

1. Profile of the Organization

Name of the organization	OXFAM INTERNATIONAL
Vision	<p>Oxfam International (OI) is a Confederation of non-governmental organizations dedicated to fighting poverty and related injustice around the world. Each organization (Affiliate) works together internationally to achieve a greater impact through collective efforts. In all OI's actions, the ultimate goal is to enable people to exercise their rights and manage their own lives.</p> <p>The name "Oxfam" is synonymous with a clear and consistent approach, achieved through closer co-operation in communications, advocacy, education, public campaigns, fundraising, emergency, development programs, and fair trading.</p>
Mission	<p>OI's programs address the structural causes of poverty and related injustice and work primarily through local accountable organizations, seeking to enhance their effectiveness. We aim to help people directly where local capacity is insufficient or inappropriate for OI's purposes, and to assist in the development of structures which directly benefit people facing the realities of poverty and injustice.</p> <p>The Stichting Oxfam International Secretariat ('the Secretariat') works to promote, assist and co-ordinate collaboration within the Confederation. The Secretariat also protects the integrity of the Oxfam brand by ensuring that brand risks are managed properly. The Secretariat seeks to ensure that commitments between Affiliates are honored and where necessary will provide an appropriate dispute resolution mechanism to resolve conflict.</p>
Values	<p>In November 2000, OI adopted the rights-based approach as the framework for all the work of the Confederation and its partners. OI recognizes the universality and indivisibility of human rights and has adopted these overarching aims to express these rights in practical terms:</p>

	<ul style="list-style-type: none"> • the right to a sustainable livelihood • the right to basic social services • the right to life and security • the right to be heard • the right to an identity <p>OI believes that poverty and powerlessness are avoidable and can be eliminated by human action and political will. The right to a sustainable livelihood, and the right and capacity to participate in societies and make positive changes to people's lives are basic human needs and rights which can be met. OI believes that peace and substantial arms reduction are essential conditions for development and that inequalities can be significantly reduced both between rich and poor nations and within nations.</p>
<p>Primary brands</p>	<p>“Oxfam International” is the primary brand for the Confederation. It includes the Oxfam logo, the name “Oxfam” and our visual identity which prescribes the use of a particular font, layout and color. OI communicates under that brand for all its external materials, including the OI annual report, press releases, the OI website, and policy papers. Each Affiliate must be party to a Trade Mark Licence, which grants it permission to use the Oxfam brand as permitted by OI. These licences serve to protect the integrity of the brand.</p>
<p>Major programs</p>	<p>The Secretariat supports Affiliates, their partners and allies to coordinate their work in advocacy and campaigns, and humanitarian and development work with the intent to challenge and achieve positive change in four areas referred to as Change Goals¹.</p>

¹ See the Oxfam International Strategic Plan 2007-2012

<p>Core activities</p>	<p>During 2007 – 2012 Oxfam International shall focus its resources on four Change Goals:</p> <ol style="list-style-type: none"> 1. Economic Justice <ul style="list-style-type: none"> • Make agriculture work for farmers and agricultural laborers living in poverty and vulnerable circumstances. Reaching the majority of people living in poverty will mean transforming agriculture so that they get a decent reward for their labor. • Achieve fairer trade rules for poor countries. People living in poverty must get a fair share of the wealth and opportunities generated by world trade. • Reduce the impact of climate change and energy shocks by supporting vulnerable people and communities, particularly in agriculture, to adapt to climate change. We will tackle the injustice of climate change by promoting energy equity for developing countries. 2. Essential Services <ul style="list-style-type: none"> • Demand that national governments fulfil their responsibilities for equitable delivery of good quality health, education, water and sanitation, especially for women and excluded groups. • Support civil society organizations and alliances to hold governments accountable for the delivery of these services. • Ensure better policies and more funding from rich countries and international institutions, as well as make sure they honor already existing commitments on aid and debt reduction. 3. Rights in Crisis <ul style="list-style-type: none"> • Improve our ability to deliver better protection and greater assistance, through improving our competencies and capacities, and becoming more accountable to the people we are assisting.
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	<p>We will also increase work with and through local organizations, and particularly strengthen the role of women.</p> <ul style="list-style-type: none"> • Change policies and practices of the international humanitarian system to deliver better protection and greater assistance. This will mean lifting the standards of disaster response by international agencies, implementing commitments by governments on the ‘Responsibility to Protect’ and pursuing an Arms Trade Treaty. • Work within the framework of human security, with a greater focus on preventing conflict, peace-building, reconciliation and longer-term development. <p>4. Gender Justice</p> <ul style="list-style-type: none"> • Support women’s leadership at all levels to achieve greater power in decision-making and greater control over their lives. • Work to end gender-based violence by changing ideas, attitudes and beliefs of men and women that permit violence against women. • Strengthen Oxfam’s own learning and capacities on gender to ensure that gender justice is achieved in all our work.
<p>Ownership and legal form</p>	<p>Oxfam International is a Confederation of thirteen independent aid, development and advocacy organizations. Oxfam India and Oxfam Japan are also associated with OI, with both organizations set to become full affiliates in the near future. Rostros y Voces, a not-for-profit organization based in Mexico currently has observer status in anticipation of becoming fully affiliated to OI.</p> <p>The Confederation is supported by the Secretariat, a not-for-profit Foundation with its registered office in The Hague, Netherlands. The purpose of the Secretariat is to provide leadership, coordination and facilitation to the Confederation as a whole,</p>

	<p>and to provide individual support to Affiliates where necessary. Oxfam International is governed by three constitutional documents:</p> <ul style="list-style-type: none"> • The Constitution which governs the actions of Secretariat; • The Code of Conduct which regulates the use of the Oxfam brand and criteria for membership of the Confederation; • The Rules of Procedure which relate to the governance of the OI Board, affiliation of new members and dispute resolution practice within the Confederation. <p>Each Affiliate subscribes to the constitution through an affiliation agreement which governs the relationship between OI and the Affiliate, ensuring a commitment to OI's objectives.</p>
<p>Operational structure <i>Including roles and responsibilities of global and national entities</i></p>	<p>Oxfam International Board</p> <p>The OI Board comprises the Executive Director, Chair of each Affiliate, and the OI Chair. The Affiliates' Chairs are voting members and are non-remunerated. The Executive Directors and the OI Chair are all non voting-members. The Board also elects the Deputy Chair and Treasurer from among its voting members.</p> <p>The Board is responsible for ensuring that OI is accountable, transparent, and fit for purpose. The constitution and Strategic Plan are also approved at Board level. The Board takes recommendations from Executive Directors and ensures that the Confederation is working to its agreed aims. The Board also agrees membership of the Confederation, selects the Honorary President, the Honorary Advisor, the Board Officers and the OI Executive Director. A number of subcommittees with expert members are also mandated by the Board to assist with specific issues.</p> <p>Executive Directors</p> <p>The Executive Directors (EDs) include each Affiliate's Executive Director and the OI Executive Director. The latter works with Affiliate Executive Directors as a peer in</p>

	<p>order to reach consensus and form recommendations to be made to the OI Board.</p> <p>As well as Affiliate responsibilities, the EDs form the non-voting half of the OI Board. They operate as a group to take those decisions which are not required to be tabled at the Board. They agree the operating architecture of the Confederation and have overall responsibility for initiating and management of the Strategic Plan. They are responsible for organizational alignment, OI budgetary decisions and alignment of their own Affiliates to achieve OI's objectives.</p> <p>Global Team</p> <p>The Global Team (GT) consists of up to 16 senior staff, nominated by Affiliates and selected on merit by the EDs. The GT is accountable to the EDs and membership is subject to a fixed renewable term to ensure rotation. The GT is responsible for the implementation of the Strategic Plan by directly supporting delivery groups and streamlining Affiliate operational plans in areas such as campaigning, advocacy, marketing and programs. Within this remit the GT are required to promote monitoring, evaluation and learning initiatives within the Confederation.</p>
<p>Location and address of global headquarters/secretariat</p>	<p>Oxfam International Secretariat</p> <p>Suite 20 266 Banbury Road Oxford OX2 7DL United Kingdom Phone: +44 1865 339 100 Fax: +44 1865 330 101 Email: information@oxfaminternational.org Website: www.oxfam.org</p>

<p>Number of countries where the organization operates</p> <p><i>Please attach list of all countries where you operate</i></p>	<p>Oxfam International Secretariat Offices</p> <ul style="list-style-type: none"> • 4 countries (not including Affiliates operations) <ul style="list-style-type: none"> ○ Oxford, United Kingdom ○ Brussels, Belgium ○ Geneva, Switzerland ○ Washington DC and New York, USA <p>Oxfam Affiliate Operations</p> <ul style="list-style-type: none"> • 108+ countries
<p>Number of employees</p>	<p>66² – Oxfam International Secretariat</p>

² This figure is correct at the time of submission

Finance	2005 £000	2006 £000	2007 £000
Income from			
- Individual donations³	n/a	n/a	n/a
- Foundations	n/a	n/a	n/a
- Governments	n/a	n/a	n/a
- International Organizations <i>UN, EU, World Bank etc.</i>	n/a	n/a	n/a
- Business	n/a	n/a	n/a
- Others - <i>please specify</i> –			
Contributions from Affiliates	2,654	2,549	4,049
Shared space and services	0	0	5
Interest	3	3	24
TOTAL INCOME	2,657	2,552	4,078
Total income by country - for countries/regions that make up 5 percent or more of total income <i>Please list countries and provide total income for each one</i>			
America	167	155	227
Australia	99	150	164
Great Britain	844	1,099	1,684

³ Income from **individual donations, Foundations, Governments, International Organizations, Business** – The Secretariat is not a fundraising organization, but does occasionally receive donations from the public or corporate bodies. Unless the donation is specifically given for a project being undertaken by the Secretariat or the donor explicitly states otherwise, donations are paid over to the affiliate most closely linked to the donor's country of origin. (*Note 4: 2007 Statutory Accounts*)

Spain	163	89	318
Novib	623	524	1,055
- Programs and activities directly addressing the organization's purpose			
Planning and Program Development	255	340	356
Communications	390	481	667
Humanitarian Co-ordination	154	476	376
Advocacy and Campaigning	1,034	1,091	1,468
Membership Development	208	234	290
Non aligned			
- Fundraising	n/a	n/a	n/a
- Administration	257	157	137
- Others - please specify			
TOTAL EXPENDITURE	2,298	2,779	3,294
Total expenditure by country - for countries/regions that make up 5 percent or more of total expenditure <i>Please list countries and provide total expenditure for each one</i>			
Advocacy - Switzerland (UN)	257	338	388
Advocacy - Belgium (EU)	189	179	293
Advocacy - US (UN)	485	464	675
	<p>a) These costs include attributable overheads.</p> <p>b) Most of the Secretariat's remaining spend is made in the UK. However, all material elements of this spend relate to activities that are supporting the OI Confederation as a whole and as such are not deemed to be spend relating to a particular country or region.</p>		
Reserves	324	95	937

Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves

including

- *the location of operations, including opening of new offices, starting new major activities, and closings*
- *legal status or ownership*
- *global structure and governance*

Overall reserves (restricted and unrestricted) increased from £95,458 to £936,817. Unrestricted reserves rose by £667,000 to £808,000 due to increased income. The 2007 budget discussions (in 2006) included the development of an expanded portfolio of activities to be undertaken by the Secretariat on behalf of the Confederation. In the past similar activities had been funded by specific Affiliates but as part of the budget implementation the mechanism for Affiliate contributions was also amended to bring most of these within the ambit of general contributions. During 2007 it was also recognized that the Secretariat needed a higher level of unrestricted reserves to give it time to respond to changes in priorities in a pro-active rather than a reactive way. Natural delays arising from the need to sort out appropriate co-ordination mechanisms both within the Secretariat itself and across the Confederation to allow new activities to take place efficiently enabled some reserves to be built up from increased general contributions during 2007.

2. Compliance with the principles of the INGO Accountability Charter

Respect for Universal Principles

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
1	Vision, mission, values and key documents position the organization's work in the context of universal principles and relevant (e.g. UN) documents	The organization's statutes and key programmatic documents.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	Fully
2	The organization's practice fully complies with its policies.	The organization confirms for the reporting period that it has been working in line with Universal Principles and that it has resolved any formal written complaints (<i>formal written complaints: either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt</i>) it may have received concerning its alleged breach of these Principles.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	Fully

Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	- Organization receives less than 50% from one single source;	Documentation on <ul style="list-style-type: none"> - ownership and - income 	<ul style="list-style-type: none"> ○ Fully ○ Partially 	Fully

	<ul style="list-style-type: none"> - Organization is not owned/controlled by government, political party or business 		<ul style="list-style-type: none"> o Not at all o Not applicable 	
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Responsible Advocacy

	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
4	<p>The organization has written policies ensuring that its public policy positions and advocacy are</p> <ul style="list-style-type: none"> - in line with its mission - accurate and - conform with applicable national law 	<p>The organization's written advocacy policies</p> <ul style="list-style-type: none"> - describe the criteria or circumstances in which it will involve itself; - define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate; - contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties. 	<ul style="list-style-type: none"> o Fully o Partially o Not at all o Not applicable 	Fully
5	<p>The organization's practice fully complies with its policies.</p>	<p>The organization confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has resolved any formal written complaint it may have received concerning its alleged breach of these policies.</p>	<ul style="list-style-type: none"> o Fully o Partially o Not at all o Not applicable 	Fully

Effective Programs

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
6	The organization's programs are conducted in genuine partnership with local communities.	The organization's written program strategy, evaluations of terminated and ongoing programs and other relevant documents provide evidence that the organization's programs strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable to the Secretariat.</p> <p>Full compliance for the confederation.</p> <p>These are the core principles of Oxfam Affiliates, all of which are compliant with this approach.</p>
7	The organization's programs aim for sustainable development.	<p>The organization's written program strategy, evaluations of terminated and ongoing programs and other relevant documents provide evidence that the organization's programs</p> <ul style="list-style-type: none"> - are based on the potential of local resources to sustain the activity - contribute to further strengthening sustainability at local level and - Do not create or increase dependence on external support. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable for the Secretariat</p> <p>Full compliance for the confederation.</p> <p>These are the core principles of Oxfam Affiliates, all of which are compliant with this approach.</p>
8	The organization's programs are appropriate for the local needs and conditions.	<p>The organization's written program strategy, evaluations of terminated and ongoing programs and other relevant documents provide evidence that the organization's programs</p> <ul style="list-style-type: none"> - take relevant local conditions into account, e.g. by involving local stakeholders in all stages of program 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Fully.</p> <p>This applies to the Confederation.</p> <p>NB. To the extent the Secretariat advocacy staff engage with partners, including at the local level, they endeavor to observe</p>

		<p>design and implementation</p> <ul style="list-style-type: none"> - take appropriate care of relevant local gender, diversity, cultural and religious issues; - avoid negative environmental impact and, where possible, secure a positive impact. 		<p>these principles (e.g. engaging with farmers organizations in our Make Trade Fair campaign, or with local people working on Control Arms.)</p>
	<p>Funds raised for specific programs reach the people or cause in whose name they were raised.</p>	<p>The organization's fundraising and donor information materials, donor communication, program reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Fully NB. In general this applies to the Confederation, however there are occasions where the Secretariat has been a conduit for funds.</p>
9	<p>The organization's practice fully complies with its policies.</p>	<p>The organization confirms for the reporting period that it has not been in breach of its own program policies and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Fully OI has not received any complaints during this reporting period.</p>

Non-Discrimination - HR

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
10	The organization promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external.	<ul style="list-style-type: none"> - The organization's written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board levels; - The organization's plans and operations which fully reflect the non-discrimination policy; - The organization's most recent personnel orientations, trainings and instructional material addressing non-discrimination. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Partially An equal opportunity policy is in place and current practices support diversity but this needs to be reviewed and updated. We will endeavor to improve our monitoring of diversity.</p>
11	The organization's practice fully complies with its policies.	The organization confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Fully</p>

Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
12	The organization is open, transparent and honest about its structures, mission, policies and activities.	<ul style="list-style-type: none"> - The organization's reports which adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research; - The organization complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	Fully
13	The organization reports publicly at least once a year about its activities and achievements.	<p>The organization's annual report which contains:</p> <ul style="list-style-type: none"> - Mission and values; - Objectives and outcomes achieved in program and advocacy; - Environmental impact; - Human rights impact; - Governance structure and processes, and main office bearers; - Main sources of funding from corporations, foundations, governments, and individuals; - Financial performance; - Compliance with the INGO Accountability Charter and - Contact details. 	<ul style="list-style-type: none"> ○ Yes ○ No/not fully ○ Not applicable 	Yes
14	The organization's annual financial report will conform to relevant laws and	Independently audited annual accounts	<ul style="list-style-type: none"> ○ Fully ○ Partially 	Fully

	practices and be audited by a qualified independent public accountant whose statement will accompany the report.		<input type="radio"/> Not at all <input type="radio"/> Not applicable	
15	The organization's practice fully complies with its policies.	The organization confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has resolved any formal written complaints it may have received concerning its alleged breach of its reporting provisions.	<input type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	Fully

Good Governance

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
16	The organization has a governing body which has responsibility for the oversight of all aspects of the organization.	<p>The organization's bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the organization's governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> - selects, supervises and evaluates the chief executive, - oversees program and budgetary matters - defines the overall strategy, consistent with the organizational mission, - verifies that resources are used 	<input type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	Fully

		<p>efficiently and appropriately,</p> <ul style="list-style-type: none"> - ensures that performance is measured, - secures financial integrity and - makes sure that public trust is maintained. <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly and successfully.</p>		
17	<p>The work of the organization's governing body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.</p>	<p>The organization's bylaws, terms of reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> - identify required qualifications and expertise of the members of the governing body and the mix of skills across the group - specify the frequency of meetings of the governing body (at least two meetings per year), - specify adequate attendance by directors (at least a majority of <i>directors</i> on average), and - lay down voting requirements - provide a process for evaluating the governance body's own performance. <p>Records of the meetings provide evidence that meetings were held and which decisions were taken.</p> <p>A regular general meeting takes place with authority to appoint and replace</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	Fully

		members of the governing body.		
18	The organization tries to prevent and, if they occur, actively manages conflicts of interest.	<p>The organization's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> - disclose any affiliation they have with an actual or potential supplier of goods and services, recipient of grant funds, or organization with competing or conflicting objectives; - absent themselves from discussion and abstain from voting or otherwise participating in a decision on any issue in which there is a conflict of interest; and - refuse large or otherwise inappropriate gifts for personal use. 	<ul style="list-style-type: none"> <input type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	Fully
19	The organization's practice fully complies with its policies.	The organization confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has resolved any formal written complaints it may have received concerning its governance system or members of its governing body.	<ul style="list-style-type: none"> <input type="radio"/> Yes <input type="radio"/> No/not fully <input type="radio"/> Not applicable 	Yes

Ethical Fundraising

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
20	In accepting funds the organization ensures that it complies with its own ethical standards.	The organization's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organization for ethical reasons.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable to the Secretariat</p> <p>The Secretariat does not have a remit to fundraise directly in the community and therefore does not currently have a written policy. Donations received via the Secretariat are generally paid over to the Affiliate most closely linked to the donor's country of origin. In the rare event that a donation is earmarked for a project being undertaken by the Secretariat, or the Secretariat itself is specifically named as a beneficiary, we will follow ethical fundraising principles developed by Affiliate organizations. We use these principles together with established systems to undertake ethical checks on an ad hoc basis.</p>
21	The organization respects the rights and wishes of donors.	<p>The organization's written policy confirms donors' rights</p> <ul style="list-style-type: none"> - to be informed about causes for which the organization is fundraising; - to be informed about how their donation is being used; - to have their names deleted from 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable to the Secretariat</p> <p>See question 20.</p>

		<p>mailing lists;</p> <ul style="list-style-type: none"> - to be informed of the status and authority of fundraisers and - to anonymity except in cases where the size of their donation is such that it might be relevant to the organization's independence and - that donations accepted for a specific purpose, are used for that purpose. <p>The organization's fundraising and donor information materials and donor communication are complying with donors' rights.</p>		
22	In raising funds, the organization accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.	<p>The organization's fundraising materials and communication</p> <ul style="list-style-type: none"> - show how the donation will further the organization's mission; - neither minimize nor overstate the size or urgency of the challenge the organization wants to address; - do not contain any material omissions or exaggerations of facts, misleading photographs, nor create a false impression or misunderstanding; - show how organization will handle any shortfall or excess of income raised for a specific project. <p>The organization's donor information materials and communication provide detailed documentation on the use of donations.</p> <p>Follow-up with donors about clarity and</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	Partially See question 20.

		quality of materials sent to them shows that the organization's intended message is accurately getting through.		
23	The organization records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.	<p>The organization's written gifts-in-kind policy</p> <ul style="list-style-type: none"> - states under which conditions and for which purposes gifts-in-kind are being accepted; - provides clear parameters for valuation and auditing of gifts-in-kind. <p>The organization's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable to the Secretariat</p> <p>OI does not raise funds directly and has received very few gifts in kind or institutional gifts. In the instances where there have been grants, we screened the donor, published the value and disclosed the source.</p>
24	The organization ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.	<p>The organization's policy for the use of agents or other third parties for fundraising purposes states</p> <ul style="list-style-type: none"> - that contracts between the organization and a third party will be in writing and - that these contracts will oblige the third party to comply fully with the organization's fundraising policy and ethical standards. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Not applicable to the Secretariat</p> <p>See question 20.</p>
25	The organization's practice fully complies with its policies.	The organization confirms for the reporting period that it has no knowledge of any significant breaches of its fundraising and related policies and that it has resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Partially</p> <p>Given that we do not have a direct fundraising remit, we do not have detailed written policies in those areas, however we do have a policy of resolving written complaints.</p>

Professional Management

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
26	The organization's management is professional and effective and the organization's policies and procedures seek to promote excellence in all respects.	<p>The organization's written management terms and conditions, policies and procedures contain</p> <ul style="list-style-type: none"> - job specifications and personnel profiles for the CEO and Senior Management Team positions - annual work plans for the CEO and the Senior Management Team directly referring to the organization's strategy - an appraisal system with the CEO being appraised by the governing body. <p>The organization's strategy and key policies lay down clear objectives and criteria defining excellence.</p>	<ul style="list-style-type: none"> o Fully o Partially o Not at all o Not applicable 	<p>Fully</p>
27	Financial management and control ensure that all funds are effectively used and minimize the risk of funds being misused.	<p>The organization operates according to a budget approved by its governing body.</p> <p>The organization exerts adequate internal controls over disbursements to avoid unauthorized payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organization's annual, audited financial statements</p> <ul style="list-style-type: none"> - are produced by a certified public accountant; - presented timely (normally not later 	<ul style="list-style-type: none"> o Fully o Partially o Not at all o Not applicable 	<p>Partially</p> <p>The organization has improved its financial reporting with particular regard to its annual audited financial statements for the year ended December 2007.</p> <p>Further improvements in financial management and internal control are being undertaken, These will help the organization to exceed the minimum levels of evidence</p>

		<p>than 6 months after the end of the financial year) and in line with the organization's written finance policy;</p> <ul style="list-style-type: none"> - comply with nationally accepted accounting standards and legal requirements. 		currently provided.
28	The organization has evaluation procedures for its governing body, staff, programs and projects and conducts monitoring and evaluation on the basis of mutual accountability.	<p>The organization incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organization conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Partially</p> <p>Procedures have been put in place which will be monitored. A full time post has been created to coordinate evaluation across the Confederation. An evaluation plan will be designed and agreements for resources created.</p>
29	The organization ensures that its partners meet the highest standards of probity and accountability.	<p>In its policies guiding the selection of and cooperation with partners the organization</p> <ul style="list-style-type: none"> - identifies adequate criteria for the selection of effective, legitimate and reliable partners; - takes adequate provisions to exclude links with organizations or individuals involved in illegal or unethical practice. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Partially</p> <p>We do not currently have a written policy at the Secretariat. Affiliates have developed ethical purchasing criteria and we use their criteria and established systems to undertake ethical checks, on a case by case basis.</p> <p>We intend to develop our own purchasing policy in 2009.</p>
30	The organization recognizes the crucial role the quality and dedication of its staff play in the success of its	<p>The organization's written human resources policies and procedures</p> <ul style="list-style-type: none"> - conform fully with relevant international and national labor 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all 	<p>Partially</p> <p>- Need to review policies & procedures and update where necessary.</p>

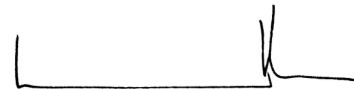
	work and is committed to investing in human resource development.	<p>regulations;</p> <ul style="list-style-type: none"> - provide for remuneration and benefits levels which strike a balance between public expectations of not-for-profit organizations and the need to attract and retain the staff the organization needs to fulfil its mission; - apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work. - include procedures for evaluating the performance of all staff on a regular basis. 	<ul style="list-style-type: none"> ○ Not applicable 	<ul style="list-style-type: none"> - Pay and Benefit Review complete, need to ensure that this is regularly monitored and evaluated - Performance Management system is in place, appraisal training is required and possible review for the future to ensure that measurements are in line with values.
31	The organization takes all required provisions to exclude corruption and bribery from its work.	<p>The organization's relevant policies</p> <ul style="list-style-type: none"> - specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organization; - Identify appropriate steps to be undertaken in cases of suspected bribery or corruption. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Fully.</p> <p>The OI financial standards prohibit money laundering, bribery or corruption. While the Secretariat is not operational, it is involved in setting and monitoring standards of the operational Affiliates through the Peer Review process.</p>
32	The organization respects sexual integrity in all its programs and activities, and prohibits gender harassment, sexual exploitation and discrimination.	<p>The organization's relevant policies contain appropriate provisions</p> <ul style="list-style-type: none"> - preventing sexual exploitation, abuse; - ensuring gender equality; - preventing discrimination in all its forms; - fostering ethnic and racial diversity. 	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ○ Not applicable 	<p>Partially</p> <p>Currently have an equal opportunity policy but it requires a more consistent approach to review and monitoring.</p>
33	The organization provides internal feed-back mechanisms making sure	<p>The organization's written whistle-blowing policy enables and encourages staff to draw management's attention to activities</p>	<ul style="list-style-type: none"> ○ Fully ○ Partially 	<p>Fully</p>

	that the organization consistently stays within its ethical and legal framework and follows its mission.	that may not comply with the law or the organization's mission and commitments, including the provisions of the INGO Accountability Charter.	<input type="radio"/> Not at all <input type="radio"/> Not applicable	
34	The organization's practice fully complies with its policies.	The organization confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related policies and procedures and that it has resolved any formal written complaints it may have received concerning its management provisions and practice.	<input type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	Fully

Date: **14 November 2008**



Keith Johnston
Chair of the Board



Jeremy Hobbs
Executive Director