



Accountability Report **06/07**

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Breaktime at an Oxfam-supported school in Aden, Yemen. Photo: Abbie Trayler-Smith

FOREWORD

For Oxfam GB, accountability is important in itself: it is part of our values. It also strengthens our legitimacy and impact, and is vital to fulfilling our mission. Oxfam enjoys enormous trust: both from people who give us funds and support, through to the partners and communities where we work. Despite our efforts to make better connections between donors and our work, and the occasional media reporting of our work on the ground, supporters largely have to take us at our word that we are taking the ‘right’ action to overcome poverty and suffering. Equally, while we work from a rights-based approach, the women and men with whom we work are often living in precarious and insecure conditions. In humanitarian circumstances they may be dependent on us to meet their most basic needs. In both cases, the unevenness of knowledge and power puts us in a position of great responsibility. Our accountability is one vital way to redress this imbalance of power. We recognise that we still have a long way to go in being fully accountable.

Being more accountable allows us to get feedback on what works, what we are not doing so well and

what people think about us. That feedback is a stimulus to challenge ourselves to do better as our work is often more hidden than the public or private sector. If consumers are dissatisfied with a company they can stop using its products and in the public sector citizens can elect another government and other forms of redress.

We believe that all organisations, whether NGOs, government, multilateral institutions or private sector, need to be accountable to their stakeholders. As we demand more accountability from others, it is untenable for us to call for that and then not become more accountable ourselves. While we recognise that this report is only one way of making ourselves more accountable, it is important nonetheless. It aims to:

- Give an account of our responsibilities to our stakeholders, and how we go about delivering on those responsibilities¹
- Give evidence about how we respond to issues raised by stakeholders and describe redress mechanisms when we have got it wrong

Our definition of accountability includes:

- transparency of decision making and information-sharing
- participation of key stakeholders in decision-making
- monitoring and evaluation to receive feedback from stakeholders on our relevance, performance and impact
- complaint mechanisms enabling stakeholders to seek and receive a response for any grievances
- the prevention and progressive reduction of any harmful social, environmental and economic impacts arising from our own operations

We are primarily accountable to women and men living in poverty, but we take our accountability to all stakeholders seriously, and continuously strive to balance the needs of different stakeholders. Besides our beneficiaries our key stakeholders include: donors; supporters; partners and allies; staff, volunteers and the wider public; the individuals and



Oxfam has been holding feedback sessions with communities affected by the food crisis in Southern Africa. People vote by putting a bean in the appropriate envelope; votes are counted and displayed before the results are discussed.

Photos: Peter Stansfeld, Auriol Miller

¹ Our responsibilities may be regulatory, legal or contractual, financial, or ethical and moral.

institutions that we seek to influence through our advocacy and campaigning work; and regulatory bodies in the UK and in countries where we operate. We include the 12 other members of Oxfam International and other NGOs in both the South and North.

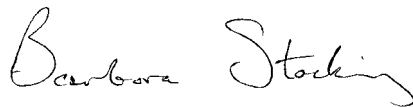
The report should be read alongside our Annual Report and Accounts which set out our mission, what we have achieved each year, and how we have used the resources entrusted to us. We use additional, more appropriate, channels to communicate with people living in poverty, including a regular dialogue with partners and allies through our front line

project officers and campaign staff. We also publish reports that assess what impact there has been for poor people and poor communities over longer periods of time.

This accountability report sets out our progress to date, in particular the activities of Oxfam in the period 1 May 2006 to 30 April 2007, and our plans for the period of our strategic plan for 2007–2010. It is based on the accountability standards of the Global Reporting Initiative and the International Non-Governmental Organisations Accountability Charter (IANGO). It does not report on the international confederation of Oxfams, Oxfam International².

At present, our data is more complete within Great Britain than for many of the other countries in which we operate. In future years we aim to improve the data quality from our international operations. This report has been reviewed and approved by Oxfam's Council of 12 independent Trustees.

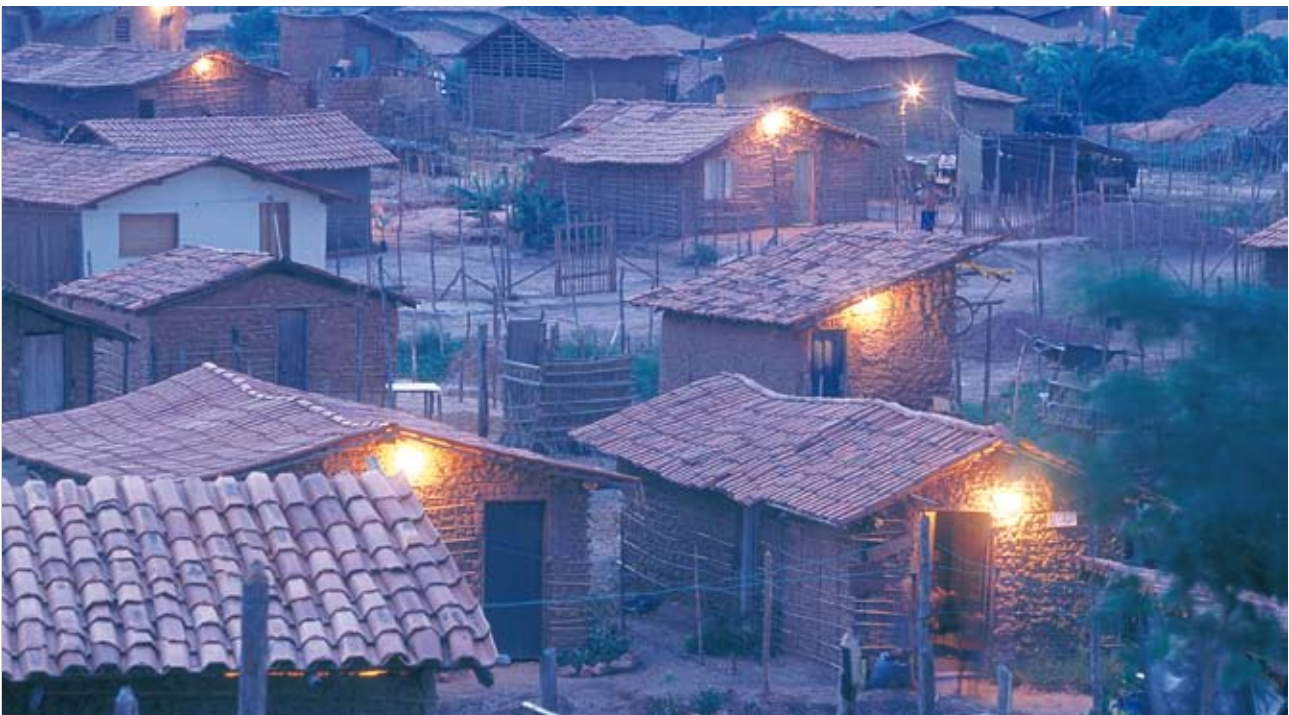
We welcome your comments, and any questions regarding this report or its content should be addressed to enquiries@oxfam.org.uk or by post to: Oxfam, Oxfam House, John Smith Drive, Cowley, Oxford, OX4 2JY, UK³.



Barbara Stocking, Director



John Gaventa, Chair



With support from Oxfam partner FAMCC, homeless people in Brazil are setting up permanent housing estates like this one, and lobbying their council for decent services. Photo: Gilvan Barreto

² Details of these are available on the Oxfam International website, www.oxfaminternational.org

³ Many of the documents listed in this report can be found on our website or by requesting them by e-mailing: enquiries@oxfam.org.uk

INTRODUCTION

Oxfam's work

Oxfam is an independent organisation, registered as a charity, and is not aligned to any government, nor does it have any religious affiliation. We work with people living in poverty, partners, volunteers, supporters and staff of many nationalities to help overcome poverty and suffering. We are part of a global movement to build a just and safer world.

Our right to act is based on universally-recognised freedoms of speech, assembly and association, our contribution to democratic processes, and on the values we seek to promote. Our legitimacy is derived from:

- our direct experience of working with people living in poverty
- their recognition and support for our work
- the support of our other stakeholders
- the quality, effectiveness, and impact of our work

We have worked with poor people around the world for more than 60 years. Currently, we work with more than 1,000 partners in more than 70 countries. We employ local people who understand the issues that keep local communities trapped in poverty. More than 500,000 people in the UK support Oxfam's work through monthly giving and almost another half million give us funds at sometime during the year. We have over 20,000 volunteers working in our shops and about 7,000 other volunteers working in fundraising and campaigning roles. Our development, humanitarian

and campaigning work is widely respected by the international community, southern and northern governments, our partner organisations, allies, and other agencies.

All people have social and economic rights as well as political and civil rights, and their rights under humanitarian law. To overcome poverty and suffering, we work to ensure that these rights are fulfilled and protected. Seventy per cent of all people living in poverty are women and girls, so we work to put women's rights at the heart of all we do.

Oxfam strives to involve people in the decisions that affect them. This is a basic right, and strengthens the quality and impact of our work. Whenever possible we work with or through partners to build self-reliance. However, in emergencies we tend to provide humanitarian assistance through our own staff because of the extreme and urgent nature of these situations.

We work on three interlinked and mutually reinforcing fronts:

- saving lives by responding swiftly to provide support and protection during emergencies,
- supporting long-term development programmes and solutions that empower people to work their way out of poverty, and
- campaigning to tackle the causes of poverty at local, national, and global levels.

How we decide and implement our strategic priorities

Oxfam's strategic priorities are determined through an iterative and consultative process with staff, key stakeholders, and Council. We develop a plan which sets out the overall strategic direction of the organisation over a three-year period. The plan is based on an external analysis of current poverty trends, the views of trustees on key strategic issues, a review of Oxfam International's strategy, input from senior management across the organisation, and analysis of our current programmes in the countries where we work. Our partners and allies were consulted throughout the design and development of our work in order to gain insights from their experience. When the plan was completed we fed back to partners and allies involved as part of our accountability.

The three-year strategic objectives are used to develop annual corporate objectives, allocate resources across the organisations, and develop detailed plans. These are monitored on a regular basis at a corporate level by trustees and senior management.

Organisation-wide accountability

This section summarises some of our organisation-wide measures to improve accountability. Different sections of the report outline how these measures are being implemented and developed, as well as explaining additional initiatives to increase our accountability to our stakeholders.

What we did in 2006/07 to improve accountability across the organisation

In 2006/07 year we have put in place the following organisation-wide mechanisms to improve our accountability to our stakeholders:

- an improved programme Monitoring, Evaluation and Learning system which will strengthen feedback from partners and people living in poverty about our relevance, effectiveness, and impact.
- an organisation-wide complaints policy enabling stakeholders to seek and receive a response for any grievances.
- a new partnership policy which will help improve accountability to partners and allies.
- continued steps to progressively reduce any harmful environmental, economic, and social impacts arising from our own operations.

Improved Monitoring, Evaluation and Learning

In November 2006 Oxfam began implementing a new, and more systematic, approach to

programme monitoring and evaluation. The new system provides an important way for partners, individuals and communities with whom we work to hold us to account for our performance and impact. It will provide evidence to help us track and assess our progress. The new approach will also promote vital learning and capacity building for staff and partners, as well as learning that can be shared with the wider development community.

The approach includes quarterly learning reviews of our programmes, annual country learning reviews, and a regional level review every two years. We also intend to bring the learning together at a global level.

Oxfam will also continue to publish the results of our strategic evaluations on our website, along with a management response outlining how the recommendations will be taken forward.

A complaints policy

In 2006/07 Oxfam wrote a Complaints Policy that is equally applicable and accessible to UK-based supporters as it is to beneficiaries of humanitarian responses.

A new Partnership Policy

In 2006/07 we developed an organisation-wide Partnership Policy through a global consultation with partners and staff. The policy outlines the principles to which we hold ourselves accountable and for which we seek to be held accountable by partners, people in poverty, and other stakeholders.

What we will do in 2007/08 to 2009/10 to improve accountability

Our organisation-wide priorities to strengthen accountability for 2007/08 to 2007/09 will include:

- Continuous communication and implementation of the new approach to Monitoring, Evaluation and Learning, the Complaints Policy, and the Partnership Policy
- The further reduction of any harmful environmental, social or economic impacts arising from our own operations
- Development of an organisation-wide policy on transparency and information sharing.

Madhya Pradesh, India. Oxfam is enabling fishing communities to gain control of their waters and end exploitation by 'feudal lords'. Photo: Rajendra Shaw



OUR HUMANITARIAN WORK

In a humanitarian crisis, our accountability to the people directly affected takes priority over other accountability obligations. This is because of the vulnerability of the people affected, the inherent power imbalance in any relationship we have with them, and the duty of care they are owed. We believe that by being more accountable to communities affected by crisis we can ensure that our humanitarian programmes have substantially greater impact, help individuals and communities recover more quickly, and lay stronger foundations for sustainable development. All humanitarian programmes should, primarily, be accountable to people affected by crisis and should be able to prove this.

In practice, this means:

- providing clear, appropriate and accessible information relevant to the men and women directly affected, whether about their rights and entitlements, or our capacity to respond to their needs.
- ensuring our staff and implementing partners do their work honestly and openly, involving communities in decision-making that affects them and their lives, and promoting appropriate participation.
- and opening ourselves up to both positive and negative feedback, committing to responding to complaints in a systematic and respectful way, and making changes accordingly.

Oxfam is a signatory to the Red Cross Code of Conduct⁴ (which was agreed in 1994) and to the Sphere Project Principles. These codes and initiatives outline core humanitarian principles such as impartiality and independence, as well as minimum standards for relief work.



Aceh: Pocket voting to improve Oxfam's ability to be accountable. Photo: Oxfam

Oxfam has also been working closely with other organisations and partners to pilot different practical measures to improve accountability to people affected by humanitarian crises.

We are committed to extending the practical steps we have already taken by improving our existing tools; finding ways to give staff the time and skills to involve communities affected by crisis throughout the project cycle of a humanitarian response; and writing and adopting an Open Information Policy to provide appropriate information to those affected by crises.

What we did on accountability in 2006/07

In 2006/07

- Our humanitarian staff supported our programmes in Indonesia, India, Sri Lanka, Pakistan, Malawi, Zimbabwe, and Zambia to strengthen accountability.
- We solicited the views of people affected by humanitarian crisis on how accountable Oxfam and partners were in Southern Africa and South India humanitarian responses.
- We trialled elements of the Mango Accountability checklist, feedback mechanisms, and information provision, and assessed the effect that staff attitudes and behaviour have on our ability to be accountable.⁵
- We trained 20 Oxfam staff around the world to manage and carry out investigations into allegations of sexual exploitation and abuse. Twelve allegations were made against staff. Each was followed up and investigations were carried out in eight cases. Three staff were dismissed, one summarily as no investigation was needed, and in six cases the claims were found to be unsubstantiated. Additionally, staff have carried out further trainings for a number of agencies based in South and South East Asia.
- In Malawi Oxfam's country staff received practical training in how to make their work accountable to their stakeholders before the onset of

⁴ <http://www.icrc.org/Web/Eng/siteeng0.nsf/html/57JMN8?OpenDocument>

⁵ <http://www.mango.org.uk/guide/advanced/accountability/waysforward.aspx>

the 2006 food crisis. Following this, the affected communities selected the people eligible for Oxfam's programme in a public forum, using mutually agreed criteria. They were also integral to deciding how a complaints mechanism should be set up in order to be most effective for them. In a sample of 1,100 people interviewed in a subsequent evaluation, all said that they knew the rations that they were entitled to, how to collect this entitlement, and who was responsible for delivering them. They were aware of their rights. They knew, for example, that they did not need to exchange any form of sexual favour for what was provided, and knew how to seek redress if this was demanded.

- Our continued membership of the Humanitarian Accountability Partnership (HAP)⁶ helped keep us informed of accountability debates, as well as allowing us to discuss the practicalities of improving accountability with a group of peers. We have completed and reported on the implementation of our two-year workplan to HAP.
- Through the Inter-Agency Working Group of humanitarian agencies (IWG) we had, and will have, strong links with Gates' Foundation-funded Emergency Capacity Building work. This has resulted in the Good Enough Guide, focusing on strengthening the sector and its ability to be accountable to people affected by crisis.

What we will do next on accountability in 2007/08 to 2009/10

Our key aims are to ensure that within the next three years:

- All key staff on humanitarian programmes are able to articulate what accountability means to them, and list three things that they are doing to improve their accountability to people affected by humanitarian crises.
- The people with and for whom we work will be able to tell us whether we are behaving in an accountable way and whether the programmes we run with them are appropriate and helpful.

We aim to achieve this by:

- Adopting a 'framework' for accountability that will clearly articulate what we believe to be 'good', 'better' and 'best' practice, with guidance and tools that support delivery in a humanitarian crisis.
- Integrating our accountability measures into humanitarian initiatives such as our emergency food security and livelihoods work, our public health programme delivery, disaster risk reduction activities, and the work to improve the management of humanitarian programmes.
- Adopting and implementing an Open Information Policy that will promote and facilitate the provision of appropriate information to people with, and for whom, we work.

- Providing guidance to all programme staff on how to make Oxfam's Complaints Policy work in our humanitarian programmes, and ensuring the complaints mechanism is implemented.
- Trialling further innovative approaches to humanitarian accountability and providing support to country programmes who want to strengthen accountability.
- Ensuring that one country programme per region is implementing the full complement of accountability initiatives.
- Participate in two major external initiatives, the Steering Committee for Humanitarian Relief (SCHR)⁷ peer review on accountability and Emergency Capacity Building (ECB) initiatives to improve accountability and impact at field level.



Children collect water from an Oxfam pump in north Darfur, Sudan. Photo: Eva-Lotta Jansson/Oxfam America

⁷ Steering Committee for Humanitarian Relief <http://www.humanitarianinfo.org/jiasc/content/about/schr.asp>

OUR LONG-TERM DEVELOPMENT WORK

Increasing our accountability to individuals and communities with, and for whom, we work is a key objective. The accountability is important in itself and it also increases our programme quality and impact by helping us understand where and how we need to improve our work.

We also strive to promote the participation of the people and communities with whom we work in programme identification, planning, and delivery of all long-term development work. This involvement ensures that decision-making about how resources are

“Increasing our accountability to individuals and communities with, and for whom, we work is a key objective.”

used is shaped by the priorities of poor people. This is key to ensuring effective and sustainable development initiatives, and is based on the belief that people in poverty have a right to be involved in processes that have an impact on their lives.

What we did on accountability in 2006/07

Monitoring, Learning and Evaluation

- We published a Global Learning Report based on the findings of more than 60 evaluations from the previous three years. Recommendations have informed our objectives to improve programme quality and related activities.

- We began implementing a new monitoring framework, by conducting reviews in at least one programme in each Region. These reviews provide the opportunity for staff, partners and allies to reflect on the progress and achievements of specific programme initiatives, with learning fed back into programme implementation.
- Work was started on the feasibility of developing a standardised set of global indicators to measure impact of our work across our programme aims.

Accountability to partners

- We carried out a global strategic evaluation of our partnership work to date. This involved 11 in-depth case studies with partners. Not only did this help us learn about what was and was not working in our

“We carried out a global strategic evaluation of our partnership work to date.”

approach to partnership, but the participative case studies also enabled us to improve relationships as part of the process.⁸ The evaluation also included an online survey of over 800 Oxfam (funded) partners with a 47 per cent response rate giving a rich body of feedback to Oxfam about how well it was doing in building

open, accountable, and effective partnerships, and what needed to be improved.^{9 10}

- The overall findings from the survey and strategic evaluation were positive: over two-thirds of our partners think that Oxfam brings important added value (beyond financing) to partnerships, e.g. advocacy and influencing capacity, information, knowledge and networking, facilitation, reflection and moral support, and an important support in building administrative and management capacity. Most of all, partners valued the strong and open working relationships with Oxfam programme staff, based on mutual trust and respect. More critical comments highlighted a lack of shared decision-making, e.g. on country programme priorities and Oxfam’s tendency sometimes to ‘go it alone’ rather than work with others. In particular, partners challenged us on our lack of accountability to them. About 54 per cent of survey

respondents agreed that Oxfam is accountable to them. Partners called for agreements outlining mutual accountability, greater clarity on what behaviours and non-financial support to expect from Oxfam, and guidance on how to hold Oxfam to account. Oxfam issued a new Partnership Policy following the evaluation.

⁸ In Haiti 20 partner organisations took part; in Pakistan, about 15 partners came together to reflect with Oxfam staff on how to work more effectively together.

⁹ Findings from this survey have been fed back to each Region for them to build into their implementation of the new Partnership Policy.

¹⁰ www.iansa.org



Ethiopia: Amed Mohammed pruning his coffee trees. Oxfam has been working with Amed's coffee marketing group to help members get a better price for their coffee. Photo: Crispin Hughes

- In May 2007, we published an updated Guide to Mandatory Procedures for all staff working in humanitarian and long-term development programmes.

What we will do on accountability in 2007/08 to 2009/10

Accountability to partners

We will implement our new Partnership Policy over the next three years. This will include:

- revising minimum standards and good practice guidelines for partnerships.
- holding a formal and open dialogue with partners about expectations and commitments, including what Oxfam's responsibilities are and how we can be held to account for delivery.
- building opportunities into our programme monitoring for reviewing Oxfam's performance with partners.
- incorporating partner feedback in annual programme staff appraisals.

Monitoring, Evaluation and Learning

Over the next three years, the MEL system – made up of a number of different elements – will enable us to assess our performance and more clearly demonstrate programme impact. It will be a key tool for stakeholders to hold us accountable for supporting change in the lives of poor people.

- In 2007-08 we will conduct programme monitoring reviews in a third of our programmes.
- In 2007-08, we will begin the first round of country learning reviews. These will contribute to Regional Learning Reviews in 2008-09.
- The work on quantitative global indicators to measure our impact over time will be piloted in 2007-09 in East Asia, South Asia, and West Africa regions.
- Additional learning reviews will target specific areas of work such as livelihoods, gender, and HIV and AIDS.
- A revised policy on evaluation will be drafted and put into practice in the next three years.

Learning from Humanitarian accountability

We will develop a draft plan to increase accountability to people living in poverty by 2008, drawing on learning from the pilot schemes on accountability in our humanitarian work. This will help ensure a coherent and consistent approach to accountability across our global programme.

Complaints policy

All programme staff will receive guidelines, translated into local languages, for ensuring wide dissemination and implementation of Oxfam's Complaints Policy in Autumn 2007. This will be monitored and reviewed as part of our normal programme reporting.

OUR CAMPAIGNING

Oxfam is ultimately accountable to people living in poverty, and this applies as much to campaigning as it does to the other aspects of its work. Oxfam also seeks to ensure accountability to its other stakeholders in its campaign work, including partners and allies; the public who provide our funding for campaigning; and the individuals and institutions that we seek to influence.

Our approach to accountability in campaigning includes promoting:

- Participation and involvement of allies and partners in the selection, design, implementation, and monitoring and evaluation of campaigns. This occurs through alliances, and/or through our support for partners' national campaigns.
- Monitoring and evaluation to get feedback from stakeholders and external targets on the relevance, effectiveness and impact of our campaigns, and modifying our campaigns accordingly.
- Transparency – we put all our campaign briefing papers, reports and major evaluations on our website, as well as progress reports on campaigns.
- Investigating and responding appropriately to complaints from the public or those we challenge.

'Campaigning' for Oxfam includes all our work done to influence change in the policies and practices of other organisations which have a powerful impact on the lives of poor people – governments, multilateral organisations such as the World

Bank, or large multinational companies. It normally includes a mixture of some of the following: research, policy development, lobbying, alliance building, media, popular mobilisation, and communications/public relations work to shift people's attitudes and beliefs about poverty. We are also committed to helping strengthen the campaigning capacity of partners and allies, and increasing their access to decision making.

Oxfam's campaigns are based on our experience of working with people in poverty in long-term development and humanitarian response.

Oxfam's campaigning nearly always involves working with others, either through alliances at the global level, or by helping to support partners and allies in their national campaigns. This reflects our commitment to participation, an essential element of our accountability. It also reflects our belief that working with others contributes to much greater campaign relevance, effectiveness, and impact.

What we did on accountability in 2006/07

Monitoring and evaluating our campaigns

In the last year Oxfam undertook substantial evaluations of our global campaigns.

Make Trade Fair

The evaluation of Make Trade Fair was carried out in 2005/06. It led to significant shifts in our 'campaigning model' including:

- Recognition that global campaigning on international agreements (such as the Doha Development Round) needs increased support for partners' national campaigns, to ensure that international policy change is translated into real benefits for poor people and not captured by elites.
- Supporting more home-grown national campaigns on economic justice issues and complementing these with global campaigning on international policies that prevent changes at the national level.

These lessons have changed the approach we are using for the Stop Climate Poverty campaign. In this new campaign we will put greater emphasis on global-national links, and devote more resources to national campaigning.

Control Arms

Oxfam launched its global Control Arms campaign with Amnesty International and IANSA¹¹ in October 2003. Following intensive campaigning around the UN Small Arms Review Conference in 2006, the Control Arms agencies commissioned an external agency to carry out an evaluation of the key successes and challenges facing the alliance. Key conclusions were:

- Oxfam has excellent understanding of government targets, range and quality of communication methods.
- There have been very positive relationships developed between the alliance partners internationally, which have manifested most clearly at key UN event moments.

¹¹ IANSA is a North-South alliance of hundreds of organisations working on small arms control.



A rally over land rights in India. Oxfam partner Vikalp is supporting local fishing co-operatives in reclaiming control of their fishponds. Photo: Rajendra Shaw

- This success has not come without a great deal of time and energy committed on all sides to negotiating and trying to work effectively together. At times, these negotiations have been resource-intensive and difficult. This is largely due to the different approaches to campaigning taken by the three organisations, all of which are structured in very different ways. Some partners complained of feeling dominated by Oxfam.

The evaluation heightened the awareness of the need for staff training in alliance building, as well as applying Oxfam's partnership principles, including equity, to campaigning.

G8 Campaigning

We also commissioned an external evaluator to look at the role Oxfam played in campaigning in the run up to and during the 2007 G8 summit in Germany.

Learning from this evaluation will be incorporated into future campaigning aimed at the G8, and similar mobilisation efforts.

Monitoring and Evaluation (MEL)

As part of our new Monitoring And Evaluation Learning Approach, in 2006/07 Oxfam began adapting a new methodology for monitoring and evaluating campaigns which will provide more systematic feedback from communities, partners and external stakeholders, about the relevance, effectiveness, and impact of our campaigns.

In campaigning we can describe the impact and the change in people's lives we wish to see. We can also gather information on what change has actually happened. Attribution of these changes to specific campaigning activities cannot be assumed. However, it is still important that our campaign design starts from the desired impact, and works backwards through the campaigning outcomes, activities, and resources needed achieve that impact. Monitoring and evaluation will track and assess activities, outcomes, and impact. As well as providing regular feedback, this will also enable us to test our assumptions about our campaign strategies, i.e. what works well and what does not, and modify our campaign plans accordingly.

What we will do next in 2007/08 to 2009/10

Monitoring and evaluating our campaigns

We will:

- Continue to adapt and apply Oxfam's new approach to Monitoring, Evaluation and Learning to campaigns.
- By April 2008, all our campaign plans will include an 'impact chain', and will start to use this model as a way of monitoring and evaluating the impact of our campaigning on the lives of poor people (while being appropriately cautious about how we attribute change to our campaigning actions).

Supporting national campaigning

We will pursue a number of initiatives in order to better support southern campaigning including:

- Increased resources for national campaigning
- Working with national staff, allies, and partners to build and implement a systematic plan for building campaign capacity in key countries
- Developing a comprehensive toolkit (for partners and staff) covering key aspects of campaigning
- An increase in exchanges and secondments between northern and southern staff to improve learning.

Working in alliance

- Adapt and apply Oxfam's new Partnership Policy to our campaigning work with partners and allies at all levels
- Systematically put in place sustainable exit policies for when we move on from issues or alliances so that we can be explicit with partners about our plans, in order that they can hold us to account.

THE ENVIRONMENT AND CLIMATE CHANGE

Oxfam is working to prevent and reduce harmful environmental impacts arising from our own operations. This is important in itself and because we also take a strong position on the disproportionate impact of climate change on people living in poverty. As a founding member of the UK Working Group on Climate Change and Development, Oxfam has been working to spread public awareness of the links between poverty and climate change since 2003. Oxfam is already helping people to cope with severe climate events worldwide. Droughts, floods, famine, and food crises are increasingly driven by global warming.

What we did in 2006/07

Reuse and recycling of donated goods

Oxfam's retail operations in the UK have a major beneficial impact on the environment because they enable the reuse and recycling of many donated goods. Oxfam shops sell 3,000 tonnes of donated clothes each year. A further 13,000 tonnes are processed for reuse in developing countries. Oxfam shops also sell 13.2 million reused books (approx 6,500 tonnes) and 12 million items of reused bric-a-brac (approx 6,000 tonnes) each year. If it is assumed that these items would otherwise have gone to

landfill, Oxfam's retail operations save almost 9,000 tonnes of CO₂ each year – 5,000 of which come from clothing.

Eighty-two tonnes of waste material was taken from Oxfam House over the year, of which 70 per cent went to landfill and 30 per cent was recycled.

Our own carbon footprint

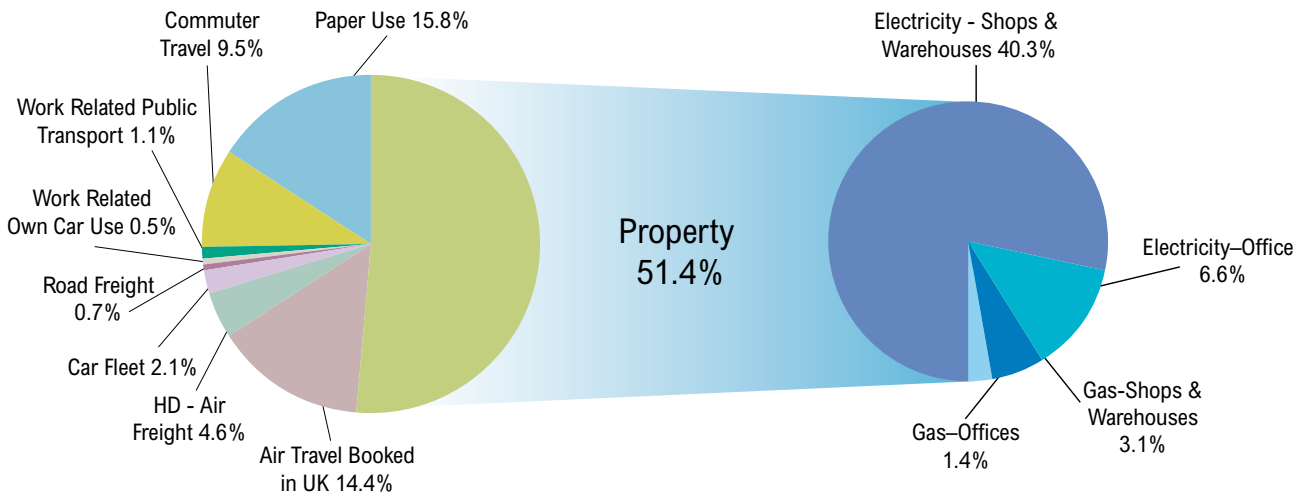
We have measured Oxfam's carbon footprint in the UK for the financial year 2006/07.¹²

Oxfam's UK carbon footprint is summarised overleaf, in tabular format and percentage format.

Oxfam Carbon footprint in the UK	Tonnes CO ₂
Air travel booked in UK	2,401
Air freight	762
Car fleet	354
Van fleet	115
Road freight	118
Work-related own car use	76
Work-related public transport	179
Commuter travel	1,597
Paper use	2,648
Electricity – shops & warehouses	6,738
Electricity – offices	1,107
Gas – shops & warehouses	523
Gas – offices	232
Waste to landfill Oxfam House	18
Waste to landfill rest of operations	18
Total tonnes CO₂	16,888

¹² These have been updated to reflect new conversion factors issued by the Department for Environment, Food and Rural Affairs in July 2007. Our methodology and calculations have been reviewed by "Forum for the Future".

Oxfam carbon footprint for UK operations 2006/07. 16,888 Tonne CO₂ e



No credit has been included in these calculations for the beneficial effects of our retail operation in diverting goods from landfill (see above). But emissions resulting from the disposal of unsold donated items have been excluded on the assumption that these would have gone to landfill anyway.

The sections below discuss some of the major sources of emissions and action being taken to reduce these.

Property (51 per cent of total footprint)

The largest single source of CO₂ is from the consumption of electricity within the Oxfam property holding, 84 per cent of which is consumed within the shop network¹³. Historically, Oxfam has favoured electricity as the energy supply for shops and avoided the use of gas heating because it is more complex to operate and maintain. Fourteen per cent of the electricity is consumed at Oxfam House in Oxford. Oxfam moved to this new building in August 2005 and energy efficiency was a major element in the design of the building. Features such as automatic lighting control and

heat recovery from the ventilation system led to the building being awarded a “Very Good” BREEAM environmental assessment by the Building Research Establishment. Oxfam House is the global hub for Oxfam’s IT operations around the world and one-third of the building’s electricity consumption is for the computer room.

Air transport (14 per cent of total footprint)

As an international agency working with others to overcome poverty and suffering in over 70 countries, air travel is hard to avoid. The calculations include all air travel booked through Oxfam’s UK agent, Key Travel. This includes some travel booked by the international regions through Key Travel. The calculations are not restricted to flights to and from UK airports. A small number of flights are booked direct on low-cost airlines in the UK and Europe. These are not included in the calculations but such data will be captured and included in future years.

In addition to passenger transport, 4.6 per cent of total emissions were for airfreight to transport over

226 tonnes of humanitarian aid to disaster situations.

Oxfam’s air transport emissions reduced by 10.5 per cent from 2005/06 to 2006/07, mainly because of the exceptional amount of humanitarian activity in 2005/06.

UK surface transport (14 per cent of total footprint)

Emissions from commuter travel have been calculated on the basis of a detailed survey at Oxfam House, and an estimate from a more limited return from shop-based staff.

Oxfam House was designed with excellent facilities for cyclists and over 20 per cent of staff cycle to work while many more walk or use bus or train. With over 60 per cent of staff not using a car to commute to work, this is a much higher percentage than for most organisations based outside London. The shops network uses a car and van fleet for its mobile management and surveyor team. The vehicles in the fleet have been chosen for their high levels of fuel economy.

¹³ About 750 shops

Paper use (16 per cent of total footprint)

The vast majority of paper used is for the production of publishing, fundraising, and campaigning materials.

What we will do in 2007/08 to 2009/10

Our own carbon footprint

Oxfam will reduce its UK carbon emissions by 275 Tonnes over three years. These will be genuine reductions. We are also putting in place measures for the carbon footprint of our operations outside the UK, so that we will be able to report on this for 2007/08.

Reuse and recycling of donated goods

We will work on ways of further improving the recycling of books and bric-a-brac items which are not of sufficient quality to sell in the shops.

Property and Information Technology (IT)

Oxfam will sign a contract with Ecotricity, effective from September 2007, which guarantees that 100 per cent of the electricity used in Oxfam House and 28 per cent of the electricity used in the shop network will be from renewable sources. This helps to reduce Oxfam's total carbon emissions by 18 per cent by 2008/09. But we are also placing great emphasis on better management of our use of electricity, particularly in the shop network, and investment in energy efficient lighting and heating in shops as part of a programme of shop upgrades.

The IT department in Oxfam House will be pursuing a strategy of replacing this equipment with more carbon efficient alternatives.

Air transport

Management action and internal awareness-raising is being undertaken to question the case for flights in the two divisions with the greatest number of flights (International Division and Campaigns and Policy Division).

Both have set targets to reduce numbers of flights by a further 15 per cent during 2007/08. A policy has been introduced requiring use of train rather than air for all UK and Eurostar destinations. We are investing in video conferencing and improved audio and web-conferencing to reduce the need for face-to-face meetings. Already, video conferencing is being increasingly adopted.

UK surface transport

Further improvements in the fuel economy of our vehicle fleet are planned.

Paper use

We will reduce this by 15 per cent over three years, including by more effective use of online activity.

Waste management

With the introduction of a new contractor from September 2007 and associated staff awareness raising, the rate of recycling from Oxfam House is planned to increase from 30 per cent to 50 per cent in 2007/08.



London, UK: Rally organised by 'Stop Climate Chaos', a coalition of environmental and development organisations – including Oxfam – which is calling for the UK government to take firm action on climate change. Photo: Oxfam

PEOPLE: STAFF AND VOLUNTEERS

Oxfam seeks to be a fair and decent employer of staff and volunteers, meeting the standards which we would expect of other organisations we might partner, seek to influence, or use as a supplier. This section reviews our approach and progress in the following areas:

- Feedback
- Development and training
- Reward
- Employee relations
- Volunteering
- Diversity
- Health and Safety

What we did in 2006/07

During 2006/07, Oxfam employed about 1,750 staff in the UK and over 5,000 overseas. We worked with over 20,000 volunteers in the UK, the vast majority in our shops, and an additional 7,000 volunteers working on fundraising and campaigning activities.

“Oxfam is also committed to career development and succession planning, with a strong emphasis on ‘growing our own’.”

Feedback to Oxfam management

Oxfam carries out a full staff survey every two years, together with a volunteer survey. Interim surveys of sections of the workforce or particular themes are carried out in the intervening periods. In 2006/07 these surveys showed extremely positive levels

of employee and volunteer engagement with Oxfam and its work, and positive views on approaches to management, personal development etc. However, there are always areas for improvement, and particular areas of focus after the last full survey were better working together across the different parts of Oxfam and speedier and simpler sign-off procedures.

“Oxfam seeks to be a fair and decent employer of staff and volunteers”

Staff and volunteers also take opportunities to provide feedback through a “Have Your Say” intranet graffiti wall four times per year, on which questions are asked and answered by Oxfam Directors, followed by open “Have Your Say” meetings held in Oxfam House with video conference linkage to another Oxfam offices internationally. Barbara Stocking, Director of Oxfam, writes to all staff and volunteers every month and encourages response and comment to “Barbara’s replies”. There are also opportunities for feedback through line

management meetings and consultations on specific topics. Staff can also provide upward feedback to management in their regular performance appraisals.

Strong indications of whether we are listening and hearing our staff are staff turnover and sickness absences. A 12-month rolling turnover for 2006/07, for staff on open-ended contracts, was 17 per

cent in the UK, above the target of 15 per cent. All Divisions except Trading met the target; Trading Division turnover was 20 per cent. International turnover was 18 per cent for staff on global contracts (a 6 per cent significant improvement on the previous year) and 20 per cent for all staff. (Sickness absence figures are below.)

Development and training

Performance Management is fundamental to staff development. Each member of staff agrees objectives, including a personal development objective, with their line manager at the start of the financial year, and receives regular feedback and a performance review and rating at the end of the year. By the July 2007 deadline for completion of 2006/07 performance reviews, 100 per cent of GB-based staff and 87 per cent of international staff had a rating recorded. The latter figure was expected to increase during August and September.

Oxfam invests heavily in staff and management development, including the “Being an Oxfam Manager” programme, run regularly around the world and a new “Management and Leadership” programme for more senior, high-potential staff. “Pick up and go” training packs have been designed on many management and programme related topics, for flexible use by team leaders around the world. There is also a dedicated training programme for the Shop Network.

Oxfam is also committed to career development and succession planning, with a strong emphasis on “growing our own”. We are particularly committed to growing management and leadership from staff from developing countries. During 2006/07, 48 per cent of appointments to posts at Level D¹⁴ and above in the UK were filled by internal appointees, meeting the target we had set. Internationally, 33 per cent of posts were filled internally, and this proportion increased as better data was collected in the latter part of the year.

Reward

Oxfam’s reward principles are set by our Trustees and aim to balance our need to recruit and retain good staff, staff needs, and the public’s expectation that our funds will be used cost-effectively to achieve Oxfam’s aims. Pay ranges are set for each country in which Oxfam operates, taking account of local pay rates for similar organisations, but ensuring that Oxfam always pays a minimum subsistence level of pay. In the UK, Oxfam always pays above the minimum wage. There is a global pay range for senior internationally mobile staff. We use a ‘total reward’ approach, which takes account of opportunities for personal and career development and growth, as well as the more tangible pay and benefit rewards of working for Oxfam.

Pension schemes

All Oxfam’s employees in the UK are encouraged to join the Oxfam Nurture Stakeholder Pension scheme. Both the employee and Oxfam contribute to this scheme



Consulting partners on accountability issues in Southern India. Photo: Oxfam

and we double the employee contributions up to a maximum of ten per cent of their salary. In total 43 per cent of UK staff are members of either the Oxfam Nurture Stakeholder Scheme or the Final Salary Pension Scheme (which is now closed to new members). Oxfam encourages all non-UK based employees on Global or National Plus contracts to join a bona fide pension scheme, to which both the employee and Oxfam contribute¹⁵.

Management-employee relations

All Oxfam staff on a GB contract are encouraged to join the Oxfam Joint Trade Union Shop (OJTUS) which is affiliated with Unite (formerly the T&GWU). Staff Associations are encouraged internationally and have been established in almost all countries and Regions. Oxfam’s Staff Involvement and Employee Relations Policy sets out our approach on staff representation.

Our Change Management Policy specifies employee consultation regarding operational changes which affect employment. Consultation is carried out as soon as is practical and when proposals are in a formative stage.

In the UK in 2006/07, three employment tribunal cases were started against Oxfam, all involving claims over aspects of discrimination. One has been settled and two are ongoing.

Volunteering

Oxfam has over 20,000 volunteers based in the shop network and about 7,000 in a non-shop capacity in fundraising and campaigning roles (for example those involved in our Trailwalker challenge and Oxjam music festival). We also have office-based volunteers and interns. Without volunteers, the shop network would not exist. Oxfam is committed to having an effective relationship with volunteers.

¹⁴ Oxfam has a grading system. From grade A, senior manager, to F.

¹⁵ Information about the pension valuations can be found in Oxfam’s Annual Report.

The Volunteer Policy provides the framework by which the volunteers as well as Oxfam gain from the experience. Oxfam volunteers are required to comply with various standards and expectations including financial procedures and health and safety. Oxfam supports them to uphold these procedures through induction and training, clearly defined expectations, and line management. They are consulted via a biannual volunteer survey. We ask them for further feedback through our monthly magazines.

Diversity

We value, respect and seek to encourage diversity. In Great Britain, we have set targets for a number of years to seek to increase the diversity of our workforce. Internationally, we have carried out a survey of our staff, to understand what diversity means in the main cultural contexts in which we work, and are implementing an International Division action plan.

Oxfam pursues family friendly policies and was recently rated by the *Guardian* newspaper as one of the most family-friendly employers in the UK. This includes very flexible arrangements for working hours and working from home, and a high quality workplace nursery at Oxfam House.

In the UK in 2006/07, we have met or exceeded all targets for the representation of women. Women make up 67 per cent of the total UK workforce and are now well represented at senior levels – over 60 per cent women at the senior management levels A & B, and 4 out of 7 of the Corporate Management Team are women. In 2006/07, four out of 12 Trustees were women.

Internationally, 44 per cent of Oxfam staff in senior and middle management (levels A to C) are women, ranging from over 50 per cent in South America and MEEECIS (Middle East, Eastern Europe and Commonwealth of Independent States), to 28 per cent in West Africa.

Internationally, we measure the nationality of staff whether they are from OECD (“developed”) or non-OECD (“developing”) countries. Over 90 per cent of our international workforce comes from developing countries; 96 per cent in South Asia Region and Horn, East and Central Africa Region, our two largest regions.

We have, however, struggled to meet targets for proportions of staff from black and minority

“We will continue to place great emphasis on the development of our own staff”

ethnic (BME) backgrounds in the UK. About eight per cent of Oxfam’s total GB staff are from a BME background; 12.6 per cent of staff based in Oxfam House. The lowest proportions are in the Supporter Marketing and Trading Divisions. We have failed to meet targets for minority ethnic staff at Director or Level A. At Level B the picture is somewhat more encouraging, with 20 BME staff, over 10 per cent of the total, but still less than our target. Three of Oxfam’s 12 Trustees are from BME groups, two being based in India and Senegal respectively.

Our representation of staff with a disability is disappointingly low – three per cent in UK, and less than one per cent internationally. We believe there is serious under-

reporting of disabilities. We need to encourage greater reporting, while also continuing to work to make Oxfam a more attractive employer of staff with disabilities.

Health and safety

We measure sickness absence in the UK. Total UK sickness absence in 2006/07 was 2.1 per cent, an increase from the previous year but still well below UK public sector (4.7 per cent) and private sector (3.4 per cent) averages. In common with many UK organisations, stress is the highest cause of absence. We employ an occupational counsellor and staff health nurses to support staff both in the UK and internationally, and have introduced training to help staff and their managers to recognise and manage stress.

We place considerable emphasis on health and safety risk assessment, training, and reporting, with a process of annual health and safety plans and reports. The biggest risks in the UK relate to slips, trips and falls, particularly among volunteers in our shops.



‘No guns’ stickers are used on some of our vehicles.

Internationally, we work in very challenging circumstances in relation to both security and health and safety. Our staff can face threats, thefts, car-jacking and even abductions or death. During 2006/07 an Oxfam driver in North Sudan was abducted by armed men and is believed to have been killed. We apply strict security policies and guidelines for staff working in insecure situations. Oxfam staff may not carry or take up arms under any circumstances.

Driving conditions can also be immensely difficult in the places where we work, and road accidents are our biggest safety issue. We place great emphasis on the training of drivers, vehicle maintenance, and use of seat belts. Nevertheless, in 2006/07, there were six accidental deaths – four involving pedestrians in road accidents; one child falling from a water tank in a refugee camp; and

one contractor in a rented warehouse. This level of accidents in 2006/07 was exceptional.

We have carried out a thorough review of each incident and shared learning from these around the world – notably further reinforcement of our rules and standards for driving in challenging conditions, and for the safe management and movement of stock in warehouses.

What we will do in 2007/08 to 2009/10

We will continue to place great emphasis on the development of our own staff – particularly enabling staff from developing countries to move into leadership positions.

We will re-energise our work on increasing the diversity of our work force in the UK – seeking to learn

from our positive experiences in increasing gender diversity. A newly introduced positive action policy and guidelines will help each department, and international regions and countries, to identify under represented or marginal groups for particular focus in relation to diversifying the workforce.

A new global HR management information system, currently being implemented, will enable improved international data collection including, for the first time, the international measurement of absences due to sickness.

Oxfam's final salary pension scheme is being reviewed with the aim of reducing current deficit and future risks.



(Above) Zimbabwe: An Oxfam-supported drama group communicates HIV and AIDS messages through traditional singing, dancing, poetry and plays. Photo: Annie Bungeoth

(Left) During the summer months, volunteer stewards and campaigners raise money and support for Oxfam at music festivals throughout the UK. Photo: Henry Odbert

DONORS AND SUPPORTERS

Accountability to our donors and supporters

We strive to be accountable to both our institutional donors and supporters in a number of ways¹⁶. This includes, among other things:

- Reporting on the way funds are raised and used
- Tracking the views and opinions of the UK public and our supporters about Oxfam's work
- Making the best use of donated goods
- Adhering to good practice for fundraising and complying with regulators

“We operate an ethical fundraising policy, which requires us to screen corporate donors and trusts”

In raising funds, we have a responsibility to accurately describe our activities and needs, and to give an account to our donors for the funds they entrust to us, both in the ways funds are raised and the way they are used. The majority of our income is raised in the UK, although substantial income comes from donors in other countries, whether individuals, foundations, institutions, or governments. We receive vital funding from members of the public, in particular people who give to us regularly. Our supporters include those who give us gifts of money, time and products, as well as those who buy in our shops.

We carry out research with our supporters yearly as well as

carrying out quarterly surveys with the general public to hear what they think of the work that Oxfam does. Our research indicates that more than 80 per cent of people who claim to support Oxfam know how their support and donations are used, and more than 91 per cent understand Oxfam's aims and values.

We provide extensive information to all our donors and supporters, through our website, publications, and emails¹⁷. We also have a Supporter Charter which provides a unified approach to the quality of customer care across the organisation. We want every supporter, which includes shop customers, campaigners, and

donors of goods, money and time, to have the best possible experience from each contact with Oxfam. The charter sets out key principles and is publicly displayed in all shops. We also send a small number of volunteers to visit our programme each year on communications and exposure tours – and on their return they give talks across the UK to volunteers and other supporters based on firsthand experience of Oxfam's work to alleviate poverty and suffering.

The support we receive is not just financial. Many people give us their time. To see how we are accountable to volunteers, please the People section.

We are members of the Disasters Emergency Committee (DEC)¹⁸, which at certain times of emergency raises money from the public in the UK on behalf of Oxfam and other major aid agencies. We comply with its accountability mechanism.

We receive funding from the UK government's Department for International Development¹⁹, the European Union and other institutional donors.

We also receive generous donations from companies, trusts and foundations, and provide a range of donor reports as agreed with each of them.

We operate an ethical fundraising policy, which requires us to screen corporate donors and trusts. There is a small category of organisations from whom we do not accept donations at all, as we regard the promotion of these companies as incompatible with our mission. There are other organisations from which we do not accept donations in particular instances, where the receipt would compromise our overall goal. Given our mandate, we have a particular responsibility to give clear reasons for any decision not to accept a donation and this is reported annually to our Trustees.

We no longer conduct direct fundraising on the street, however, along with other charities, we do sign up members of the public to receive further communications, including fundraising, about our work.

We make contracts with some agencies in the UK to assist in the

¹⁶ Donors include institutions, governments, companies trusts and foundations. Supporters include individuals and organisations.

¹⁷ To subscribe to our monthly e-mails, log on at www.oxfam.org.uk/about_us/email.

¹⁸ For the DEC's accountability mechanism see www.dec.org.uk, which includes a section on Appeals and Evaluations, listing Evaluation Report summaries, and also includes the Tsunami Earthquake Appeal Accountability Standards.

¹⁹ www.dfid.gov.uk

delivery of our fundraising. Such contractors are our agents, and we take responsibility for their actions. The statistics we will publish include complaints about what those agents do in our name.

Regulators

Fundraising is strictly regulated in the UK and we are answerable to the government, to regulatory agencies and to the charity self-regulatory body, the Fundraising Standards Board.

Our work is regulated by the Charity Commission, The Advertising Standards Authority, and OFCOM. Email and telephone communications are regulated by law, and by the Telephone Preference Service.

What we did in 2006/07

Accountability to our donors and supporters

In 2006/07

- We strengthened our accountability to our supporters through the UK Fundraising Standards Board, launched in February 2007, with Oxfam as a member. We apply its Funding Promise²⁰, and have committed to apply all the relevant codes of the Institute of Fundraising. This includes a new code on Accountability and Transparency, published in 2007.
- We reviewed and ensured we were compliant with the Institute of Fundraising Codes of Practice.
- We received nine complaints from the UK Telephone

Preference Service between 1 May 2006 and 30 April 2007, and have responded to all of them. In one case we have changed our procedures as a result. In the year we have had two complaints directed through the Information Commission, both of which we addressed fully. In the year we received one complaint from the Mailing Preference Service. We received no complaints from the Charity Commission.

- We dealt with every complaint by a supporter in a shop on a case-by-case basis and no complaint led to a serious concern over product safety/fitness for purpose.
- We produced animal welfare guidelines for use in our programmes to reassure our supporters and other interested parties, including for those people who gave animals from Oxfam as part of our *Oxfam Unwrapped* product offering. The implementation of these standards will be incorporated into our internal auditing of our programmes.
- We submitted 1,105 reports on programme implementation to donors. In the same year, donors conducted 50 audits, including an independent ECHO audit of 17 contracts for humanitarian aid response.

What we will do in 2007/08 to 2009/10

Accountability to our donors and supporters

The Fundraising Standards Board has a complaints' mechanism. In future years we will report on:

- The number of complaints from the Fundraising Standards Board.
- The number of fundraising complaints received through our own website complaints and feedback page and from other sources from 1 May 2007.
- The number of complaints received by our Shop Support Team.

We will continue to track the views and opinions of the UK public and our supporters via market research, including our supporter panel.



Oxfam campaigners join with other supporters of the 'Trade Justice Movement' in London in April 2007, to demonstrate against trade deals which threaten to destroy the livelihoods of millions of poor people worldwide.
Photo: Andy Aitchison

²⁰ www.frsb.org.uk

ETHICAL PURCHASING

In our purchasing of goods, services, and works for our operations, we have to balance cost effectiveness with our accountability to promote sustainable livelihoods and minimise any negative impacts in our supply chain. The latter involves, among other things, influencing companies to source their products ethically, promoting Fair Trade goods, and campaigning on climate change.

Oxfam must be cost-effective in spending the funds we raise. We do this by ensuring that staff in Purchasing and Logistics have appropriate competences to evaluate suppliers and place contracts, and are supported by appropriate systems, processes, policies, and procedures. We are also answerable to institutional donors for ensuring their procurement procedures are followed.

Our Ethical Purchasing Policy, introduced in 1997, sets out minimum labour, environmental

formed in 1998 to promote and improve the implementation of corporate codes of practice. Its goal is to ensure that the working conditions of workers producing for the UK market meet or exceed international labour standards. The formulation of labour standards in our Ethical Purchasing Policy is the ETI Base Code.

Fair Trade is one of a wide range of strategies for addressing poverty among small producers. Oxfam was one of the pioneers of Fair Trade more than forty years ago, since when we have been involved in every aspect of the Fair Trade movement. In 1991, Oxfam co-founded *Cafedirect*, the UK's leading Fairtrade hot beverages brand and the UK's sixth largest coffee brand. A year later, we helped to set up the Fairtrade Foundation, which controls use of the FAIRTRADE Mark in the UK.

Over 400 Oxfam shops sell a range of food and beverages bearing the FAIRTRADE Mark and a range of Fair Trade goods which have

hazardous nature and as such are considered as low risk. Oxfam employs the principles of Due Diligence in its assessments of the products we source for re-sale.

Oxfam has a positive relationship with Trading Standards, for example we invite them in to view, assess, and comment on proposed new products.

Accountability to our suppliers (and people who work in our supply chain)

We have held three Supplier Days in Oxford since 2002 to inform major suppliers of goods and services about Oxfam and our expectations of them, and to invite their feedback. Reports were circulated to senior management. Findings include a good score on 'it is a pleasure to do business with Oxfam', but we could do better at 'informing suppliers of our plans in good time for them to respond to our requirements'. Feedback is also sought from potential suppliers at the end of a tender to

“In our purchasing of goods, services, and works for our operations we have to balance cost effectiveness with our accountability”

and human rights standards for goods produced for Oxfam. All products sold in our shops are sourced in line with this policy, which also applies to goods for our own use.

Where appropriate, ethical audits are used to assess standards, then corrective action plans are agreed and progress monitored.

Oxfam was a founding member of the Ethical Trading Initiative (ETI), an alliance of companies, NGOs, and trade union organisations

been made by craftspeople who are members of the International Fair Trade Association (IFAT). Oxfam offers a Fair Trade solution whenever possible and commercially viable. Oxfam will only classify a product as Fair Trade if it either carries the FAIRTRADE Mark or it has been made by a member of IFAT.

Trading Standards and product labelling

The majority of new products sold by Oxfam are not of a potentially

ensure they are satisfied with the process followed and remain keen to do business with us.

What we did in 2006/2007

- A comprehensive management tool was introduced, enabling purchasers to map the manufacturing or service sites in their supply chains. Eighty suppliers of high-risk goods and services were mapped in early 2007, of which 74 were identified as needing more in-depth assessments.

All suppliers of new products for the Christmas 2007 range with significant spend committed to an ethical audit as a condition of business with Oxfam.

- In January 2007, Oxfam joined SEDEX, an on-line ethical data management tool.
- Oxfam used preferred auditors for China, Europe, and North America to ensure consistent quality, delivery, and reporting.
- In March 2007 Oxfam was audited on behalf of the International Fair Trade Association (IFAT) and was assessed as being fully

compliant with IFAT's standards for a Fair Trade Support Organisation.

- In January 2007, Trading Standards were invited by Oxfam to view, assess, and comment on Oxfam's Christmas 2007 new product range, prior to the range being finalised.

What we will do in 2007/08 to 2009/10

- By 2010, 95 per cent of ethically high-risk goods and services will be managed according to our in-depth programme.
- We will ensure suppliers of all retail products, where spend is

above £25,000 per annum, have an ethical audit as a condition of business (except Fair Trade suppliers, whose standards are vetted within the accreditation process).

- From 2008/09 we will use the more robust environmental assessment tools and procedures developed during 2007/08 with SEDEX and environmental NGOs, and better integrate them with our framework for managing labour standards. We will continue to set, and report against, targets to improve the sustainability of wood-based products that we sell.



Shoppers browse the Fair Trade section in the Byres Road Oxfam shop, Glasgow. Fair Trade goods are sold at more than 400 Oxfam shops. Photo: Crispin Hughes, Oxfam.

GOVERNANCE

Accountability to our regulators

Oxfam's Governance arrangements are set out on our website and in our Annual Reports and Accounts.

In the UK Oxfam subscribes to the Code of Governance prepared for UK voluntary and community organisations²¹. This is not a mandatory code. It sets out seven main principles, and supporting principles. Except as stated below, Oxfam complies with the Code in relation to all its UK activities. In relation to our international activities, we do not apply the UK Code, principally because in our view we consider that some aspects of the UK Code are not well designed for international operations. Instead we apply the Oxfam International standards of governance, which are mandated for all members of Oxfam International.

Internationally Oxfam registers with, and is regulated by, host governments in over 70 countries where we work. There are a number of additional countries where we make grants but do not have an established operation. In seven countries we have established separate legal entities, primarily due to the regulatory framework for NGOs in those countries. We aim to comply with all relevant governance, financial, accounting, and reporting requirements in all of the countries where we are based and operate.

Oxfam aims to be both politically and financially independent. To this end, government funding, including multilateral bodies, will not exceed 50 per cent of total charitable expenditure. Income

from any one government will not exceed 20 per cent of total expenditure. Our governance, programmes, and policies are non-partisan, independent of specific governments, political parties and the business sector.

Trustees

We have 12 trustees. They are unpaid volunteers who receive expenses only, and who are all non-executive²². Trustees have a Code of Conduct and are required to report all potential conflicts of interest. This is monitored and reviewed annually. Trustees conduct an annual review of their performance with external input. As well as a direct responsibility to our Association, trustees are also accountable to the Charity Commission, which meets with representative trustees (see below) as well as staff.

Association

As a company limited by guarantee under the laws of England, Oxfam has members of its Association. There are 32 members, including the 12 trustees. The 32 members are responsible for appointment of trustees, approval of the annual report and accounts, and agreeing any changes to Oxfam's constitution. There is a joint trustee-member Recruitment Advisory Group which makes recommendations for new trustees and Association members to Association annually.

Oxfam International

Oxfam International is a confederation of affiliated Oxfam members in different countries, including Oxfam GB. As at 1 May

2007 there were 13 members. Oxfam International is registered in the Netherlands as a Stichting. The Chair and Executive Director of each affiliate, including Oxfam GB, serves on the Board of Oxfam International, which also has an independent chair.

Loss prevention

Oxfam has a zero-tolerance policy on fraud and corruption. Our approach is to reduce their likelihood and impact by education and awareness-raising, risk management, internal controls, and having dedicated resources to help management prevent, reduce or recover any losses suffered as a result of fraud and corruption. This is true in all cases no matter how high the level of corruption is in the countries where we work. As a policy, Oxfam staff do not pay bribes in order to go about their business.

Our Internal Audit team has specialist counter-fraud staff, covering both our UK retail activity and our international programme operations. This group provides fraud awareness training for staff, especially management teams, supports managers in identifying potential loss incidences, and also provides a skilled resource to investigate and close out situations where fraud has occurred.

Our zero tolerance policy sends a clear message regarding the unacceptability of fraud. We take disciplinary action against staff where they are proven to have been involved, we take criminal or civil action against third parties, and we always seek to recover losses. As notified to the Charity Commission, in the year we

²¹ See www.governancehub.org.uk

²² Information about our serving trustees is on our website.

identified losses of £183,444. This is less than 0.1 per cent of our turnover.

Whistleblowing

Our policy on whistleblowing makes it clear that genuine concerns raised will be treated seriously. Although normally we would expect concerns around conduct and behaviour to be dealt with through the management line, we provide staff with means of raising concerns in a confidential way if this is requested. Both our Internal Audit and HR functions will respond to concerns of malpractice in the workplace.

Internal Audit provides a confidential line for our shop network, allowing shop teams (made up of volunteers), to raise concerns they may have in a secure manner. Although this does not formally extend to international operations, there are a number of ways in which staff, partner organisations or third parties can raise concerns.

Conflicts of Interest

Staff are subject to the Staff Code of Conduct and HR Policies which require identification and management of potential conflicts of interest.

What we did in 2006-07

UK Code of Governance

In 2006/07 trustees reviewed Oxfam's compliance with the Code of Governance. We made nine recommendations to our Trustees to bring us into compliance for the UK, all of which were accepted. As a result, we are now doing the following:

- The Remuneration Committee reports to full Council
- We advertised publicly for trustees
- We are specifying the Director's pay and benefits in a note to the accounts every year.

Oxfam International governance standards for compliance

In 2006/07 Trustees reviewed Oxfam Great Britain's compliance with Oxfam International's governance standards for affiliates, and confirmed it was fully in compliance.

Registration in Scotland

Under the Charities and Trustee Investment Act (Scotland) 2005 Oxfam applied for registration as a charity in Scotland. This process should be completed in 2007/08.

Compliance

No legal actions have been taken against Oxfam for anti-competitive behaviour, anti-trust or monopoly practices. In 2006/07 Oxfam was not subject to any fines or prosecutions for non-compliance with laws and regulations in the UK. We are not aware of any prosecutions anywhere else in the world, which should be reported.

We operate under the regulation of the Charity Commission of England and Wales (and from 2007 the Office of the Scottish Charity Regulator in Scotland) and of the approximately 70 host governments in the countries in which we operate.

What we will do in 2007/08 to 2009/10

In 2007/08 to 2009/10 we will:

- Review our constitution in the light of the UK Companies Act 2006 and the UK Charities Act 2006. We will complete the process of registration in Scotland.
- Adopt an Oxfam-wide Open Information Policy, and contribute to an Open Information Policy for the Disasters Emergency Committee. We will review how well our whistleblowing arrangements compare to some good practice models, especially in our international operations, and we will look to ensure that these extend to beneficiaries and partner organisations as well as staff.
- Contribute to the Global Reporting Initiative (GRI) Not for Profit Sector Supplement, which is being prepared to develop sustainability reporting in the not for profit sector, and review our own accountability report once this supplement is available (expected 2009).

LISTENING TO WHAT OUR STAKEHOLDERS TELL US

In addition to the accountability mechanisms outlined in the rest of this report, any person may comment on our programmes and policies through our website: see

www.oxfam.org.uk or by writing to us at enquiries@oxfam.org.uk or the Company Secretary, Oxfam GB, Oxfam House, John Smith Drive, Cowley, Oxford, OX4 2JY, UK.

FURTHER INFORMATION

The Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)
www.alnap.org

BOND
www.bond.org.uk

The Charity Commission of England and Wales
www.charity-commission.gov.uk

The Code of Conduct: Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes
www.icrc.org/

Disasters Emergency Committee
www.dec.org.uk

Ethical Trading Initiative
www.ethicaltrade.org/

The Fundraising Standards Board
www.frsb.org.uk

Global Reporting Initiative
www.globalreporting.org/

The Humanitarian Accountability Partnership International (HAP-I)
www.hapinternational.org

INGO Charter
www.ingoaccountabilitycharter.org/

MANGO checklist
www.mango.org.uk/

People in Aid Code of Best Practice
www.peopleinaid.org/code/

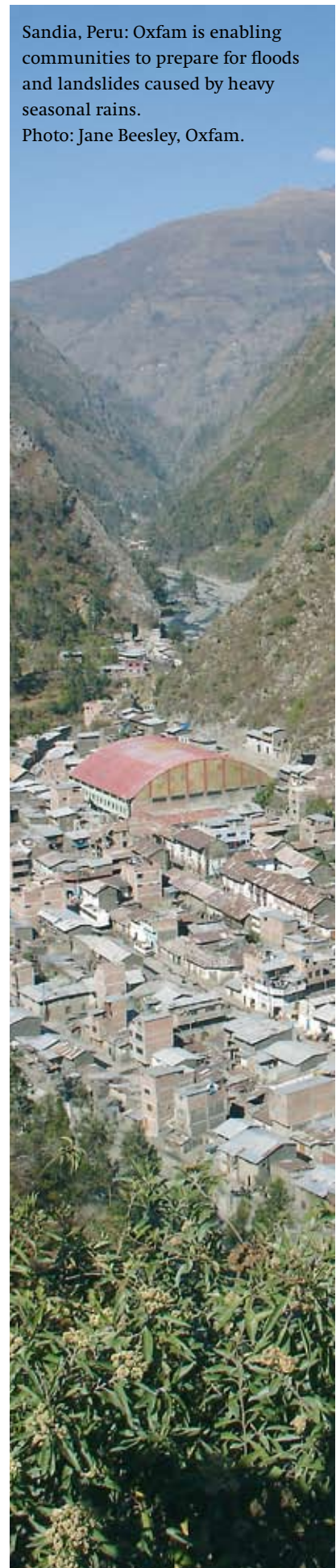
Sedex
www.sedex.org.uk

SPHERE
www.sphereproject.org

UK Code of Governance
www.governancehub.org.uk/

WWF-UK Forest and Trade Network
www.wwf.org.uk/ftn/

Sandia, Peru: Oxfam is enabling communities to prepare for floods and landslides caused by heavy seasonal rains.
Photo: Jane Beesley, Oxfam.



GLOBAL REPORTING INDEX TABLES

This report has been produced with reference to the Global Reporting Initiative’s G3 Reporting Guidelines (see www.globalreporting.org). The table below shows where in this or our other Reports the GRI indicators have been referenced. Where we do not consider the indicator to be relevant, or where it is not material (in accordance with the materiality test in the guidelines) we have stated ‘not applicable’ (n/a).

To find further information about Oxfam, please go to our website.

Abbreviations used in this table are:

- ARA Oxfam GB’s Annual Report and Accounts for the year 1 May 2006 – 30 April 2007, to be found at www.oxfam.org.uk/resources/accounts/annual_report_accounts.html
- ARev Oxfam GB’s Annual Review for the year 1 May 2006 – 30 April 2007 www.oxfam.org.uk/resources/accounts/annual_review.html
- Website www.oxfam.org.uk
- Intro Introduction to this report

GRI G3 Content Index

GRI Indicator	Description	Report Ref.	Pages
Strategy and analysis			
1.1	Director statement	Intro.	2-3
1.2	Key impacts, risks and opportunities	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
Organisational profile			
2.1	Name of reporting organisation	Intro.	2-3
2.2	Major brands, products and services	ARA, www.oxfam.org.uk/oxfam_in_action/	
2.3	Operational structure	Ditto www.oxfam.org.uk/oxfam_in_action/	
2.4	Location of organisation’s headquarters	Ditto www.oxfam.org.uk/oxfam_in_action/	
2.5	Countries of operation	Website www.oxfam.org.uk/oxfam_in_action/where_we_work/index.html	
2.6	Nature of ownership	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
2.7	Markets served	Website, ARA, www.oxfam.org.uk/oxfam_in_action/	
2.8	Scale of organisation	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
2.9	Significant changes	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
2.10	Awards received	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	

Report parameters			
3.1	Reporting period	Intro.	3
3.2	Date of most recent previous report	This is our first GRI Report	
3.3	Reporting cycle	Governance	3,23,24
3.4	Contact person	Intro.	3,25
3.5	Defining report content	Intro	2-3
3.6	Boundaries of the report	Intro. ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	3
3.7	Limitations on report scope	Environment Intro.	3,12,14
3.8	Basis for reporting on joint ventures	Note 9a and 9b to ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
3.9	Data measurement techniques	Environment	12
3.10	Re-statements of information	n/a as this is first GRI report	
3.11	Significant changes	n/a as this is first GRI report	
GRI Content Index			
3.12	Table identifying the location of the Standard Disclosures	This Index	26-32
Assurance			
3.13	Policy and current practice with regard to seeking external assurance	Environment Governance ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	12, (footnote 12) 23,24
Governance, commitments, and engagement			
Governance			
4.1	Governance structure	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	23
4.2	Whether Chair is also an executive officer	The chair is a non-executive volunteer	
4.3	No of members that are independent and/or non-executive board members	Governance	23
4.4	Mechanisms for shareholders and employees to feedback to highest governance body	Governance - Oxfam has no shareholders	23
4.5	Linkage between compensation for members of highest governance body and the organisation's performance	The Board of Trustees are unpaid. The Corporate Management Team have no profit related pay	
4.6	Processes to deal with conflict of interest	Governance	23
4.7	Process for determining the qualifications and expertise of the members of the highest governance body	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
4.8	Internally developed statements of mission and their status	Intro, People, Environment, Ethical Purchasing	4, 15, 14, 21,24
4.9	Oversight procedures	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	23
4.10	Evaluation processes	Governance	24

Commitments to external initiatives			
4.11	Explanation of whether/how precautionary approach is addressed by organisation	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
4.12	Externally developed initiatives to which the organisation subscribes or endorses	Governance	23,24
4.13	Memberships in associations	Governance	23
Stakeholder engagement			
4.14	List of stakeholder groups engaged by organisation	Intro.	3,4
4.15	Basis for identification and selection of stakeholders with whom to engage	Intro.	4,5,6,7,8
4.16	Approaches to stakeholder engagement	Intro, Humanitarian	4-8
4.17	Key topics and concerns raised through stakeholder engagement	Humanitarian Long Term Development	4-8
Management approach and performance indicators			
Economic performance indicators			
Aspect: economic performance			
EC1	Direct economic value generated and distributed	ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	
EC2	Financial implications and other risks due to climate change	Environment	12-14
EC3	Benefit plan obligations	People, ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	16
EC4	Financial assistance from government	Governance ARA www.oxfam.org.uk/resources/accounts/annual_report_accounts.html	23
Aspect: market presence			
EC5	Range of ratios of standard entry level wage compared to local minimum wage	Not reported	
EC6	Policy, practice & proportion of spending on locally based suppliers	Not reported	
EC7	Procedures for local hiring	People	15,17

Aspect: indirect economic impacts			
EC8	Development and impact of infrastructure investments/service	Not reported	
EC9	Significant indirect economic impacts	Not reported	
Environmental performance indicators			
Aspect: materials			
EN1	Materials used by weight or volume	n/a	
EN2	Percentage of materials used that are recycled input materials	n/a	
Aspect: energy			
EN3	Direct energy use	Environment	12-14
EN4	Indirect energy use	Environment	12-14
EN5	Energy saved	Environment	12-14
EN6	Initiatives to increase energy efficiency	Environment	12-14
EN7	Initiatives to reduce indirect energy	Environment	12-14
Aspect: water			
EN8	Total water withdrawal by source	n/a	
EN9	Water sources affected by withdrawal of water	n/a	
EN10	Total volume of water recycled and reused	n/a	
Aspect: biodiversity			
EN11	Land owned, leased or managed (biodiversity)	n/a	
EN12	Major impacts on biodiversity	Not reported	
EN13	Habitats protected or restored	Not reported	
EN14	Managing future impacts on biodiversity	n/a	
EN15	Number of IUCN Red list species or national conservation list species with habitats in operational area	n/a	
Aspect: emissions, effluents, and waste			
EN16	Total direct and indirect greenhouse gas emissions	Environment	12-14
EN17	Other relevant indirect greenhouse gas emissions	Environment	12-14
EN18	Reducing greenhouse gas emissions	Environment	12-14
EN19	Ozone-depleting substances	Not reported	
EN20	Air emissions	Environment	12-14
EN21	Water discharges	n/a	
EN22	Waste types and disposal	Environment	12-14
EN23	Significant spills	No spills to best of our knowledge	
EN24	Waste deemed hazardous	n/a	
EN25	Discharges of water and runoff	n/a	

Aspect: products and services			
EN26	Environmental impact initiatives	Environment	12-14
EN27	Percentage of products and packaging reclaimed	Environment	12-14
Aspect: compliance			
EN28	Monetary value of significant fines and number of non-monetary sanctions	Governance	24
Aspect: transport			
EN29	Environmental impacts of transport use	Environment	12,13
Aspect: overall			
EN30	Environmental protection expenditures and investments by type	Environment	12-14
Social performance indicators: labour practices and decent work			
Aspect: employment			
LA1	Total workforce	People	15
LA2	Employment turnover	People	15
LA3	Benefits provided to full-time employees	People	16
Aspect: labour/ management relations			
LA4	Percentage of employees covered by collective bargaining agreements	People(but statistic not available)	16
LA5	Minimum notice periods regarding significant operational changes	Not reported	
Aspect: occupational health and safety			
LA6	Health and safety committees	Not reported	
LA7	Standard injury and lost day rates	People	17
LA8	Serious disease programs	People	17,18
LA9	Trade unions H & S topics covered	Not reported	
Aspect: training and education			
LA10	Training	Not reported	
LA11	Skills management programmes	People	15
LA12	Performance and career development reviews	People	15,16
Aspect: diversity and equal opportunity			
LA13	Composition of governance bodies and employees according to diversity indicators	People	17
LA14	Female/male ratio by employee category	People	17

Social performance indicators: Human Rights			
Aspect: investment and procurement practices			
HR1	Human Rights screening/clauses	n/a	
HR2	Consideration of human rights impacts	Ethical purchasing	21,22
HR3	Employee training on human rights	Not reported	
Aspect: non-discrimination			
HR4	Total number of incidents and actions taken	People (serious incidents only)	17,18
Aspect: freedom of association and collective bargaining			
HR5	Operations identified to be at significant risk	n/a	
Aspect: child labour			
HR6	Operations identified with significant risk and measures taken	n/a	
Aspect: forced and compulsory labour			
HR7	Operations identified as having significant risk and measures taken	n/a	
Aspect: security practices			
HR8	Percentage of security personnel trained in human rights relevant to operations	n/a	
Aspect: indigenous rights			
HR9	Number of incidents of violations of indigenous people and action taken	n/a	
Society performance indicators			
Aspect: community			
SO1	Impact of operations on community	Not reported	
Aspect: corruption			
SO2	Percentage and total number of business units analysed for corruption risk	Not reported	
SO3	Percentage of employees trained in anti-corruption policies and procedures	Not reported	
SO4	Actions taken in response to incidents of corruption	Governance	23,24

Aspect: public policy			
SO5	Participation in public policy development and lobbying	Advocacy	10,11
SO6	Political lobbying and contributions	n/a	
Aspect: anti-competitive behaviour			
SO7	Total number of legal actions and their outcomes	Governance	24
Aspect: compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions	Governance	24
Social performance indicators: product responsibility			
Aspect: customer health and safety			
PR1	Life cycle stages	Not reported	
PR2	Total number of incidents of non-compliance and types of outcome	Ethical purchasing	21,24
Aspect: products and service labelling			
PR3	Type of product and service information required by procedures	Ethical purchasing	21,22
PR4	Total number of incidents of non-compliance and types of outcome	Ethical purchasing/Governance	21,24
PR5	Customer satisfaction practices	Not reported	
Aspect: marketing communications			
PR6	Marketing communications programmes	Not reported	
PR7	Total number of incidents of non-compliance and types of outcome	Supporters	20
Aspect: customer privacy			
PR8	Breaches of customer privacy and losses of customer data	Supporters	20
Aspect: compliance			
PR9	Monetary value of significant fines	Governance	24

It is Oxfam's view that this report is at GRI Application Level C.


		2002 in accordance	C	C+	B	B+	A	A+
Mandatory	Self declared		<input checked="" type="checkbox"/>	Report Externally Assured		Report Externally Assured		Report Externally Assured
	Third Party Checked							
Optional	GRI checked							

TABLE OF IANGO COMPLIANCE

IANGO Principles	Section of Report or other published document
1. Respect for Universal Principles	ARA, Website
2 Independence	ARA
3. Responsible advocacy	Advocacy and Campaigning
4. Effective programmes	ARA, Annual Review, Website
5. Non-discrimination	People
6. Transparency	Governance
6.1 Reporting	ARA, Annual Review, this Report
6.2 Audit	ARA
6.3 Accuracy of information	ARA
7 Good governance	Governance
8 Ethical fundraising	Supporters
8.1 Donors	Supporters
8.2 Use of donations	Supporters
8.3 Gifts in kind	ARA
8.4 Agents	Supporters
9 Professional management	ARA
9.1 Financial controls	ARA
9.2 Evaluation	Long Term Development
9.3 Public criticism	Advocacy and Campaigning
9.4 Partners	Long Term Development
9.5 Human Resources	Staff
9.6 Bribery and corruption	Governance
9.7 Respect for sexual integrity	Humanitarian
9.8 Whistle-blowers	Governance



YEMEN: Children play during break-time at Al Kwod Othman School in Aden. This school is in one of the slum areas of Aden and is supported by Oxfam

Oxfam works with others to overcome poverty and suffering

www.oxfam.org.uk

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