charter

<http://www.ingoaccountabilitycharter.org/>