OXFAM ACCOUNTABILITY REPORT

2010/2013

LIFT LIVES FOR GOOD | OXFAM

CONTENTS

INTRODUCTION

Oxfam GB depends on trust to carry out its work: trust from supporters and allies, donors, media, partners, staff and volunteers, and from our other Oxfams with whom we work around the world. Above all is the trust that underpins our work in and with communities we seek to serve. In 2006 Oxfam started the process of reporting[1] on a three year basis, about the work it was doing to improve its accountability. This Accountability Report was in addition to our Annual Report and Accounts, which explains how we use our resources and the impact of what we do, and in addition, to our monitoring and evaluation (MEL[2]) activities and reporting. We want Oxfam to be as good as its promises, and where it isn't, to acknowledge errors or weakness and set out how it will address them, as well as to improve what it does.

Oxfam remains committed to its Accountability Reporting. We have found writing these reports to be an invaluable discipline in holding ourselves to account, just as we demand of others. The process encourages us to listen and learn. This is Oxfam's third Accountability Report.[3] It provides the evidence that we are becoming more accountable against commitments we made in our 2010 report. Our forward-looking commitments will evolve as we develop our accountability approaches and in response to the external environment which is always changing.

2010–2013

You will see from the Report that the main themes over the last three years have been transparency and learning. An important initiative has been the introduction of independent Effectiveness Reviews for our programme work. To date, more than 50 of these have been conducted and the reports published. These are already providing challenge and insight into our development practices. Over the next period (2014-17) they will include reviews that examine our accountability to the communities with whom we work.

While we have done a lot of work to put strong policies in place, implementing them can prove more challenging. At programme level for some teams with heavy workloads, often operating in difficult environments, these policies may appear to be an additional burden rather than an intrinsic part of working effectively for women and men living in poverty. Conversely many of our large humanitarian responses have demonstrated excellent commitment to putting accountability into practice and can show the difference that this has made to the work we do and how we do it. We need to build on this good practice to make it a systematic way of carrying out all our work.

As you will see from the report, by focusing on anti-fraud, car safety and safeguarding policies, a higher awareness and reporting of serious incidents has been achieved, enabling serious problems to be addressed.

2013–2016

Detailed plans for our accountability commitments for the next 3 years will be fully developed by April 2014. For the first time, Oxfam International[4] has a jointly agreed Oxfam Strategic Plan (OSP) around the world. It contains ambitious goals including a strong commitment to improve accountability. Increasingly, our work is as one Oxfam, so we have the new challenge of developing accountability between affiliate members of Oxfam International.

We also need to find the most effective way of managing and reporting on the key objectives set out in the OSP so that in 2019 we can answer the question, did we do what we said we would and did it work?

For the future we are particularly keen to ensure that the voices of women and men living in poverty are heard in all our decision-making forums (not just at project level). We hope that digital technology may assist this, alongside more traditional measures. We also plan to adopt and implement a new Stakeholder Engagement Policy, which we will do in a very consultative way. In doing this we are conscious that it will be particularly important to hear from women, who are often under-represented in our decision-making bodies.

Above all, we must continue to learn and share learning by reaching out to our peers and all our partners. Please contact Bob Humphreys (rhumphreys@oxfam.org.uk) if you have comments on this report. We are keen to hear from you.

Karen Brown, Chair of Trustees, Oxfam GB
Mark Goldring, Chief Executive, Oxfam GB

[1] Accountability report 2006-2007
[2] Monitoring, Evaluation and Learning
[3] The first covered 2006-2007, the second, 2007-2010. This report covers 2010-2013. We produce this report every 3 years because we don't think that you can fit this work neatly into 12-month chunks. In addition we have provided annual updates using the framework of the Global Reporting Initiative (GRI) INGO supplement. Our GRI reports can be found on our website here. GRI reports contain a lot of statistical information, including on our environmental impact.
[4] Oxfam International is a confederation of 17 organisations networked together in more than 90 countries, as part of a global movement for change, to build a future free from the injustice of poverty.

1. OVERVIEW

This 3-year look back at Oxfam's Accountability focuses on how we carry out our work. It is a study of how we behave in our interactions with our most important stakeholders. It is not a review of what we do. What we do, our programme work, is reviewed and communicated in our Annual Report and Accounts.

Oxfam GB's definition of accountability is "the process through which an organisation balances the needs of stakeholders in its decision-making and activities, and delivers against this commitment. Accountability is based on four dimensions: transparency, participation, learning and evaluation, and feedback mechanisms that allow the organisation to give account to, take account of, and be held to account by stakeholders."

Oxfam GB's principles for its accountability are "to hold ourselves primarily accountable to people living in poverty, but we take our accountability to all stakeholders seriously and continuously strive to balance their different needs. Increased accountability

will be achieved and demonstrated through respectful and responsible attitudes, appropriate systems and strong leadership."

Like its predecessors this report looks methodically at the objectives we set ourselves for 2010-13. The report looks systematically at the commitments we made about our accountability to 8 important key stakeholder groups, in light of the dimensions highlighted below.

It presents evidence for what we believe we have achieved and clearly states what we have not achieved. It looks across our areas of work, not only at the achievements of our programmes around the world, but also at our fundraising, campaigns and trading work in the UK. We outline a number of case studies and descriptions of good practice. In addition to the 8 key stakeholder groups there are sections in the report on our overall governance, the environment and some cross-cutting issues such as our work to prevent fraud, improve our performance on health and safety issues and our safeguarding work.

Stakeholder group	Objective 2010-13
Governance	OGB will become an increasingly effective and accountable organisation
People and Communities	We will make demonstrable improvements in our ability to give account to, take account of and by held to account by our primary stakeholders - the people affected by our programme
Partners	We will make demonstrable progress in consistently putting into practice the values and principles embodied in our Partnership Policy
Women in the communities we work	We will put poor women's rights at the heart of everything we do
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
Supporters	We will remain committed to ensuring we communicate with our supporters in a clear and transparent way, seek their feedback
Governments and regulators	We will be accountable for our activities in the countries where we have programmes. We will have constructive engagement with host governments and our UK regulators
Advocacy	Our advocacy and campaigns work will follow the core principles of our global campaigning and advocacy model
The Environment	We will develop appropriate and challenging targets that reflect the 35% reductions CO2 emissions achieved during 2007-10. Our programme and advocacy work will increase the adaptive capacity and resilience of poverty-affected, vulnerable and marginalized women and men who are at risk from climate change and climate-related disasters

2. GOVERNANCE

OBJECTIVES 2010-13

We will become an increasingly effective and accountable organisation

Trustees held their first meeting outside the UK (in Kenya in 2012). They aimed to increase their own accountability through annual one day stakeholder events (Oxfam Connects), through inviting representatives of other Oxfam affiliates and of the Oxfam GB Youth Board to different Trustee meetings, and through assessing their own accountability in their annual appraisals. Mutual accountability within the Oxfam confederation was reinforced by a one year process that led to the adoption of the 2013-19 strategic plan, as the first Oxfam wide plan, in place of individual affiliate plans, and with a strong focus on accountability.

TRANSPARENCY

We will use our Open Information Policy to become increasingly transparent to all our stakeholders. In our programme work, we will move towards the implementation of Oxfam International Programme Standards and Programme Management Standards.

We have updated our Open Information Policy, after considering our current practices and challenges for the future. We've reported every year since 2011 to the International Aid Transparency Initiative (IATI) standard and uploaded our data to its registry and our own Policy and Practice website. We have led the NGO field by publishing basic information on our expenditure, project by project. We have invested considerably in our systems and improved our use of them to generate better-quality information for publication. We will now publish on the IATI and Policy and Practice websites on a quarterly basis, project level income and expenditure information as well as key project documentation.

FEEDBACK

We will use the Complaints Policy to learn from stakeholders in order to improve our impact.

We have updated our Complaints Policy. We are better at learning from the complaints we receive, as a result of six-monthly learning review meetings, the conclusions of which are shared with our trustees. Over the last three years, we have attempted to respond efficiently to complaints and learn from them. We have defined, established and used an Appeals Process from which we continue to learn.

Overall levels of complaints from the general public have fallen, although there has been an increase in those relating to face-to-face fundraising, TV advertising and website issues. In terms of more general Oxfam feedback, mainly on our policy and campaigning work, levels remain static. Issues around Oxfam Unwrapped and the Occupied Palestinian Territory and Israel (OPTI) have caused most comment.

Where we have received specific complaints about individual fundraisers, the individuals have been investigated by the agency involved, and where appropriate, removed. We've committed more input and time to training, and Oxfam staff have also shadowed teams out on the streets. TV advertising attracted a number of complaints, all related to some "See for Yourself" campaign footage that gave room for misinterpretation and caused concern around infant feeding. As a result of the concerns expressed we have added further checks to our internal sign-off procedures.

Complaints about telephone fundraising have dropped significantly, as we've made an effort to work more closely with our external partners, and now do most of our calls to existing supporters with an in-house team. The number of complaints about our retail shops has remained much the same, but there have been changes in the type of complaints received; this we attribute to the use of more specific categories in the recording process.

The procedures for handling complaints in the Trading Division have been improved, giving ownership to the most local or relevant - and accountable - manager. There was a significant decrease in complaints about delivery and collection. Most complaints that were received were those caused by delays in the warehouse receiving stock from new product suppliers in 2011, causing a knock-on effect on deliveries of shop supplies.

We are developing regular reporting and best practice guidelines to support managers to investigate and respond to complaints.

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[5] Self Assessments are carried out by programme teams, looking at their own programmes. Accountability Effectiveness Reviews are carried out by an external evaluator. Both exercises measure our performance against our own Programme Standards.
[6] The Humanitarian Indicator Tool
[7] In this case the scores are an aggregate of 3 sets of scores for 3 projects run by three different affiliates so do not reflect a pure Oxfam GB score.
[8] All scores are out of a possible maximum of 4.

PARTICIPATION

We will increasingly take into account the views of our key stakeholders in informing our decision-making and planning, and in judging our effectiveness.

Participation in the development of campaigning and accountability has improved at national level - the majority of this work is now led and implemented by partners and those with whom we are in alliance. The same goes at an international level in the Arms Trade Treaty campaign and the IF campaign. Our evaluations of campaigns and advocacy have included the participation of partners and allies. We recognise that we need to do more to embed this approach across all our decision making and planning.

MONITORING, EVALUATING AND LEARNING (MEL)

We will improve our ability to measure and demonstrate that we create positive change in people's lives.

Oxfam GB has increased its investment in and attention to monitoring, learning and evaluation during the period. A team has been established whose purpose is to contribute to improving the accountability, quality and impact of the organisation's programmes. The team works to achieve this by:

• Providing high quality advisory services (on MEL, impact, programme information) to support quality programmes across the Confederation;

• Supporting Oxfam to better understand, capture and communicate its effectiveness;

• Ensuring that Oxfam has high quality and appropriate Programme Management Information systems, the skills and knowledge to use them well, and that information is applied to decision-making;

• Engaging externally and having influence on policy in relation to results, value for money, impact and accountability.

Considerable investment in the development and use of our Programme and Accountability Learning system (OPAL) has improved our ability to monitor and track activities and to draw out strong data on the quality of information going in to the system.

Senior management now regularly review information to track progress - in particular that generated by Effectiveness Reviews and reviews of the quality of information in our OPAL system. As per our confederation-wide Evaluations Policy we publish all reports received at HQ level except those that might put programmes, staff or stakeholders at risk. Evaluation reports can be found here.

PHOTO: SAM TARLING

ACCOUNTABILITY FOR PROGRAMME RESULTS – OXFAM'S GLOBAL PERFORMANCE FRAMEWORK

In 2011, after looking at a range of options, we opted to develop a Global Performance Framework (GPF). We picked six priority areas - humanitarian response; adaptation and risk reduction (ARR); livelihood enhancement; women's empowerment; citizen voice; and policy influencing - and set indicators for each. The resulting data, collected annually from all relevant projects, is collated and fed into a Global Output Report. This makes it easier for us to understand and communicate the scale and scope of our work, and has helped to improve transparency and accountability to our supporters, donors and communities.

We also wanted to understand and evidence whether our programme work was bringing about the hoped-for changes in people's lives, so decided to take a rigorous look at the ground impact of projects. With over 400 projects starting up and closing in any given year, it made most sense to drill down and rigorously evaluate random samples under each of the key thematic areas. In 2011-12 we undertook 26 of these reviews, and in 2012-13 a further 27.

Effectiveness Reviews give us a strong sense of what's working - and what isn't - in particular projects and programmes. The results are fed back to country programmes and discussed with the global evaluation team. We agree how we will respond to the findings, and follow up through the management line. Learning from the reviews now feeds directly into the implementation of individual projects and the design of future interventions.

Oxfam has been totally transparent with the results of its Global Performance Framework, publishing all completed studies and data on its Policy and Practice website. To browse a selection of Oxfam's Effectiveness Reviews please click here. We've had a great deal of interest from other NGOs, donors and academics, and hope to share our methods and continue to engage in discussions on alternatives.

WHAT WE DIDN'T ACHIEVE

Despite some positive examples, we still have a long way to go in encouraging complaints and feedback, and learning from them systematically in our international programmes. We need to improve our ability to elicit feedback and complaints from partners and communities. We need to ensure that information generated by feedback and complaints is known and understood by senior management and used to improve the work that we do.

Feedback from shop and area managers indicates that our handling of complaints about refunds is still problematic. Although guidance supports giving a refund if conditions are met, there is a sense that more customers are taking advantage of shop teams. As well as developing more support in handling challenging customers, we will again be revising the refund guidelines with the aim of giving shop teams more support.

Whilst we have made progress in our transparency work by sharing information about what we do, we have neither opened ourselves up to scrutiny about whether what we do is right nor have we increased the transparency/scrutiny of our decision-making processes.

3. PEOPLE AND COMMUNITIES

OBJECTIVES 2010–13

We will make demonstrable improvements in our ability to give account to, take account of and be held to account by our primary stakeholders - the people affected by our programme.

Oxfam has clear commitments to and standards for listening to people affected by our programmes, but we wanted to know whether we were meeting them. During the reporting period we developed a methodology for testing our adherence to our Programme Standards - Accountability Effectiveness Reviews (AER). Carrying out these reviews will provide a picture of what the partners and communities, with whom we work, think of us and their views on our accountability to them. The methodology for these reviews is the result of learning from our and others efforts at measuring accountability, extensive discussions with academic institutions and peers in the sector.

The Accountability Effectiveness Review methodology was piloted during the reporting period. An external reviewer looked in depth at the leadership, systems and practices of Oxfam and its partners. The pilot AER (in Bukavu, DRC) provided an objective analysis, based on a observation and perception of people involved at many levels of the project on how well Oxfam's work meets its own standards for accountability. From now on, AERs will be carried out on up to five randomly sampled projects annually.

TRANSPARENCY

People affected by our programmes will have access to relevant information in order that they can hold us to account.

Oxfam has undertaken Self Assessments of 52 of its programmes around the world to begin to determine whether they are meeting our own Programme Standards.[5] Analysis of these Self Assessments demonstrates that we judge approximately half of our programmes to be adequately transparent to the people they affect.

Another research tool we use to assess our own efforts, using external consultants, but this time on our humanitarian work,[6] has demonstrated that in our major humanitarian responses we do put adequate effort and resources into our transparency.

The pilot Accountability Effectiveness Review that took place in Bukavu, Democratic Republic of Congo, also provided a wide range of opinions of Oxfam's transparency.[7]

ACCOUNTABILITY INDICATOR: TRANSPARENCY			
Partner views	Community views	Oxfam views	Review Team views
3.7	2.9	2.7	1[8]

Whilst all the scores are interesting and provide useful information that a project team can use, the score from the review team is the one that needs to be considered the overall 'result'. Clearly, at least in Bukavu, there is work to do on Oxfam's transparency.

During the next reporting period Oxfam will begin to pull together the information to be gathered from a number of resources. This will enable a more coherent understanding of our transparency - for our own programme improvement purposes and so that we can clearly communicate how transparent we are to partners and communities affected by our work.

FEEDBACK

Appropriate, accessible feedback channels will be in place.

The 52 Self Assessments of our programmes reveal that just over 35 percent have adequate feedback mechanisms.

Our Humanitarian Indicator Tool shows us that in our major humanitarian responses we do put adequate effort and resources into hearing from our beneficiaries.

The Bukavu pilot of our Accountability Effectiveness Review gave the following results:

ACCOUNTABILITY INDICATOR: FEEDBACK			
Partner views	Community views	Oxfam views	Review Team views
2.3	3	2	2[9]

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[5] Self Assessments are carried out by programme teams, looking at their own programmes. Accountability Effectiveness Reviews are carried out by an external evaluator. Both exercises measure our performance against our own Programme Standards.
[6] The Humanitarian Indicator Tool
[7] In this case the scores are an aggregate of 3 sets of scores for 3 projects run by three different affiliates so do not reflect a pure Oxfam GB score.
[8] All scores are out of a possible maximum of 4.
[9] All scores are out of a possible maximum of 4.

Oxfam does not judge any of the above scores to be adequately meeting our own Programme Standards for Accountability. Our *assumption* is that in the majority of the programme work we do, we are dealing with day-to-day feedback in a professional and efficient manner, but that we do not report this well. However, this assumption is difficult to prove.

When complaints from our programme work are reported, they are dealt with in an increasingly coherent way. As reported in the previous section on Governance Oxfam holds twice-yearly meetings to analyse and learn from the complaints we receive.

PARTICIPATION

People will be involved in decision-making and implementation throughout the lifetime of a programme.

Results of the 52 Self Assessments show that that we believe approximately half the programmes to be adequately participative in their approach and implementation.

The Bukavu pilot of our new Accountability Effectiveness Review gave the following result:

ACCOUNTABILITY INDICATOR: PARTICIPATION			
Partner views	Community views	Oxfam views	Review Team views
3.7	3	2.3	2

MONITORING, EVALUATING AND LEARNING

We will seek out and document people's judgment on our performance.

We have sought out and documented people's judgment on our performance in a number of ways:

• In some instances partners' and communities' views were sought when Self Assessments of 52 programmes were carried out

• The Accountability Effectiveness Reviews explicitly include partners and communities

• The Humanitarian Indicator Tool is carried out with external consultants.

Oxfam's confederation-wide Evaluations Policy, written and adopted during the reporting period, stipulates that those affected by our work need to be included in judgments as to whether the project has been effective or not.

WHAT WE DIDN'T ACHIEVE

Our biggest challenge has been to work in ways that encourage people to hold us to account when we are not doing, in their view, a good enough job.

Generating this type of feedback is always difficult when the playing field is so unlevel (we hold nearly all the power). We have examples of excellent practice and we are beginning to build an increasingly coherent picture of our accountability across the breadth of our programmes. We can see 'pockets' of excellent practice. What we have not yet achieved is consistency in our quest for greater accountability to people involved with and affected by our work.

[9] All scores are out of a possible maximum of 4.

LISTENING TO BENEFICIARIES IN YEMEN

During the food crisis that overwhelmed Yemen in 2012, Oxfam's emergency response team saw listening to its beneficiaries as a priority.

The team provided boxes for complaints and feedback at several locations - as well as staff and volunteers to help those who couldn't write. Contributions were logged and analysed, discussed with team members and put into action. There was plenty of positive feedback - for example, about the policy of posting a list of beneficiaries publicly, which was seen as aiding transparency.

Meanwhile, complaints about duplicate beneficiaries allowed team members to remove these cases. Complaints about delayed payments alerted the team to the need to make sure beneficiaries all knew the target distribution dates - and to make sure all targets were reached.

AISHA MOHAMMADIYA. PHOTO: CAROLINE GLUCK

SOMALIA: A HOTLINE FOR FEEDBACK

From October 2011 until August 2012, when Oxfam's cash transfer programme in Somalia came to an end, community members were given two hotline numbers and encouraged to contact Oxfam by sending a blank text or missed call. These were returned by Maryam Hassan Abdi: *"I enjoy returning the calls from our beneficiaries as it gives me a much better understanding of what is actually happening in the camps when access is limited,"* she says. At the height of the crisis, the hotlines received up to 20 calls per week. Complaints and feedback were categorised and logged. In most cases, the issue could be addressed there and then, although sometimes it was necessary to get the partner, Hijra, involved. The data was used to brief the country programme team monthly; in one case, a hotline complaint alerted the team to the fact that the militia was 'taxing' beneficiaries, allowing them to start negotiation immediately.

MARYAM HASSAN ABDI. PHOTO: OXFAM

4. PARTNERS[10]

OBJECTIVES 2010-13

We will make demonstrable progress in consistently putting in to practice the values and principles in our partnership policy.

The 17 Oxfam Affiliates[11] have worked together to write a shared set of Partnership Principles to guide how we work with others to achieve the work we do. These principles will encourage coherence in the work we do in partnership with others and have been shared widely in the regions, countries and projects in which we work.

Oxfam has set up a cross-departmental group to work, in a concerted fashion, on improving Oxfam's partnership practices.

During the reporting period it was agreed that a survey of a representative sample of our partners would be carried out by an external agency. This externally administered survey will build on internally administered partnership surveys carried out in 2007 and 2009. The survey will be carried out in the next reporting period and will reach out to partners from all of the 17 Oxfam affiliates around the world.

TRANSPARENCY

Our partners will have better access to relevant information in order that they can hold us to account.

Scoring an average of just over 3 out of 4 in a series of Listen First exercises and one Accountability Effectiveness Review pilot, we met our own minimum standard for transparency in the eight projects sampled.

The partnership review in 2010 indicated that: Partners continue to identify a consistent lack of information from OGB: about strategic and practical decision-making; staff and budget changes; other partners doing similar or related work; Oxfam's wider programme in-country; and about how Oxfam sees 'the bigger picture'.

One example of good practice that we have seen successfully implemented by a number of country programmes is the adoption of a single email address for all partner correspondence. In a number of cases this has dramatically improved the clarity of the messages partners receive from Oxfam.

FEEDBACK

We will actively seek out feedback from partners and use this to influence our policy and practice.

Partners' views were sought through various activities: a Partnership Peer Review; Listen First exercises, through the Humanitarian Indicator Tool and one pilot AER in Bukavu, DRC. In addition to the monitoring-type exercises, partners' knowledge and opinions were sought in all country analysis exercises during the reporting period.

Accountability Effectiveness Review (AER) methodology, introduced above, has evolved from the Listen First methodology to explicitly include the voices of partners. Activities throughout the AER will ask partners for their views on whether we are meeting our own accountability standards in regards to our accountability to them. As an extension of this the AERs also examine (from a management, project officer, partner and community level) the jointly-held accountability that Oxfam and partners share towards the communities we work with.

Results from the Listen First exercises and one pilot AER indicate that partners rate Oxfam accountability to them higher than we rate ourselves. This is a general 'perception' score - and is possibly based in part on the fact that individuals in Oxfam and partner organisations have 'good friendly relationships' rather than 'robust relationships' amongst equals where healthy challenge can take place. Feedback received through a Peer Review of our partnership work would echo this view.

PARTICIPATION

We will encourage shared decision-making in the design and implementation of our programmes.

We have not made enough significant progress on this to be able to include in this report.

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[10] with others is central to Oxfam's mandate – we can achieve much more by working together than if we act separately. We work with local communities and local NGOs to find the best solutions, as we believe that they and other civil society partners have the best understanding of how to represent and address their rights, needs, and aspirations. Our partners are central to creating the conditions necessary for effective structural change. We are building partnerships with an increasingly diverse set of groups, including governments, international organisations and the private sector, in order to be as effective as possible in the fight against poverty and inequality.

[11] Oxfam America, Oxfam Australia, Oxfam-in-Belgium, Oxfam Canada, Oxfam France, Oxfam Germany, Oxfam Great Britain, Oxfam Hong Kong, Oxfam India, Oxfam Intermón (Spain), Oxfam Ireland, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib (Netherlands), Oxfam-Québec, Oxfam Italy, Oxfam Japan

MONITORING, EVALUATING AND LEARNING

Our MEL systems will increasingly incorporate partner opinions, which will be used to shape programme design.

Please see all references in this section to:

• Accountability Effectiveness Reviews - that explicitly elicit, record and analyse partner perceptions of upwards (to Oxfam) and downwards (to communities) accountability

• Humanitarian Indicator Tool - which has a section on the degree to which partners are included in the decision-making within and delivery of humanitarian response work

• Programme Self Assessments - that ask staff to make a judgment about the degree of partner participation in MEL work.

These initiatives conceived of and adopted during the reporting period, run alongside our ongoing MEL processes to ensure that the voices of partners are increasingly heard and heeded.

WHAT WE DIDN'T ACHIEVE

Whilst Strategic Partnership Principles were written and shared within all 17 Oxfams, very little was done by Oxfam GB to follow up and capitalise on this investment of time, resources and thinking. Within Oxfam GB, there is a definite perception that we do not 'do' partnership as well as we ought and that if being an effective partner is central to our theory of change then we need to improve.

Whilst we have learnt a lot about our strengths in partnership and the hidden benefits and costs of being in partnership with us, we aren't yet using that information to improve practice. In many cases, partners don't know about our Open Information and/or Complaints Policies or Minimum Standards for Accountability - often because our own staff do not know. We will be explicit, early on in the next reporting period, about how we will tackle the need to revamp and improve the way we work in partnership. This will be in consultation with and informed by the excellent work and approach to partnership in many of our Oxfam affiliates around the world.

PHOTO: TATIANA CARDEAL

5. WOMEN IN THE COMMUNITIES WE WORK WITH AND WOMEN'S RIGHTS ORGANISATIONS

OBJECTIVES 2010-13

We will put poor women's rights at the heart of everything we do.

Our objective for 2010-13 reflected Oxfam's belief that addressing the pervasive inequality between men and women remains essential to eradicating poverty and suffering. Our commitment to promoting gender equality requires that we are especially determined to being accountable to women in the communities we work with and to the women's organisations with whom we cooperate and collaborate.

In addition, in the last three years, together with other Oxfam Affiliates around the world, we have agreed that what we are seeking is a transformation of gender and power relations and this includes the necessity of women setting their own agendas in all decision making processes.

TRANSPARENCY

We will have mechanisms and processes in place to make information available on how we are putting poor women's rights at the heart of everything we do.

We have promoted transparency by using a range of mechanisms to make information on our gender justice work readily available, including through the use of new media.

Our journal, Gender and Development, is unique in this field and frequently hosts articles and material analyzing and assessing our own work. Similarly our website, policy and practice contains frequently updated reports and other documents on Oxfam thinking and practice on gender equality.

We've participated actively in important networks, such as the UK's Gender and Development (GAD), Solidarity for African Women's Rights (SOAWR), the Association for Women's Rights in Development (AWID) and the Huairou Commission, meaning that our gender work is brought to the attention of the women's rights community, as well as governments and other agencies.

FEEDBACK

We will enable women in communities and in women's rights organisations and networks to provide their feedback in an open and constructive manner.

Our engagement with women's organisations has been particularly effective in promoting women's active - and genuine - participation. Our 'Raising Her Voice' programme, for example, works with 45 partners and 450 coalition members in 17 countries worldwide,

and reaches over 700,000 women to promote women's political participation and leadership.

2013 marked the 5th and final year of the Raising Her Voice programme and the completion of both external and internal final evaluations of the work. Findings of the evaluations have been widely disseminated through print and electronic media, and at a variety of events, so that they are available to as many as possible of those who have been directly involved and contributed to them. They are available here.

PARTICIPATION

We will enable women in communities and in women's rights organisations and networks to be increasingly influential in decisions about our programmes.

It is increasingly common practice for projects and programmes to be developed on the basis of assessments that include analysis of the context from a gender point of view. We try as far as possible to consult women and their organisations at different stages of design and implementation.

In 2013 gender strategies in both Yemen and Afghanistan were developed after consultations both with women in poor communities, and with women active in democratization processes in their respective countries.

MONITORING, EVALUATION AND LEARNING

Our work will include ways to measure progress in gender equality and record the feedback of women in communities and in women's organisations and networks.

In recent years, the use of Effectiveness Reviews has helped document progress on women's empowerment. Data is collected on the number of men and women being supported, and we work hard to understand the specific impacts of Oxfam's programmes on women as well as men.

Part of this work concerns an exploration of feminist theories and practices in Monitoring and Evaluation, for example during the meeting of partners, experts and Oxfam staff on Gender and Feminist Monitoring, Evaluation and Learning (MEL) during the event held in Boston on June 4-6, 2013.

SUPPORTED WOMEN DEMONSTRATE SIGNIFICANTLY GREATER INVOLVEMENT IN HOUSEHOLD DECISION-MAKING AND INFLUENCING AFFAIRS AT THE COMMUNITY LEVEL.

On the whole, 7% more of the supported women than of the comparison women scored positively on the outcome indicator. This difference is statistically significant, providing clear evidence of the projects' overall positive impact and effectiveness. However, there are some quite divergent effects underlying the overall positive results for each of the projects examined in 2012-13. In Honduras, Oxfam and a local partner organisation have been supporting producers in a small group of villages over a period of nearly 15 years, which appears to have lead to positive change on most of the various characteristics of women's empowerment which were considered. The projects in Malawi and Yemen have been supporting women with microcredit and business training on a larger scale, but over a shorter time period, and have resulted in change in characteristics such as access to credit and savings and attitudes towards women's domestic and economic roles, but not changes in decision-making power. In Nigeria, the project appears to have achieved change mainly in women's involvement in community affairs and in attitudes to poor women's rights and domestic roles, but only in one of the two regions in which the survey was carried out. The results from Sierra Leone show some apparent success on attitudes towards women's rights and other characteristics of empowerment in one of the two districts where the project was implemented. These changes are focused largely among those who directly participated in the leadership training and literacy training, rather than on the wider population of their communities.

These results provide support to the view that programme work will be most effective if it combines work on the social, political and economic dimensions of empowerment. Oxfam is increasingly focusing on ensuring that programmes address each of these dimensions in their design, so as to achieve more comprehensive and effective change in gender relations in households and communities. Another area of focus for Oxfam is then in effectively leveraging such results in order to bring positive changes at an institutional or policy level.

(Extract from our yearly report to DFID[12] on the one outcome specifically focusing on women's empowerment http://policy-practice.oxfam.org.uk/publications/oxfams-dfid-general-ppa-year-two-annual-review-305092

WHAT WE DIDN'T ACHIEVE

Effectiveness reviews on women's empowerment projects highlight the difficulty we have in reaching and understanding what is going on at a household level. When we do manage this, we see that the projects we undertake make more of a difference to women at a community level than at a household level. We want to make a positive difference to both. Please see the example in the box below - extracted directly from the report of an Effectiveness Review in Nigeria in 2012.

Fully documenting, analysing and learning in a systematic way from the changes we promote and support across all countries where we work on gender justice remains elusive For the next reporting period we aspire to adopt clearer theories of changes, which will allows us to obtain a broader picture of our achievements and failures, and share them openly.

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[12] The Department for International Development (DfID) leads the UK's work to end extreme poverty. We're ending the need for aid by creating jobs, unlocking the potential of girls and women and helping to save lives when humanitarian emergencies hit.

EXTRACT FROM AN EFFECTIVENESS REVIEW – WOMEN'S EMPOWERMENT PROJECT RESULTS:

The effectiveness review found evidence that the 'Improving Women's Leadership and Effectiveness in Agricultural Governance' project successfully affected several of the key outcomes but not others. In general, there is some evidence that it has worked to both empower women and increase household wealth. However, this is primarily restricted to the supported women in Ogun state. In particular, significant differences in this state were identified on several of the measures which contribute to the overall women's empowerment index. Women in the intervention communities in Ogun state scored positively on an average of 65 per cent of the 10 characteristics of women empowerment considered in the review, compared to 62 per cent in the comparison communities. These characteristics include those related to: a) women's perceived role in influencing community affairs; b) women's participation in community groups; and c) attitudes towards the rights of women in the wider society. That being said, a positive effect was identified in Oyo state in relation to attitudes towards the position of women in the household. The project appears to have brought about the greatest positive change in both women's participation in community life and in their ability to influence affairs at community level. Where no evidence of change in empowerment was detected, it tends to be in those areas affecting issues at a more personal or household level, such as women's involvement in household decision-making and attitudes towards gender roles in the household.

WOMEN'S EMPOWERMENT (GLOBAL OUTCOME INDICATOR)
Evidence of modest impact, but only for specific sub-groups/measures

Evidence of modest impact on the overall women's empowerment measure. However, this is restricted to supported women in Ogun state.

DIMENSION 1 – HOUSEHOLD DECISION MAKING
No evidence of impact

No evidence of project impact in relation to supported women's involvement in productivity-related and other household decisions.

DIMENSION 2 – WOMEN'S CONTROL OVER RESOURCES
Evidence of modest impact, but only for specific sub-groups/measures

No evidence of project impact in relation to supported women's ownership of strategic assets. Modest evidence of impact on women's access to credit, although just in Ogun state.

DIMENSION 3 – WOMEN'S PUBLIC ENGAGEMENT
Evidence of large impact, but only for specific sub-groups/measures

Evidence of impact on women's perception of their ability to influence affairs at a community level – although just in Ogun state. Strong evidence of impact on supported women's involvement in community-based groups – although just in Ogun state.

DIMENSION 4 – WOMEN'S SELF PERCEPTION
Evidence of modest impact, but only for specific sub-groups/measures

No evidence of project impact on supported women's self-efficacy. Evidence of project impact in Oyo state that the attitudes of supported women to their position in the home are changing. Modest evidence of a positive change in supported women's attitudes to women's rights in wider society. No evidence of project impact on supported women's attitudes to sharing of household responsibilities.

HOUSEHOLD WEALTH
Evidence of large impact, but only for specific sub-groups/measures

Strong evidence of project impact on household asset wealth – although just in Ogun state

To read more about this effectiveness review or to read others please visit Oxfam's Policy and Practice website.

6. ACCOUNTABILITY TO OUR STAFF AND VOLUNTEERS

OBJECTIVES 2010-13

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.

We have continued to seek feedback from staff through biennial Staff Surveys (in 2010 & 2012); through specific initiatives such as the 2013 "Future Shapers" exercise; and through open dialogue between line managers and staff in team meetings, and one-to-one meetings.

Volunteers in the Trading Division have been actively involved in contributing to shaping the Trading Division strategy.

Trustees, Members of the Association and other supporters have been invited to provide feedback and contribute to strategic planning through Council and Association meetings and "Oxfam Connects" meetings.

TRANSPARENCY

We will enable honest conversations with staff and volunteers about areas of concern, ways to address these and potential barriers to success. Managers will be equipped to give and receive feedback openly.

Managers' communications with staff and volunteers have been regularly stimulated by senior management, and supported by a range of communication materials provided by the internal communications team. Management training now also includes giving and receiving feedback.

For example, in 2010-11 the "Oxfam Listens" exercise was carried out in Oxfam GB divisions. This was led by the Corporate Management Team, with teams asked to contribute suggestions for improving effectiveness and impact at team, division or corporate levels. The themes were management behaviour, communicating about Oxfam, hearing staff voices, reflecting our values, valuing our people and improving delivery. Some 270 suggestions were made, across 20 topic areas. Implementation was monitored by the Corporate Management Team through 6 monthly reports in February and October 2011.

The Trading Volunteer Working Group has continued to develop. Between 2010 and 2013 the group had two conference calls with the Trading Director and met face to face with the Trading Director for five full-day meetings, of which four took place in 2012 and 2013. The group has played an instrumental part in both shaping strategy and in highlighting problematic operational issues that impact volunteers.

PHOTO: JANE BEESLEY

FEEDBACK

We will actively encourage staff to give feedback through existing mechanisms such as our staff survey, as well as in new ways.

Oxfam Staff Surveys take place every two years. So within the period covered by this report there were Staff Surveys in 2010 and 2012. In 2012 the total response rate went up to 58 percent (from 36 percent in 2010).

The 2012 survey showed a significant increase in employees feeling able to admit to and learn from mistakes, and in their effectiveness in knowing when to consult with others. There was a real improvement in staff believing different teams in Oxfam were working effectively. Areas of concern included the performance management process, and our internal processes for sign-off/approval; these areas are both being increased to find ways in which they can be streamlined/ or improved.

The Trading Division has established a robust monitoring and evaluation tool to assess the impact of the volunteering strategy on shop volunteers. A training package and a range of tools have also been introduced across the Trading Division to ensure that managers of volunteers are seeking their views, through team meetings and one-to-one conversations.

Volunteers and staff were widely consulted prior to the recruitment of the new Chief Executive in 2013.

PARTICIPATION

Staff will take part in developing approaches to improving our effectiveness. Team members will be able to give feedback openly.

More than 5,000 shop volunteers were involved in a consultation exercise to help inform a new trading strategy.

In the 2012 Staff Survey there was a marked increase in participation from the International Division – 53% (up from 26% in 2010). As a result, the voice of International Division staff rose to 59% of all respondents in 2012 (up from 46% in 2010).

In 2013 many staff from across all parts of the organisation contributed and voted for ideas as part of 'Future Shapers' - looking at the future shape and cost of Oxfam. Some 560 staff joined the challenge. Over 180 ideas were put forward, stimulating over 1000 additional comments; and 2400 votes were received.

The 'Future Shapers' exercise introduced a new and powerful mechanism for engaging staff, in a positive and upbeat way, on the need for Oxfam to be more cost effective through making radical cost savings. Several of the ideas promoted by staff have been taken up and are being implemented, including centralizing our finance functions and investing more in our vehicle fleet management capability.

MONITORING, EVALUATING AND LEARNING

Learning from the 2009 and 2010 volunteer surveys; and the 2010 staff survey will inform the focus and design of the Staff 2012 survey.

We were able to learn a lot from previous Staff Surveys and adapt the design of questions, timing and messaging. On staff engagement questions, the overall results were very positive, with 89 percent of staff enjoying their job, 90 percent feeling respected by their colleagues and 98 percent believing strongly in what Oxfam is trying to do.

Comparisons with earlier Staff Surveys on these three measures are as follows:

	Overall 2007	Overall 2010	Overall 2012
I believe strongly in what Oxfam is trying to achieve	98%	96%	98%
I enjoy my job at Oxfam	88%	84%	89%
I feel valued by my manager	81%	77%	83%

NB:

• The population of respondents is a self-selecting sample. So, absolute comparisons between successive years' data need to be treated with caution.

• For example the 2012 figures are influenced by the significant increase in respondents from International Division.

• The apparently significant increases in the 2012 results compared with the 2010 results (on enjoying the job and on feeling respected by colleagues) look like a reversion to the historic 2007 levels (with the levels in 2010 having dropped back a bit before recovering again in 2012).

WHAT WE DIDN'T ACHIEVE

Despite focused attention in 2010 and after the 2012 staff survey, performance management remains an area for further improvement, with only 50 percent of staff feeling that the system was effective in 2012. A new online course, while well received and positively-rated, is only part of the overall picture in helping managers use the system appropriately.

Although our internship agreement has been widely implemented, we know that there are still managers who don't implement all of its tenets - for example, through using interns for roles that are not project-based, and providing an unsatisfactory standard of induction and ongoing support.

More broadly, there are still challenges with some non-trading teams seeing volunteers as a homogenous resource and not connecting our volunteering offer with our values of empowerment, inclusiveness and accountability.

TRUSTEES, COUNCIL AND ASSOCIATION

We continued with our well-established annual timetable of Council and Association meetings and one-to-one relationships, for example with lead trustees. We held Oxfam Connects, an annual opportunity in May for trustees, association members and other supporters to hear about and input into Oxfam's work and plans. Trustees helped develop the Oxfam International Strategic Plan 2013-19, and establish how it will be applied in Oxfam in the UK.

"My involvement in the development of the volunteering strategy has helped me appreciate two aspects of life in Oxfam shops: the complexity of the shop managers' responsibilities and the unrelenting pressure on them: the consequent importance of making use of all the skills available in shop volunteer teams to help simplify the managers' task and to relieve some of the pressure on them." Allan Leadbeatter.
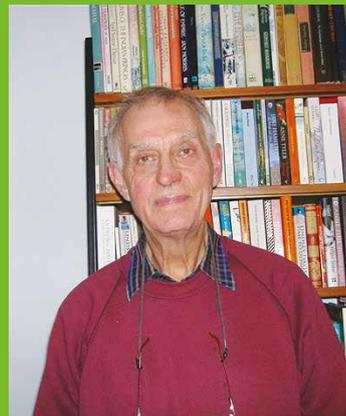
ALLAN LEADBEATTER. PHOTO: OXFAM

7. SUPPORTERS

OBJECTIVES 2010-13

We will remain committed to communicating with our supporters in a clear and transparent way and to seeking their feedback.

This objective is approached in two sections, reported on as follows:

TRANSPARENCY

We will ensure that our supporters are clear about what they can do and how their support makes a difference.

We've increased our use of online resources to tell clear stories about Oxfam's work, through the new online hub launched in 2010 and the 'Be There' campaign. We brought significantly more information about our work in to the public domain, including much easier-to-access information about specific programmes and campaign activity. One new initiative has been to involve our supporters in telling the story for us. The 'See for Yourself' project involved an Oxfam supporter - Jodie Sandford - who was selected to visit our programme in Zimbabwe and then tell her story through a variety of media – TV adverts, video resources, YouTube, Twitter and the Oxfam GB website - as well as linking to offline materials.

Oxfam has a new website, with the core purpose of motivating and inspiring more people to do more to support our work as well as being accountable to them by sharing information on our work. Launched in 2012, it's a more streamlined, user-focused site. Statistics show that visitors are spending more time there and are more engaged, for example, on registration pages for fundraising activity the conversion rate has doubled and registrations have tripled. Visit the website by clicking here.

FEEDBACK

We will enable our supporters to give us their views on what we do and how we do it

As members of the Fundraising Standards Board (FRSB) and Institute of Fundraising (IoF), we meet defined standards for handling and reporting feedback. We report complaints and feedback data annually to our board, as well as to the FRSB (see below).

We have re-launched our feedback and complaints policy and procedures, specifically ensuring that it's easier to provide feedback. There is very clear ownership and accountability for feedback internally, and a cross-divisional group now meets every six months to share what has been learned.

The pilot Accountability Effectiveness Review that took place in Bukavu, Democratic Republic of Congo, also provided a wide range of opinions of Oxfam's transparency.[7]

Extract from Summary Report to FRSB **Table 1: Complaints relating to Oxfam Fundraising and Shops**

CATEGORY	CALENDAR YEAR 2010	CALENDAR YEAR 2011	CALENDAR YEAR 2012
Supporter related	885	747	619
Shop related	847	1020	1026
Other	388	162	174
Total	**2120**	**1929**	**1819**
Of these total reportable to FRSB	360	482	550
Complaints made directly to the FRSB relating to Oxfam activity	0	0	1

Extract from Summary Report to FRSB **Table 3: Complaints reported by UK Regulatory Bodies**

COMPLAINTS SOURCE	CALENDAR YEAR 2010	CALENDAR YEAR 2011	CALENDAR YEAR 2012
Telephone Preference Service	13	30	47
Mailing Preference Service	1	0	0
Information Commissioner's Office	1	0	0
Advertising Standards Agency	0	1	0

PARTICIPATION

We will encourage our supporters to get involved in our communications, for example through the Supporter Panel, Oxfam Live events, and through our community engagement teams

Investment in our regional community presence has been a theme throughout this three-year period. We succeeded in growing the number of community fundraising/engagement groups as planned, and have increased our regional presence to support them. Our Oxjam music events have been a very successful vehicle for more local activity, and we've also introduced a network of emergency collection coordinators.

We continue to send online surveys to our Supporter Panel, covering any aspect of Oxfam's work. They help us to understand what our supporters are thinking, to test what new ideas might appeal to them, what messaging works and what they want from us in the future. We also ask them to take part in other forms of research, like focus groups and interviews.

Oxfam Live events took place, giving our supporters the opportunity to meet other people involved with Oxfam. Speakers share what they are doing with Oxfam both locally and around the world, and provide an opportunity to explore the challenges that Oxfam faces. The new website also includes community functionality, making it easier to create and share local content, events, activity, group information and the like.

MONITORING, EVALUATING AND LEARNING

We will use our supporters' feedback and complaints to inform and improve our communications.

We now carry out post-marketing campaign reviews. We have also commissioned specific pieces of work to gather the views of our supporters; for example, online surveys allowed quick gathering of views after the Get Together and certain running events, learning from these pieces of work resulted in changes to planned activities.

A couple of examples of learning from fundraising event surveys: we have saved significant costs as it was shown that runners did not find the Oxfam commemorative t-shirt of any extra value to their race experience, so we no longer produce these. Runners appreciated the opportunity to meet the Oxfam Running team at the London Marathon exhibition the week before the event. We have analysed fundraising figures from those who attended and those who didn't, and found that the runners who came raised an average of £225 more than those that didn't. Therefore, we will continue to attend the exhibition in 2014.

Where we receive feedback that clearly shows areas of concern, we've been able to raise these internally and bring change where appropriate. Certain fundraising methods, such as door-to-door and telemarketing, do generate more complaints; and we have now increased the monitoring of door-to-door teams - including sending our staff out with them. Most telephone fundraising work has now been moved in-house, with a noticeable drop in complaints.

WHAT WE DIDN'T ACHIEVE

Despite an increase in the number of community fundraising / supporter groups, actually raising money through these groups has been harder than expected over the last two years. As a result we have had to re-target resources to try to raise the money we predicted would be raised. Investment in one new product area has been suspended as a result.

The website project mentioned above was a major one, and there were teething troubles. Issues with missing information and links were addressed quickly after the launch, and the public feedback process was enhanced to aid this. More significant issues with 'My Account' performance and registration forms are now being addressed.

Work on post-campaign analysis work hasn't progressed as planned. Instead, resources were directed to implementing a new campaign management tool and associated processes - part of our marketing efficiency work, and considered a higher priority this year.

8. ACCOUNTABILITY TO GOVERNMENTS AND REGULATORS (AND, THROUGH THEM, THE PUBLIC)

OBJECTIVES 2010-13

We will be accountable for our activities in the countries where we have programmes. We will have constructive engagement with host governments and our UK regulators.

We have played an active part in the United Nations-led review with the Financial Action Task Force and governments in developing an appropriate regulatory framework for counter-terrorism. In the UK, we have engaged constructively with the Charity Commission, the Treasury, and HMRC on developments in charity law and tax policy. We have been able to have positive discussions about the regulation of international NGOs in several countries.

TRANSPARENCY

We will publish information about our dealings with governments and regulators, including instances of non-compliance.

Through our Global Reporting Initiative (GRI) reports[13] we have published annually our instances of non-compliance with regulations, in particular health and safety and privacy incidents. We've reviewed our Serious Incident Reporting framework, and senior management has become more effective at reporting, although in some regions of the world there is still under-reporting.

Complaints in the UK to the Information Commission and Advertising Standard Authority (ASA) were reported as follows:

NUMBER OF COMPLAINTS IN UK		
	Information Commission	ASA
2010	1	0
2011	0	1
2012	0	0

In each year we made Serious Incident Reports as follows:

NUMBER OF SERIOUS INCIDENT REPORTS	
2010/11	4
2011/12	5
2012/13	4

[13] The Global Reporting Initiative (GRI) is a non-profit organisation that promotes economic, environmental and social sustainability. GRI provides all companies and organisations with a comprehensive sustainability reporting framework that is widely used around the world.

FEEDBACK

We will seek feedback from our regulators about good practice, and ensure that senior management responds.

We have reviewed annually our compliance with our agreements with host governments in all countries where we work, which has helped us to comply with our regulatory obligations to them.

In a number of other countries we have been able to agree with host governments a better structure for the work of several different Oxfam agencies in the same country.

PARTICIPATION

We will inform the public about their right to information about Oxfam. We will engage with the UK Charity Commission as our principal regulator.

In the UK, we have had positive dialogue with the Charity Commission and other regulators, specifically in relation to Oxfam, and also over the regulatory environment. We have actively discussed the counter-terrorism rules affecting charities with the Charity Commission, UK Treasury, the United Nations and some other governments.

MONITORING, EVALUATING AND LEARNING

We will learn from our incidents of non-compliance and improve our processes accordingly.

As road traffic accidents are a major risk to staff, for much of the reporting period we have concentrated on improving the way our vehicles are used. The introduction of black box technology has led to a reduction in speeding, but our health and safety reporting and analysis has shown us that we still need to do more to educate our vehicle users. While we have undertaken investigations and shared learning through an online vehicle management group and three-monthly newsletter, we are committed to continuing to investigate and learn from accidents.

Other kinds of incidents are diverse and it is harder to draw generic lessons, but we have focused on improved reporting of serious incidents through the quarterly management report.

WHAT WE DIDN'T ACHIEVE

Our main engagement with the public on the right to information has been through our website, but we have learnt that effective engagement requires a much more proactive strategy. Oxfam affiliates have committed to exploring the possibility of some form of digital platform; with the aim of encouraging, stimulating and supporting greater engagement of an increasingly diverse stakeholder group on accountability issues.

9. TARGETS OF OUR ADVOCACY

OBJECTIVES 2010-13

Advocacy and campaigns work will follow the core principles of our global campaigning and advocacy model.

We have campaigned on a number of issues over the last year ranging from 'land grabbing' by corporations from local communities to demanding a peaceful end to the troubles in Syria.

Our campaigns have been based on evidence of the impact on women and men in poverty and we have sought to empower affected communities to raise their concerns in a way that does not put them or others at risk.

TRANSPARENCY

We will publish all our policy positions. These will be evidence-based and rooted in our fundamental values. We will seek the views of partners in developing policy analysis and designing campaigns.

For the first time in 2012-13, information on campaigns and advocacy projects was published as part of the International Aid Transparency Initiative (IATI). The Policy and Practice website, which launched in September 2011, stores all of our public policy papers and has significantly increased Oxfam's engagement with the development community and our advocacy targets. It established a strong user base in 2012-13, with website visits and publication downloads up on the previous year by 122 percent and 57 percent respectively.

FEEDBACK

We will invite comment on our policy research, analysis and campaigning, and will respond to all serious and reasonable complaints. We will engage in a constructive and critical dialogue with our partners.

It is standard practice to seek out views of advocacy targets in advance of publishing campaign actions or policy positions. This year, Oxfam launched the Behind the Brands scorecard which sought to rank the public policies of the ten largest food and beverage companies and identify improvements they could make. The results were shared with all companies in advance of publications and detailed discussions took place before and after publication.

One company challenged our analysis and conclusions in a letter. We responded to them privately and where appropriate publically, amending and clarifying our website information to acknowledge that the company disputed one of our conclusions.

As a result of this work, Coca Cola has committed to take steps to stop land grabs from happening in its supply chain, thanks largely to campaigning by Oxfam. This will help protect vulnerable people from being thrown off land they live and work on. We acknowledged this commitment publically to our supporters.

PARTICIPATION

We will work in partnership with allies and partners in the north. In the south, we will continue to work with and through partners, allies and their beneficiaries of our campaigns and advocacy.

In the UK, Oxfam was elected to the position of chair of the Enough Food for Everyone IF campaign, a coalition of over 200 organisations in the UK.

Oxfam staff have been supporting national campaigns in many countries, including working with partners ahead of the elections in Ghana to ensure access to healthcare was a key focus of the national debate.

MONITORING, EVALUATING AND LEARNING

We will continue to strengthen our MEL system across all our campaigns and policy work, with regular strategic reviews and independent evaluations of major campaigns. We will review our global campaign model.

In the past year, Oxfam has undertaken two large independent mid-term evaluations of cross-national campaigning work - the Financial Transaction Tax campaign and the global GROW food justice campaign. This is in addition to smaller project and national campaign evaluations, as well as independent evaluations prompted by funder requirements.

The review of our global campaign model was completed with Oxfam International resulting in a plan for a Worldwide Influencing Network which is a key objective in the Oxfam Strategic Plan 2013-19. The plan seeks to improve our research networks that collect and synthesis programme evidence, to build our ability to communicate with communities using digital and mobile technologies and to build our national influencing capabilities in the countries we work.

WHAT WE DIDN'T ACHIEVE

We had intended to continue development of the Policy and Practice website infrastructure to deliver more community functionality, including running both open and closed discussion spaces on policy issues. This, however, was put on hold because of resource constraints and will now be considered in the year ahead.

10. THE ENVIRONMENT

OBJECTIVES 2010–13

We will develop appropriate, challenging targets that reflect the 35 percent reduction in our CO2 emissions during 2007-10.

Changes in the Department for Environment, Food and Rural Affairs' (Defra) methodology meant we could no longer claim the reductions from purchasing renewable energy. As a result, our emission reductions fell from 35 percent from 2007-10 to 12 percent. This combined with the fact that we had already achieved quick wins, meant we needed to take a more strategic approach to address the environmental impact of our operations and enable us to set appropriate targets. There were three key areas of focus to achieve this: strengthening programme governance and embedding ownership among our key stakeholders; improving understanding of the impact of our activities on the environment and identifying priorities for reduction; and improving data quality and data collection systems.

Our steering group now meets on a quarterly basis, and we've created a new team of senior managers in key impact areas, accountable for managing carbon impact and proposing ongoing management strategies for our 2020 carbon reduction programme to the steering group.

Our programme and advocacy work will increase the adaptive capacity and resilience of poverty-affected, vulnerable and marginalised women and men who are at risk from climate change and climate-related disasters.

Across all the regions where we work, we aim to conduct a holistic, participatory analysis of vulnerabilities and risks faced by communities, looking not only at the local context and realities, but also the bigger context in which they operate and live.

Based on this assessment, we identify the most relevant hazards for community members' lives and livelihoods, and the most efficient interventions to reduce their vulnerability and increase their adaptive capacity.

We do this work through research and tools we have developed, such as the Africa Climate Change Resilience Alliance (ACCRA) Local Adaptive Capacity framework and the Vulnerability & Risk Assessment (VRA) tool.

TRANSPARENCY

We will measure and report publicly against our targets, and will be open about our decision-making.

We have continued to report our carbon footprint annually against the criteria set by the INGO Accountability charter, publishing the results via the Global Reporting Initiative and Oxfam's annual report.

We've been transparent about how we measure our impact by sharing our approach and requesting feedback from other NGOs via the NGO Sustainability Managers Roundtable group and the INGO Charter Environmental Management sub group.

We initiated a number of projects, both in the UK and in our international regions, to improve our understanding of our impact on the environment, and used the results to identify priority areas for reductions. Examples include a study of energy consumption in our UK shop network; a study of the carbon savings generated by our donated goods network; and a case study of our Horn East and Central Africa (HECA) and Asia regions, which led to a global extrapolation of our carbon footprint.

We made significant progress to improve the quality of our environmental data and our data collection processes. One example is air travel data where we disaggregated our carbon data to provide more accurate reports which reflect Oxfam's policy to fly economy and the lower impact of economy class flights compared to other cabin classes. We also developed a 'reason for travel' data capture which allows us to separate emergency travel from other travel.

We've also revised our Ethical and Environmental policy, which now applies both to Oxfam's operations and our suppliers and includes stronger environmental standards.

FEEDBACK

We will enable our staff, volunteers, beneficiaries and other stakeholders to give feedback on our adaptation and risk-reduction work, and on our campaigning and advocacy work.

In 2012, we evaluated the effectiveness and value for money of our efforts to support country programme staff to learn about climate change adaptation and disaster risk reduction, and how to integrate these activities into their programmes. The evaluation considered the views and needs of staff and made recommendations on the most appropriate learning. In terms of external stakeholders, our website (http://policy-practice. oxfam.org.uk/) offers access to a range of information on our work, including advocacy positions and campaign reports, and allows stakeholders to give us feedback.

PARTICIPATION

We will engage with staff, partners, the people affected by our programmes and other stakeholders on adaptation and risk-reduction programming and advocacy at all levels.

Over the period, we've delivered research and advocacy on adaptive capacity in the three countries (Uganda, Ethiopia and Mozambique), forming part of the ACCRA. The programme has produced a political economy report for each country, and is supporting government directly in decision making.

We're making good progress in adaptation projects in a number of Oxfam country programmes, most notably Bangladesh, Pakistan, the Philippines, Sri Lanka, Uganda and Zimbabwe. The strength of these programmes lies in the integration of good analysis, community-based action, and links to national-level policy. All of the programmes focus on smallholder agriculture, with many integrating water resource management, as well as ensuring access to information for improved decision-making.

We have created strategies for Ethiopia, Armenia and Georgia to incorporate climate change adaptation in to programming. The Gendered Enterprise and Markets (GEM) initiative aims to integrate best practice on women's participation and leadership in market systems with adaptation and risk reduction. This initiative is now well advanced, with the tools and governance structure in place, and more than a dozen country programmes are now actively seeking the funds to implement it.

MONITORING, EVALUATING AND LEARNING

All aspects of MEL work will increasingly include ways to measure adaptation and risk-reduction, and evaluate progress in achieving change in the lives of people affected by climate change and climate-related disasters.

The Adaptation and Risk Reduction (ARR) team has developed an approach for measuring resilience - including climate change adaptation - that is now leading the sector. This is now being refined into a programme MEL tool.

WHAT WE DIDN'T ACHIEVE

Given the significant organisational carbon reductions from 2007-10, it was agreed that we would set an interim organisational reduction target of five percent for the first year, setting targets for the following years in 2011. However, we failed to reach our reduction target, instead increasing by three percent during the first year. This was partly because of the above-mentioned changes in Defra's methodology, but also because of increased flights as a result of our response to the Haiti earthquake and the Pakistan floods. We realised that to develop appropriate targets, we needed to improve our data so that the targets could be both informed and challenging but without compromising our organisational mission. For air travel, this meant working with our travel agent to develop a system to disaggregate emergency and non-emergency travel, which took nearly two years.

Although we didn't achieve the reduction target, our strategic approach over the past three years has put us in a much stronger position to address the environmental impact of our operations and we have integrated our learning into an informed, step-by-step and prioritised framework for 2020. This will help us deliver pragmatic solutions to reduce our impact both in the UK and in our international regions.

OXFAM'S DONATED NETWORK ENABLES ITS SUPPORTERS TO REDUCE THEIR CARBON IMPACT

In 2010-11, we carried out a study into consumer behaviour in Oxfam shops to discover to what extent the purchase of a donated product prevents the purchase of a newly manufactured one. From this we calculated, for example, that an average item of women's clothing donated to Oxfam and sold in store will save an estimated 2.5kgs of CO_2, the equivalent of driving six miles in an average car. Oxfam estimates that the sale of donated goods enabled Oxfam consumers to reduce their collective carbon footprint by approximately 22,500 tonnes in 2010-11. An additional 6,500 tonnes of CO2e was saved through the recycling of donated products not saleable in the UK. In total, Oxfam helped its customers and donors to save a collective 29,000 tonnes of CO2e that year. In 2011-12 this number increased by 7.5 percent to 31,000 tonnes of CO_2 - a carbon-negative benefit that is higher than Oxfam GB's global footprint. We are now in the process of evaluating 2012-13 emissions.

REDUCING CARBON EMISSIONS IN OUR INTERNATIONAL FLEET

In 2010-11, we completed a comprehensive study of the HECA (Horn and East Africa) region's footprints which included electricity, air travel, overland travel and supply chain. From this we learnt that overland travel comprised over 40 percent of the region's footprint. We began a three-year programme to install vehicle tracking devices across our regions and by 2013 had achieved a 90 percent distribution rate. 72 percent of our vehicles have been fitted with tracking devices, and we aim to continue installation in 2013-14. These devices, combined with specialised software introduced in January 2013, make it easier to produce information on the emissions generated by our vehicles.

Introducing vehicle tracking devices internationally is taking longer than anticipated, due to a variety of factors including competing priorities at country level, and the challenges of introducing the equipment in countries where there's a lack of local technical expertise and experience. We have also made efforts to improve fuel consumption, and thus emissions and costs. We started monitoring monthly fuel consumption against the (part-estimated) 2012 baselines, and have been providing monthly feedback to countries, including speeding instances. We hope that sharing this feedback with drivers will improve driving behaviour and cut fuel consumption. 'Eco driving' materials have been added to our intranet and are available to staff, and we've also instigated a global driver recognition scheme which will start in 2013.

AND OUR ACHIEVEMENTS!

Table 1 – Carbon Emissions by category and year*

Category	2010-11	2011-12	2012-13	% change 2010-2013	% of total emissions in 2012-13
Electricity	9,704	8,527	9,168	-6%	49%
Commuting	1,647	2,841	2,154	31%	12%
Passenger Air travel	2,003	2,246	2,039	2%	11%
Trading logistics	1,366	1,551	1,686	23%	9%
Humanitarian Freight	1,878	1,992	1,410	-25%	8%
Paper	1,053	975	873	-17%	5%
Gas	487	327	418	-14%	2%
Work related public transport	210	431	301	43%	2%
Car fleet	250	224	255	2%	1%
Work related own car use	157	194	168	7%	1%
Van fleet	135	166	126	-7%	1%
Waste to landfill - Oxfam House **	142	62	7	-95%	0%
Total	19,032	19,537	18,604	**-2%**	**100%**

*   based on updated conversion factors for electricity as per Defra annual guidelines, so that numbers will differ from those released in previous reports.

** the decrease in waste emissions is partly the result of changes in the methodology applied. At Oxfam House, we are running at 99% zero waste to landfill

11. CROSS-OXFAM ISSUES

FRAUD RECOVERY

We experienced confirmed losses of £703,810 through fraud, theft or bribery in 2012-13, of which we have recovered £17,042 so far. This represents about 0.2% of our total spending. There is little authoritative data on losses from fraud and corruption within international aid agencies – in their 2011 report the National Fraud Agency estimated losses of 2.4% for the sector as a whole: this remains the best available benchmark, and suggests that our confirmed losses are only a proportion of the total 'hidden' losses.

Clearly we work in some of the most challenging environments in the world, nevertheless we have a zero tolerance policy to paying bribes, and we always make public any significant frauds as well as prosecuting offenders wherever possible.

Over the last 2 years we have made significant investments in improving fraud detection, response and prevention. This includes the rolling-out of a coherent programme of counter-fraud work that captures and enhances our learning from incidents, improves communications, and emphasises prevention through education. In response we have seen a 64% increase in reporting of suspicions, which gives us much richer data on which to base investigations, and to inform further enhancements in our approach in the future.

SAFEGUARDING

In April 2012 we re-launched our efforts to prevent sexual exploitation and abuse, as well as any form of child abuse, by those working for or on behalf of Oxfam GB. We rolled out a new two-year Global Safeguarding Strategy, focused on the field level and giving equal weight to both deterrence and prevention. We created a Safeguarding Steering Group that reports annually to the board, thereby strengthening governance. We appointed staff as Regional and Country Safeguarding Focal Points to receive complaints and deliver safeguarding activities locally.

Since the re-launch, we've seen a rise in the number of allegations being made. While there were only five in 2010-11, we received 12 in 2011-12 after the appointment of our first Global Safeguarding Coordinator; and in 2012-13, the number went up again to 19 allegations. As both the Humanitarian Accountability Project and Save the Children acknowledge, the biggest challenge to addressing abuse perpetrated by NGO workers is under-reporting. We believe that the increase we have seen in the number of allegations is a positive indication that we are increasing awareness of this important issue, and giving survivors more confidence to report incidents.

HEALTH AND SAFETY

We have made progress in managing the risks associated with driving at work, both in the UK and internationally. Oxfam's global fleet manager works proactively with our international drivers to improve awareness and behavior, helping us to decrease one of the biggest risks to staff.

In the UK, the Driving at Work committee has revised its handbook and associated procedures, and will be rolling it out during 2013-14. It is expected to help reduce the risks to all staff and volunteers who drive as part of their work with Oxfam.

Our focus on wellbeing has continued, with head office staff receiving relevant training, as well as talks, seminars, presentations and communications. Trading staff focused on how shop managers can take annual leave more easily.

ACCIDENTS AND INCIDENTS

The number of vehicle accidents reported has remained relatively constant (44 in 2012-13). There were 2 fatal accidents last year and a number of accidents involving injury to Oxfam GB staff and/or third parties. The use of black box technology has led to a 40% reduction in speeding over the period July-December 2012.

Analysis of 2011 accidents revealed a trend towards vehicle rollover, which, in conjunction with the fleet forum organisation, we are actively tackling using educational materials: printed materials and a video about the dangers of driving and how rollover can be avoided. Further instances during 2012/13 emphasise the need for continued work in this area. Similar analysis of this year's accidents reveals 2 trends: 1. accidents involving motorcycles, 2. accidents involving speed and/or stopping distance. We will attempt to tackle both of these in the coming year.

Table: Fatalities[14]

YEAR	FATALITIES	DETAILS
2012-13	2 + 3	Two Oxfam staff fatalities: • 1 employee died following a fall from the rear of a truck. • 1 employee died following a car-jacking. Three Non-Oxfam staff fatalities: • a road traffic accident resulted in the death of a District Water Officer • a child fell into a pit latrine in HECA. • a motorbike passenger died following a collision. Driver found to be not at fault.
2011-12	1 + 2	• 1 National staff from Liberia died of Malaria • 2 road traffic accidents, in both an Oxfam vehicle hit a motor-cycle. It resulted in the death of a 2 year old passenger in one and the motor-cycle driver in the other.
2010-11	2 + 2	• Three (2 staff), killed by improvised explosive device. • 1 child killed by a contracted driver.

[14] Source: Oxfam Annual Health and Safety Report 2013 - Key Deliverables 2012/13

ANNEX 1

Oxfam gratefully acknowledges the support of many individuals and donor partners who contributed to our work during the past year. Full information of our donors is provided in the Acknowledgements (page 72) of the Annual Report http://www.oxfam.org.uk/~/media/Files/OGB/What%20we%20do/About%20us/Plans%20reports%20and%20policies/Annual%20report%20final%20280813.ashx

INCOME FROM EUROPEAN COMMISSION DIRECTORATE GENERAL FOR DEVELOPMENT AND COOPERATION (EUROPEAID) BY CONTRACT TITLE		
Project name	Country / Countries	Year to 31 March 2013 (£s)
Building Social Accountability in Vietnam	Vietnam	104,278
Community Action for Water Facility Development & Poverty Reduction in Kailahun	Sierra Leone	1,190,712
Community Driven Livelihood and Food Security Initiatives	Somalia	356,767
Community Empowerment to Access and Demand Justice, Nairobi, Kenya	Kenya	113,525
Community Engagement in Good Governance	Kenya	7,945
Community-based Disaster Risk Management and Livelihoods Programme in Punjab	Pakistan	115,939
Droits humains en situation de conflit : renforcement des capacités en RDC	Democratic Republic of Congo	251,886
EC - Small-scale producers in RAAN, Nicaragua	Nicaragua	98,728
EC EIDHR Youths leading democratic changes in Nicaragua	Nicaragua	69,207
EC- NSA- Community Development for more Equitable Society in OPT	Occupied Palestinian Territory	145,360
EC NSA BRICSAM - Empowering CSO Networks in an Unequal Multi-Polar World	Brazil, Russia, Indonesia, China, South Africa, Mexico	621,939
EC NSA: Improving livehoods and Public Policies to Producers in Copan	Honduras	113,663
EC NSA: Participation and Small producers in Mancomunidad Sur Copan	Honduras	22,956
EC -Oxfam Diversified Livelihood Programme-Southern Malawi	Malawi	136,979
EC Strengthen 20 village muncipalities capabilities to provide safe water supply	Azerbaijan	84,561
EC-Advancing Healthy Communities through Responsive Local Governance	Azerbaijan	141,009
EC-Developing the value chain for subsistence and small-scale farmers in OPTI	Occupied Palestinian Territory	214,481
EC-EDF Promoting Good Governance and Social Accountability in Uganda	Uganda	103,313
EC-Effective Civil Society Development and Improved Access to Quality Healthcare	Georgia	22,521
EC-EIDHR Women working for equal political participation	Bolivia	64,540
EC-Food Sec: Improving FS in rural families in Honduras	Honduras	158,780
EC-Promoting working with men and boys to end violence against women	Lebanon	166,805
EIDHR Brasil - Indigenous rights in cities	Brazil	67,740
Empowering civil society to promote the Right to Health in Russia	Russia	85,243
Ending Torture and Ill-Treatment of Women in Police Custody in Pakistan	Pakistan	275,473
Enhancing Food Security and Resilience of Small Farmers in Sindh and Baluchistan	Colombia/Ecuador	580,934
ENRTP Forest and Ethnic Territory - Colombia Ecuador	Colombia/Ecuador	540,650
Food Security and Livelihood	Zimbabwe	651,541
From Law to Practice: Making the Equalities Act Work	Wales	61,741
Improving Civil Society Engagement in Education	Mozambique	134,857
Liberia Civil Society Capacity Building Program	Liberia	154,954
MDG campaigning & awareness-raising in the UK, Germany, Spain and the Netherlands	UK, Germany, Spain and the Netherlands	80,823
NSA Multi - Networking & interaction among small producers, NSA and LA	Colombia, Honduras, El Salvador	343,470

Project name	Country / Countries	Year to 31 March 2013 (£s)
NSA Urban Politics Development – Brazil	Brazil	25,651
Pasa V Mobilisation Communautaire pour Réduction d'Insécurité Alimentaire & Nutrien	Mali	256,140
Promoting food security in Southeast Liberia (SEL)	Liberia	289,494
Promoting food security in Southeast Liberia (SEL) through commercial rice value chains	Liberia	86,971
Promoting freedom of thought, association and movement in Gaza	Occupied Palestinian Territory	224,027
Renforcement des capacités des associations féminines afin d'améliorer la couve	Chad	217,641
Research: FS, policies & new business models for small markets in LA	Honduras, Colombia, Guatemala	475,114
Rural Sustainable Energy Development in Zimbabwe	Zimbabwe	402,845
Socio-Economic Development for Conflict Affected Communities of N & E Sri Lanka	Sri Lanka	1,221,253
Strengthen partner'p Toward Participatory&Accountable Governance of Land	Cambodia	150,986
Strengthening NSAs to claim rights and services – Bangladesh	Bangladesh	196,011
Strengthening participation and influence of poor and vulnerable farmers	Nepal, Bangladesh, Pakistan	197,959
Strengthening role of civil society promoting human rights & democratic reform	Sri Lanka	12,122
Strengthening the role of Non State Actors on Climate Change policy formulation	Bangladesh, Nepal	131,597
Strengthening the voice of human rights defenders to protect rights and entitlements	Bangladesh	95,447
Supporting livelihoods to improve food and income security in Lake State	South Sudan	264,533
Supporting production & market-based solutions to soaring food prices – Ethiopia	Ethiopia	142,864
Sustainable Livelihoods through Value Chain Development for Pastoral Communities	Kenya	377,006
Turkana Community Engagement in Democratic Reforms, Kenya	Kenya	87,124
Turkana Millennium Development Goals WASH programme	Kenya	570,742
Water and Sanitation Rehabilitation and Reconstruction in DI Khan District, KP	Pakistan	244,915
Water Facility (WASH For MDGs)	Angola	642,056
Your Money, Your Future: Improving Public Finance Policy and Management in Azerbaijan	Azerbaijan	62,084
Total		**12,987,804**

LIFT
LIVES
FOR
GOOD

OXFAM