

OXFAM ANNUAL REPORT

2011-2012



OXFAM

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ABOUT THIS REPORT

Our Annual Report provides an overview of the work of the Oxfam confederation from April 2011 – March 2012. The report covers the work of the Oxfam International secretariat, detailing our joint campaigns and financial figures, and also illustrates work from our affiliates.

Oxfam supports increasing calls for greater accountability from Non-Governmental Organizations (NGOs) to donors, governments, partners and communities and this report complies with the International NGO Accountability Charter and the Global Reporting Initiative (GRI). As a founding member of the Charter, we are part of an ongoing process to set up common standards for International NGOs and to create mechanisms to report, monitor and evaluate compliance with those standards.

INGO ACCOUNTABILITY CHARTER - GRI CONTENT

Throughout this report you will find bracketed references to each of the GRI requirements, and blue boxes describing in more detail our approaches to accountability.

These examples demonstrate how we strive to comply with the principles of the Charter. See Annex for details.



SECTION 1

ABOUT OXFAM



1. ABOUT OXFAM (GRI 2.2, 2.8)

Oxfam is an international confederation of 17 organizations networked together in 94 countries, as part of a global movement for change. We work directly with communities, and we seek to influence those in power to ensure that people living in poverty can improve their lives and livelihoods and have a say in decisions that affect them.

Tom Pietrasik/Oxfam



A vegetable market in the town of Bara Gaon, Uttar Pradesh, India. The price of staple foods such as rice and vegetables has risen throughout India. Fluctuating food prices which puts millions of people at risk, is one of the issues highlighted in the GROW campaign

Image from previous page: Maithree Shanthirathna, part of Oxfam's team in Sri Lanka wears a GROW T-shirt whilst holding a sack of capsicums

OUR CENTRAL COMMITMENT

We are outraged by the poverty and injustice in the world. We must challenge unjust policies and practices and respect people's rights. Together we can achieve a fair world without poverty. With partners and allies, we will act in solidarity with people living in poverty, especially women, to achieve their rights and assert their dignity as full citizens.

All Oxfam's work is framed by our commitment to five broad rights-based aims:

- 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

Within this framework we will work together on narrower "change goals" – the specific areas in which we aim to achieve positive change.

The change goals are:

1. ECONOMIC JUSTICE
2. ESSENTIAL SERVICES
3. RIGHTS IN CRISIS
4. GENDER JUSTICE

Our Strategic Plan 'Demanding Justice 2007 – 2012', is available on our website at www.oxfam.org/strategicplan. It sets out our central commitment to put into practice this rights-based approach by supporting people living in poverty to hold governments, corporations and international organizations (including Oxfam) to account for their responsibilities. In adopting the rights-based approach, Oxfam uses a range of interventions:

- long-term sustainable development programs with and through partners and communities;
- related campaigns and advocacy at the global, regional, national and local levels involving research, lobbying, media and popular mobilization;
- emergency assistance for natural disasters and conflict situations and assistance in response to slow-onset emergencies.

CHANGE GOALS

1. ECONOMIC JUSTICE

Our goal: More women and men will realize their right to secure and sustainable livelihoods.

- Improve the lives of farmers and agricultural laborers living in poverty and vulnerable situations. Reaching the majority of people living in poverty will mean changing the rules that govern 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 by supporting vulnerable people and communities, particularly in agriculture, to adapt to climate change. We will campaign on the injustice of climate change – which nearly always hits poorest communities hardest.

2. ESSENTIAL SERVICES

Our goal: the Millennium Development Goals for essential services will be achieved, and people living in poverty, especially women and girls, will realize their rights to accessible and affordable health, education, water and sanitation.

- Demand that national governments fulfill their responsibilities to deliver good quality services in 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 making sure they honor already existing commitments on aid and debt reduction.

3. RIGHTS IN CRISIS

Our goal: All women and men in humanitarian crises will be assured both the protection and the assistance they require, regardless of who or where they are or how they are affected, in a manner consistent with their human rights.

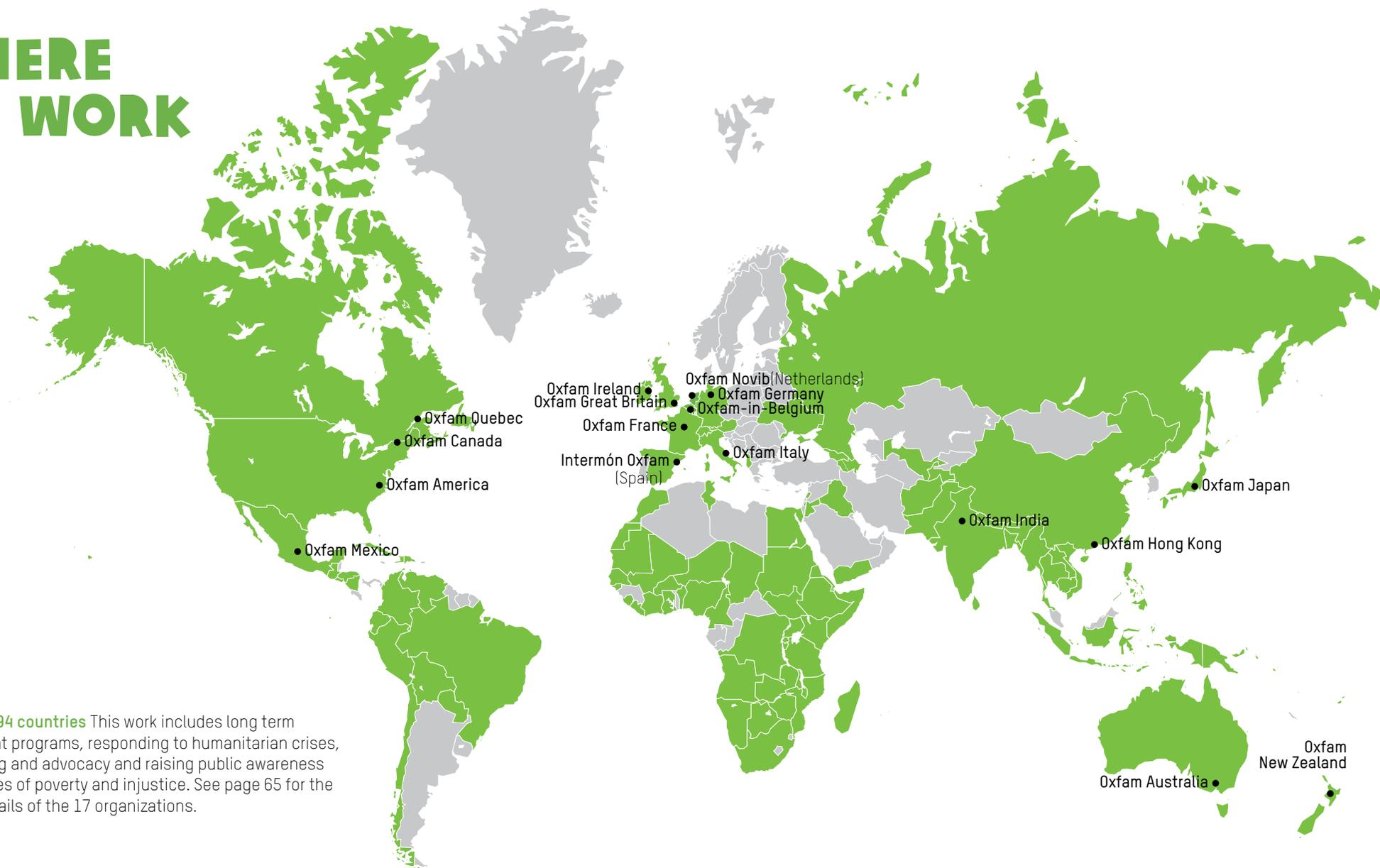
- Deliver better protection and greater assistance, through improving our skills competencies and capacities, and becoming more accountable to the people we are assisting. We will also increase our work with and through local organizations, and particularly strengthen the role of women.
- Change policies 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.

4. GENDER JUSTICE

Our goal: Many more women will gain power over their lives and live free from violence through changes in attitude, ideas and beliefs about gender relations, and through increased levels of women's active engagement and critical leadership in institutions, decision-making and change processes.

- 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.

WHERE WE WORK



We work in 94 countries This work includes long term development programs, responding to humanitarian crises, campaigning and advocacy and raising public awareness of the causes of poverty and injustice. See page 65 for the contact details of the 17 organizations.



SECTION 2

OUR YEAR

2. OUR YEAR (GRI 1.1, 2.9)

There is enough food in the world to feed everyone, yet despite this, one billion people – one in seven – go to bed hungry every night. It is in response to this, that in 2011, Oxfam launched the GROW campaign. GROW calls for a world where everyone has enough to eat. We believe that through national and international actions we can bring an end to the injustice affecting our broken food system and in June, together with partners and allies, we launched the campaign in more than 40 countries around the world. We have also been campaigning on the devastating effects of the food crises in the Horn of Africa and the Sahel region of West Africa.

Last year I saw first-hand the devastation caused by hunger as I visited Dadaab refugee camp in Kenya, near the Somali border, to see Oxfam's humanitarian work in action.

The East African food crisis, which affected 13 million people, was a humanitarian catastrophe caused by a combination of conflict and sustained drought. I can report that Oxfam's response was effective and large-scale, raising collectively \$90 million and reaching over three million people. We know that humanitarian aid cannot address the root causes of the crisis, such as climate change, so as a longer-term approach to tackling the issues, Oxfam campaigners lobbied governments, donors and international decisions makers.

We also learnt from the crisis. Our evaluation highlighted that we must continue to ensure our humanitarian and longer-term development work are linked; crucially it showed that we must be more vocal in lobbying in the run up to emergencies – which are all too often predictable. We incorporated this learning into our response to the West Africa Food Crisis and our humanitarian strategy review. It is this integrated approach to combating poverty, combined with effective work with others that Oxfam is committed to.

Achieving change through campaigning and lobbying does not happen overnight but it can have long lasting and transformative results. For example, every year small arms kill around a

third of a million people. After nearly ten years of campaigning, the Control Arms Campaign partnership (which includes Oxfam), is continuing to press governments to make 2012 the year we finally achieve an Arms Trade Treaty. If this is successful it will have enormous benefits.

For Oxfam the past year has also been one of significant internal change; we are working more closely than ever together, connected by common values, strategies, program standards, campaigns and experience. We welcomed Oxfam Italy and Oxfam Japan as full affiliate members in March 2012, and we are preparing for an Oxfam Brazil.

We are now more than halfway through our Single Management Structure (SMS) process which joins our Country programs together under

a single strategy and single management. We are confident that this will bring greater impact and reduced costs at the country level. SMS has brought Oxfam together like never before: we have developed a new global identity that reflects the whole of Oxfam together, rather than the separate parts, and which is the basis of this report. The identity represents who we are as an organization and reflects what we strive to achieve; it needs to inspire millions of people in very different countries with very different markets. Closer collaboration has also led to the recognition that we could be doing far more together around the world in fundraising. We have started to invest collaboratively in new markets, and new approaches to increase the support for our work.



Jeremy Hobbs, Executive Director
Oxfam International



Keith Johnston, Chair
Oxfam International

Image from previous page: Ipaisha Masvingise inspects her crop of wheat. She is involved in an irrigation scheme developed by Oxfam, Gutu District, Masvingo Province, Zimbabwe

2. OUR YEAR (GRI 1.1, 2.9)

At the cornerstone of our efforts is our commitment to the principles of the INGO Accountability Charter, particularly to sustainability, transparency and accountability to our stakeholders. A core proposition of our new Strategic Plan 2013 - 2019, is that greater accountability will lead to greater impact. In the long-term, Oxfam will be able to demonstrate our commitment to delivering our promises, striving for excellence and modeling accountability in all that we do, and showing how this makes us more effective. In particular, we recognize that transparency and strong feedback loops should strengthen the power and agency of communities, partners and allies, information learning and better performance by Oxfam.

A key priority in achieving accountability in the short to medium-term is to reduce our carbon footprint. We have already begun this process, allocating resources to facilitate consistent carbon data capture and developing consumption targets. We have also developed an Oxfam Diversity Statement which underpins our work to protect and enhance equity, diversity and inclusiveness.

The international development sector will continue to face challenging times with the impact of the global economic crisis and increased questions over the effectiveness of international aid. As a community, we must continue to challenge our decisions, our work and our role in the world to ensure we learn from our experiences, are providing the best solutions and are accountable to those who support us. Oxfam is meeting this challenge, and accountability to our donors and those who we are seeking to help is a hugely important part of our credibility. Oxfam will continue questioning itself and adapting its work towards reaching Oxfam's goal - to ensure that people living in poverty have the opportunity and tools to take control of their lives and obtain a future free from the injustice of poverty.

After 11 years at Oxfam International, 2012 will be my last year as Executive Director of Oxfam International. It will also be Keith Johnson's last year as Chair. I would like to thank Keith for his commitment, wise counsel and support. I would also like to thank our supporters, donors, partners, staff, affiliates, volunteers and campaigners for everything you've helped us to achieve.



Jeremy Hobbs

Janna Hamilton/Oxfam



Latrine trench construction, Dadaab refugee camp, Kenya. Cash-for-work initiatives offer the refugee community an opportunity to earn an income as well as gain some dignity knowing they are helping to provide for their family



SECTION 3

ONE OXFAM

3. ONE OXFAM (GRI 2.9)

The past year has been a key one for Oxfam as we moved further towards becoming One Oxfam. Whilst each of our affiliates will retain their own autonomy and independence we know that Oxfam can be stronger and more effective by working more closely in key areas.

Oxfam is now in its second year of implementing our Single Management Structure (SMS) process. SMS means reducing the number of affiliates working in countries, developing a single strategy for each country, with shared services, one brand and one voice. For Oxfam it's a real change in the way we do things. SMS allows Oxfam to use our collective power as a confederation to achieve a greater impact on the lives of people living in poverty. It is a challenging, but rewarding, journey, as new strategies and new ways of working are becoming a reality.

“Overcoming poverty and injustice is a complex challenge and every country has a different context - the beauty of one Oxfam harnessing the diversity of affiliates' experience and expertise is that we can bring a much stronger and wider range of tools to any country - making us much more useful to the communities we seek to serve”

Barney Tallack, Director of Strategy, Oxfam International

Image from previous page: Voluntary members of the Oxfam water and sanitation committee head into Jamam refugee camp in South Sudan, to spread vital messages to young women about good hygiene practices and to distribute female hygiene kits

OXFAM'S STRATEGIC PLAN 2013 – 2019

Oxfam's new Strategic Plan 2013 – 2019 will be published in March 2013. For the first time the Oxfam confederation will have one fully aligned Strategic Plan which Oxfam affiliates will work to. The Plan is the practical expression of how we want to achieve our vision; bringing together long-term development, advocacy and campaigning, with humanitarian response.

It builds on our learning from our previous Strategic Plan, Demanding Justice 2007 – 2012. In shaping the Plan, Oxfam has undertaken a thorough review of our work to date, our country strategies from SMS countries and the external environment, to decide where our biggest impact and focus should be in the coming years.



Geoff Sayer/Oxfam

Oxfam has been working in Tanzania since the 1960s. We work to strengthen the possibilities for poor farmers to get better prices for their produce such as maize, vegetables and other newer crops such as paprika. Other projects include helping groups such as Maasai pastoralists to secure their land rights

3. ONE OXFAM (GRI 2.9)

ONE GLOBAL IDENTITY

As a confederation, Oxfam has never had a global identity and so it was with great excitement in 2012 that Oxfam's visual and verbal identity was launched. We believe the identity will excite and empower people when they hear about Oxfam's work. Having a consistent uniform identity across the world will also save us money as we will be able to make significant savings through sharing materials and resources. The global identity is much more than a house style or introduction of new colors and logo. It articulates what we stand for and who we are. The global identity will be a key asset for SMS countries, where we are building the one Oxfam approach, and it will bring a very strong and unified brand to all affiliates.

"The new global brand is very important for Oxfam especially for us who work in Liberia. It's going to widen our identity and it's going to show that we are part of the one Oxfam family. We are going to be much stronger because it's a global initiative."

Jeff Juaquellie, Monitoring and Evaluation Officer, Oxfam in Liberia

CONFEDERATION NEWS

Oxfam grew again in 2012 with Oxfam Italy and Oxfam Japan joining as full affiliates in March. Their membership correlates with Oxfam's growth strategy – where we aim to have 20 – 25 Oxfam affiliates by 2020 (however the pace of this is defined by our resources). Our future confederation growth takes into account our wish to diversify the confederation and the importance globally of emerging economic nations. We intensified our relationship with the Brazilian organization Vitae Civilis which is destined to become the future Oxfam Brazil and which is currently working closely with the Oxfam International campaign office in Brasilia. In South Africa, where we have worked for many decades and where we already have country offices, we investigated the idea of establishing a local affiliate. We believe that the growth of our confederation will give greater weight to Oxfam's global presence, constituency and legitimacy. It will also help to increase Oxfam's global income, lead to a greater diversity within the confederation, and crucially, will help Oxfam to achieve its objectives – to help those people living in poverty.

"We thank all our supporters who made it possible for Oxfam Japan to join the confederation as a full affiliate. We shall endeavor to grow further to achieve Oxfam's goals."

Kathy Matsui, Chair, Oxfam Japan

ENSURING ACCOUNTABILITY WITHIN OXFAM

(NG03)

SMS means greater reliance on each other and therefore a need for stronger accountability within Oxfam. Learning processes have been integrated into our organizational change to ensure the moves we are making will increase our impact and cost efficiency, and strengthen our identity. These processes started in the early stages of design, with discussions with other International Non-Governmental Organizations (INGOs) around their own change processes, and were followed by a structured 'early adopter' process that trialed the design of SMS in nine countries and resulted in significant improvements in design.

To ensure the continued success of SMS, we have an ongoing process of periodic reflection and adjustment. Through internal self-assessment and reporting, affiliates are made accountable for the implementation of a common country strategy and program standards.

Accountability between different affiliates is also implemented through the development of '360 degree' evaluation practices. Other INGOs are also changing the way they are structured to maximize how effective they are. As a sector we have started more long term discussions around the most effective ways to move forward as organizations (NG06).

As part of the development of our new Strategic Plan, we have conducted a "Sense Making" review of our current Strategic Plan "Demanding Justice". The review evaluates Oxfam's efforts around its four Change Goals during the last six years. The review will be communicated to our staff and made public on the Oxfam website, along with a management response indicating the decisions and actions that Oxfam will undertake as a result of the findings of the review.

To view documents and find out more:
www.oxfam.org/accountability

A woman with dark hair, wearing a purple cardigan over a striped shirt and camouflage pants, is crouching in a field of young green plants. She is smiling warmly at the camera. The background is a lush green field with some rocks and a wooden post. The overall scene is bright and natural.

SECTION 4

ECONOMIC JUSTICE

4. ECONOMIC JUSTICE

Seventy years after the first Oxfam was formed to respond to a food crisis, food remains a critical problem. Now we're facing a global crisis. International food prices are rising for all of us, but the problem is most extreme in developing countries, hitting the world's poorest people hardest.

The years 2011 and 2012 saw major food crises in East Africa and the Sahel region of West Africa; agricultural production fell by a quarter from 2010; and food prices went up between 25 to 60 per cent more than the five year average. That's why Oxfam is supporting small-scale farmers and agricultural programs by focusing on farming techniques, tools, access to markets and adapting to the effects of climate change.

We're also working with partners and allies across the globe to create changes in practices, policies and attitudes at local, national and international levels through our development and our most ambitious campaign ever – GROW.

Image from previous page: Natercia Sequeira De Dues, Lepo village, Covalima district, Timor-Leste. "When there is a lack of food, we grow vegetables in this garden. Some we sell, and some we eat."



At the Vancouver launch of GROW, Oxfam Canada volunteer Sonya transformed herself into a human carrot to distribute GROW information to beach-goers

THE GROW CAMPAIGN

In June 2011, Oxfam launched a new four year campaign, GROW. The campaign's aim is to tackle the failings in the global food system. We want to create a movement of people to build a future where everyone on the planet has enough to eat, always. GROW is working in more than 40 countries around the world, with a wide variety of partners and allies and is pushing for changes at the international level.

We're focusing on four interlinked aspects of the global food system that contribute to world hunger, particularly for women:

LAND GRABS: These unfair deals by powerful countries and companies are forcing poor farmers and communities from their land. We want to change the policies of governments and companies and give farming communities the support they need to thrive.

FOOD PRICE VOLATILITY: In the current economic climate everyone has noticed increases in food prices, but for the world's poorest people, who spend 80 per cent of their income on food just to survive, any increase has devastating effects. GROW targets the key causes of volatile food prices that make food unaffordable, such as the use of land for biofuel rather than for growing food, and food speculation where big banks bet on the prices of staple foods, thus increasing prices. We demand adequate regulation of land laws and commodities speculation.

SUPPORTING SUSTAINABLE FARMING: Oxfam continues to support farmers to grow food in a sustainable way through our livelihoods programs and the GROW campaign. For our world to grow together, we need to change the way the world thinks about farming. We want to see more investment and support for small-scale farmers so they can produce food in a sustainable way.

CLIMATE CHANGE: Climate change and extreme weather conditions which wipe out crops are having a major effect on the world's food resources. Our programs enable communities to adapt to the changes in their environment that affect their ability to feed themselves. We're pushing for those causing the problems to support those most affected.

GROW is an ambitious campaign, but in an age where we're more connected than ever, we've seen the changes that people can achieve when acting together. In June 2011, thousands of people, from celebrities to the farmers we support across 32 countries and eight regions, helped to launch our campaign. Our report 'Growing a Better Future', which included case studies from Guatemala, Bolivia, and Nepal resonated with people across the globe, showing that the issues we're tackling are problems affecting us all. From food festivals in Sri Lanka to picnics in Canada, GROW's launch generated strong media coverage around the world drawing attention to the food crisis and kicking the campaign off to a great start.

4. ECONOMIC JUSTICE

HOPE FOR THE FUTURE



Tim Herbert/Oxfam

Natercia Sequeira De Deus and her baby, are part of community of Lepo village in Timor-Leste that has been working with Oxfam partner JEF since 2008. JEF have supported the community to adopt improved rice growing techniques, alternative crops (including lettuce and tomato) to supplement regular crops. JEF has also supplied seeds and training, as well as providing seedlings that the community are planting to protect the soil and prevent erosion

In Timor-Leste Oxfam has been supporting communities in combating food insecurity. Food shortages are a reality for most families in Timor-Leste – around 70 per cent of the population does not have enough to eat for at least one month each year. Children are particularly vulnerable to hunger with 45 per cent of children under the age of five chronically malnourished.

Oxfam is working with seven local partners in two districts (Oecusse and Covalima) to increase food availability and nutrition. The community of Lepo Village, Covalima District has experienced food shortages aggravated by the impact of drought and heavy rains that cause landslides. Oxfam's partner 'Youth's Hope for the Future' (JEF), has helped to develop more sustainable farming methods, to diversify crops, and implement a new farming technique that prevents soil erosion. Local farmer Natercia Sequeira De Dues put this into practice on her family farm.

“Before we did this, the soil would be washed away by rain water. Since we started this technique we are able to get more crops, the soil won't move because of the rain.”

Natercia Sequeira De Dues

By seeing visible results from several of the farmer groups who have adopted the techniques, new members joined and more than 1,000 households are using new sustainable farming techniques including composting, water collections in the garden and a system of rice intensification (SRI).

The community has been supported in growing more food like maize, peanuts and soybeans and alternative crops such as lettuces and tomatoes to give a more sustainable source of for food their families and a potential source of extra income. Since the program started in 2007, more than 8,000 people have benefited from increased access to nutritious food, by using SRI rice crop yields have doubled (from an average 5 to 10 bags per year). By increasing the amount of food produced, 25 – 30 per cent of households have reduced their food shortages, and 60 per cent are now able to buy food when they run out – using the extra income they earn from selling their produce.

WORKING WITH THE COMMUNITY^(NG01, NG03)

Oxfam conducted a six-month report of programs in Timor-Leste in December 2011. The report showed that the process of involving communities in ownership of their own plans and development for their village has been a new experience. The process offers an opportunity for community members to develop themselves and also show that they have the human resources that can be leveraged to lead on some work. Local authority involvement is also very important because it shows support of their leaders when people are doing their planning. Many community members have been involved in the activities of savings and loans groups because they know how important this activity is for the community, especially access to credit. The report recognized that the next thing to do is to bring together the community to share good experience with partners and Oxfam staff members. Oxfam's evaluations are guided by our 'Program Evaluation Policy' which promotes monitoring, evaluation and learning (MEL) practices to consistently improve the quality and impact of the work we do. The policy also enhances mutual accountability and learning between the communities, partners and donors.

4. ECONOMIC JUSTICE

FEMALE FOOD HEROES (NG04)

Women are at the heart of Oxfam's work – they make up 43 per cent of the agricultural workforce in developing countries, but often face discrimination in gaining land ownership, credit, and access to markets. Helping women food producers gain the rights and support they need is central to the GROW campaign. Our Female Food Heroes project, launched in Tanzania in July 2011, aims to raise awareness of the importance of women farmers and the part they play in local and national food production. Nearly 7,000 women food producers entered a competition to find a female food champion – a female food producer who makes an exceptional contribution

in their community. More than half of Tanzania's total population – 25 million people – have seen or heard about the project. Eleven women were selected as finalists and 10,000 people voted by text message to decide the winner. Ester Jerome Mtegele came first winning a tractor and grain store that she now manages on behalf of her community. Ester has also been nominated among the top ten global food trailblazers by AlertNet, alongside Svetlana Maksimova, one of Oxfam's female food heroes from Russia. The project is now being rolled-out to other countries including Armenia, Ethiopia, Nigeria and Canada.

Oxfam



"When I won the tractor for the Female Food Competition, everyone was so proud of me. My husband now respects me more – in Tanzania men are not respectful of their wives. But things have changed for me. My life in my home and village has improved; I now mobilize women and give many talks at the district level and at national events. My five children are also very happy that I do these things. They tell their friends."
Ester Jerome Mtegele, Tanzania

CAMPAIGNING FOR AGRICULTURAL INVESTMENT IN GUATEMALA

Guatemala is a prime example of how the global food system is failing. Half of the country's children under five are malnourished – one the highest rates of malnutrition in the world – yet the country is the fifth largest exporter of sugar, coffee and bananas. Rural areas are witnessing a palm oil rush as international traders seek to cash in on high demand for biofuels created by US and EU mandates and subsidies, yet half of Guatemala's 14 million people live in extreme poverty, on less than \$2 a day. The money to be made from the food chain here, as in most poor countries, has been captured by elites and transnational corporations, leaving half the population excluded.

In 2011, Oxfam's country team in Guatemala, in conjunction with a network of partners, ran a campaign that urged the government to increase their investment in food production. The team participated in a series of meetings with presidential candidates, the Ministry of Finance, and leaders of Congress. They also launched a successful public campaign, which included sending postcards to key opinion leaders and members of the government responsible for setting the budget, securing more than 3,000 signatures. In the State Budget for 2012, the Ministry of Agriculture was assigned an increased budget of Q1759.5 million (\$224 million USD), more than the campaigners had dared to hope for. The challenge now is to ensure that the increased budget is appropriately invested!

Noah Friedman-Rudovsky/Oxfam



María Velasquez Maldonado sorts corn at her home in the village of Willywood, Pacific Coast, Guatemala. Corn is the staple of the diet in this region, but less and less of it is grown now, because cash crops predominate in the area

"The scale of the problem generated by an unfair food system is huge. We are urged to achieve progress in public policies, so advances like this one are very positive. But we still have a lot of work to do to ensure that the investment is appropriate and that it benefits rural women."

Aída Pesquera, Country Director, Oxfam in Guatemala

4. ECONOMIC JUSTICE

ADAPTING TO CLIMATE CHANGE IN ZIMBABWE

Zimbabwe is a country with severe problems, including an economic crisis, an HIV/Aids epidemic, and serious food shortages. Oxfam has been working in Gutu District, Masvingo Province, in the south-east of the country to help communities adapt to climate change. In this rural area, with few roads, no electricity, and very little trade, most families are totally reliant on producing enough food to feed their families.

Climate change over the past ten years has had a major impact on the region. Families have been hit by the cumulative effects of no rain. Without rain, there are no crops, or seed for the following harvests; there is nothing to sell to buy food or other things; and there is not enough money to send children to school. The worst time of the year, known as the 'hunger months', is when food runs out and only those who have managed to earn some cash are able to buy the maize, which is now expensive and scarce, from further afield. All that has been missing is water.

In 2007, Oxfam proposed using water in the nearby Ruti Dam to develop a 60 hectare irrigation scheme benefiting 265 households and thousands from the wider area. Before the project began, Oxfam commissioned an Environmental Impact Assessment Report on the local area in conjunction with experts from the University of Zimbabwe to ensure the project would be beneficial. A Constitution of the Ruti Irrigation Project was developed which laid out the basic agreement between all stakeholders regarding how the project would be run. This included rules regarding farmers' involvement; what is grown on the irrigation project site; marketing of crops; and water management.

Communities were at first skeptical but taking leadership from a few people, they got behind the project and worked with Oxfam to clear the land, lay the pipes and build the canals. Oxfam gave each farmer four lengths of pipe to siphon water from the canals onto the fields,

a supply of maize seed, fertilizer for their first crop, and training in agricultural techniques. As water flowed for the first time any doubts were instantly removed.

The labor, tools and time came from the community; agricultural advice, equipment loans and support came from the government; and co-ordination, practical inputs such as seed and fertilizer and training came from Oxfam – only in the initial phase to 'jump-start' the farmers. In addition, Oxfam provided boreholes to ensure that people didn't drink the untreated canal water while doing hot and sweaty farming work. Oxfam also provided toilets, so that the area could be kept clean.

By 2011, the project had established 60 hectares of irrigated land benefiting local communities. A further four years of funding from the EU is on the table for the next stage of development, linked to renewable energy projects to supply solar lighting to nearby clinics and schools and the agri-business center.

"Our land was fertile and we used to get good harvests but then the weather changed, and the rain became really erratic. With Oxfam and the government we worked together; now there's a transformation. For the first time I was given my own land to work on. I would tell other female farmers to work hard and commit their work to their hearts."

Ipaishe Masvingise, farmer

HUNGRY FOR CLIMATE ACTION

At the UN Climate Change Conference in Durban, South Africa 2011, Oxfam staff worked with allies to lobby the government delegations and to draw attention to the impacts of climate change on the world's poorest people. While the results of the conference overall were mixed there were a number of important moves in the right direction. A new climate fund was established which intends to make \$100 billion available to countries to reduce their emissions and adapt to the effects of climate change.



Oxfam campaigners in Durban, South Africa for the UN Climate Change Conference hold a dinner party in the sea to provide a stark illustration of the effects that extreme weather will have on our already creaking food system



Ipaishe Masvingise, who comes from a long line of farmers, preparing to water her crop of wheat, to ensure a good harvest. Ipaishe was allocated a plot in the first year of the Ruti Irrigation project

4. ECONOMIC JUSTICE

LAND GRABS

Campaigning for new international norms can often take years of hard work. But they constitute a powerful lever for change in national policies and practices of governments and the private sector. Last year we reported on our work to influence policy-makers on food security. In May 2012, the UN Committee on World Food Security (CFS) endorsed a set of guidelines on land, fisheries and forests tenure, intended as a set of principles and standards for governments to follow when drafting laws around land rights and ownership.

Although these guidelines are not legally binding, they are a big step forward in improving governance of land and natural resources. Oxfam, together with FIAN, Action Aid and other civil society organizations were able to work together to contribute to the outcome of the negotiations through the CFS Civil Society Mechanism. Oxfam and other civil society organizations will ensure that these guidelines are implemented effectively, and use them to hold governments to account for ensuring protection for vulnerable peoples' access and rights to land. (NG06) We conducted an internal evaluation of our engagement with the CFS, which has been used to shape our engagement going forward, ensuring adequate resource allocation and our communications with allies in the future. (NG03)

LEARNING FROM OUR WORK (NG03)

Oxfam has built a monitoring and evaluation system for the GROW campaign that encourages accountability and learning nationally and globally. Quarterly reviews are conducted which enable teams to assess work against objectives, and enables stakeholders to give specific feedback on all the key campaign priorities.

Data is aggregated centrally to provide an overview of the whole campaign's progress, feeding into campaign management decision-making. We also conduct regular mini-evaluations of key pieces of work, including for example the campaign launch, our work at international events, and a 'land-learning day' and we will conduct an independent evaluation of our work at the end of the GROW campaign's second year.

Key lessons learnt from our monitoring processes so far show that whilst we have had some notable early successes at both national and international levels, there is a danger of the campaign spreading its resources too thinly across a broad agenda. As a result, it was decided to prioritize work on unfair land acquisitions in 2012 – 2013. We also changed the emphasis of our campaign because serious food crises across the Horn of Africa, and now in the Sahel, meant we needed to work more closely with the Rights in Crisis campaign to lobby internationally for an appropriate response to the crises. Having this level of flexibility within a campaign is vital, and we will continue to adjust our campaign direction as dictated by global events, resources, our evaluations, and in consultation with our partners and allies. (NG05)

The GROW campaign has also highlighted the importance of working in partnership with other groups and organizations. In many countries the GROW campaign is run and led by a coalition of civil society organizations. Building relationships and consensus take time, but feedback indicates that this is worthwhile in order to get shared ownership and to increase our impact without duplicating effort. (NG06)

LOOKING FORWARD

How the planet, with its diminishing natural resources, can feed its growing population remains one of the critical challenges of our generation. Between now and the end of 2015, GROW will continue to address key issues, whilst adjusting our plans to take into account: the likelihood of a continued economic crisis affecting Europe, the US and beyond; the worsening climate crisis – with the window rapidly closing on the possibility of keeping global warming to under two degrees Celsius; growing inequality; and the possibility of future food crises.

Oxfam will engage the public in debate about food and natural resources, how it's produced and consumed, and better ways of living, aiming to empower people to take action and build a better future. We will focus on the role of the large companies that dominate the food system, highlighting good practice and pushing them to improve bad policies. We will demand appropriate investment in more sustainable small scale agriculture; we will work with others to tackle the causes of climate change; and we will help poor communities to safely adapt to the changing climate. We have made an excellent start at putting gender issues at the center of the GROW campaign. www.oxfam.org/grow

SECTION 5

ESSENTIAL SERVICES



5. ESSENTIAL SERVICES

Everyone has the right to health care and education. Oxfam is working so that the poorest people around the world are able to demand their rights and access these services. Health and education are the building blocks for creating a life free from poverty: they can change individual lives, and transform whole countries.

When a government provides quality public services they are taking a concrete step to fight inequality because these benefits are worth more to the poorest people in society. Governments who do not have enough funding from taxes need predictable supportive aid, which can be used to strengthen public systems, increase transparency and accountability and help create strong, fair tax systems to kick-start the way out of aid.

Around the world, 72 million children are denied their right to education. Nang Ngeun (8) attends the Nadokkoun Primary School, Nadokhoun village, Met District, Laos. Nang's school was one of three built by Oxfam in Laos in the last year. Remote areas of Laos are the poorest in the region, often with little or no external support. Oxfam works with remote communities to develop skills and infrastructure so that people can jump-start their way out of poverty.



CAMPAIGNING FOR BETTER HEALTHCARE ACCESS (NG05)

Oxfam wants everyone to have access to essential services. Our research shows the best way to make this happen is to focus on change within countries. We invest in changes that will have a lasting impact: working with communities and local partners; influencing governments on how they can ensure universal access to good quality health and education; and pushing for policies that contribute to this such as making services free.

Zambia remains one of the most unequal countries in southern Africa. Although improvements have been made to the health system, such as making health care free for those in rural areas, there is still a long way to go: one in ten children die before their fifth birthday. Oxfam, along with civil society partners and networks, used the elections in 2011 as an opportunity to put health care on the national debate leading to some great results.

The campaign 'Vote Health For All' engaged thousands of Zambians to call for better health care in a series of activities in local communities. We used Oxfam and partners' knowledge of the country from long-standing programs to ensure the campaign's objectives reflected the real needs of Zambian people (NG04). Communities were empowered to discuss health care issues with candidates and were able to use this to make an informed decision.

Vote Health For All was a major success with the new government committed to several of the campaign's key asks including the abolition of fees for health care for the urban population (people in rural areas already had free access) and a health budget increase of 0.7 per cent which amounts to \$158 million in real terms. This will make a massive difference. The team is now going back to talk with community members to see if the policy changes have made a positive impact to their lives and which other factors still need to be addressed.

In Georgia, one of the poorest countries in Eastern Europe, the health care system, along with other basic services, lacks the resources it needs to provide for everyone. Since 2008, Oxfam and partners through the 'Future without Poverty' coalition have been calling on the government to produce a plan detailing how they would achieve health reforms promised back in 2005. Then last year, as a result of the coalition's campaigning, the government finally formulated a strategic plan for health care. The coalition is now working on a new campaign strategy to ensure this strategic plan is carried out and achieves positive change for people in Georgia.

Image from previous page: Assembling a water tank, Dadaab refugee camp, Kenya

5. ESSENTIAL SERVICES

ACCESS TO CLEAN WATER (NG01, S01)

In Bangladesh, more than half of its 156 million people survive on less than \$1 a day. Despite being 'the land of many rivers', access to clean, safe water remains a big problem. For Oxfam, women are at the heart of a program that aims to deliver improvements in water, sanitation and hygiene (WASH) in 20 rural villages. Oxfam and local partners facilitated setting up women's WASH groups. The groups, which are self-selected, were open to all women and adolescents within the village and each group included a minimum of two members with literacy and numeracy skills to act as book-keeper and chair. After basic training in WASH and project management the local groups were provided with startup money. They were supported to identify a health and sanitation project that could make significant improvements in the lives of local women.

In one village, where women's needs had been given a low priority, women had a lack of water for bathing. This led to embarrassment about body odors and was the cause of skin, eye and urinary tract infections. With a little support from Oxfam, the women's group designed and co-ordinated new bathhouses. The group was able to source local materials and get volunteer labor

which meant they were able to make their grant money stretch further. It also helped ensure ownership from the whole community for the project. In addition, the installation of the tube wells, has seen the entire village benefit from the accessible, clean water.

"We felt strong as we were united in a group." Womens WASH Platform group, in Barokhal, in Bangladesh

As groups planned and implemented their projects they became more and more independent until Oxfam and partners could move away from being facilitators to simply offering an advice service when needed. We see a strong potential for increasing the number of women's WASH groups across Bangladesh. We hope that as the current twenty groups gain more independence and organize further projects they will form a district wide umbrella to encourage and support new groups to address practical and strategic gender inequities. Oxfam has also undertaken an analysis of the work in Bangladesh with similar projects in Cambodia to ensure the best learning from each is taken forward.

Tania Cass/Oxfam



Collecting water from tube well, Basetpur village, Jamelpur District, Bangladesh

5. ESSENTIAL SERVICES

EDUCATION FOR ALL (NG01, S01)

In India, where 14 million children are out of school, Oxfam is working with partners and civil society groups on a targeted education initiative to improve access to education and its quality. In just one year, the program has already reached 34,000 students, with 10,000 NGOs linked together to track the implementation of the government's education commitments. In 2009 the Indian Government passed the 'Right of Children to Free and Compulsory Education Act' (6-14 years). This is great news and Oxfam has used this opportunity to work with partners and communities to turn this Act into reality. Oxfam has specifically focused on work with marginalized and excluded groups such as girls from tribal, Dalit and Muslim groups, in order to reduce discrimination. (NG04)

The quality of education is just as important as the issue of access. Oxfam has worked with community members to benchmark the quality of local schools against national legal standards.

We've also worked with parents and communities to demand accountability and transparency in the system, so that they know where the money for their children's education is going. The links forged – between parents, schools, educational organizations, communities and those at the national level – have strengthened this program and increased its impact, making sure every child regardless of their location or background has access to education.



Anjela Taneja/Oxfam

Girls wear ribbons that read 'For the Right to Education', at the first People's Stocktaking of the Right to Education Act, New Delhi, India



Anjela Taneja/Oxfam

A school management committee in Tikari Dandu, Uttar Pradesh, India with parents and teachers partnering to solve problems pertaining to education and school facilities. Meetings like these are conducted to bring the teachers and parents into a common forum to improve the learning experience of the children.

5. ESSENTIAL SERVICES

SUPPORT FROM EUROPE FOR A FINANCIAL TRANSITION TAX (NG05)

Oxfam played a major role in the Robin Hood Tax Campaign which calls for a tiny tax on financial transactions (FTT) that could raise billions of extra funds to help fight poverty and climate change. Working in coalitions in 16 countries, this combined strength has resulted in great progress in 2011.

We used our expertise in advocacy with the European Union to gain the support of the European Commissioner for Taxation, the President of the European Commission and the European Parliament. A series of lobby meetings and media work, including a supportive letter signed by 1,000 leading economists, has helped turn the European Commission (EC) and the European Parliament (EP) into championing a European FTT. The EC proposal for a FTT helped maintain political momentum which Oxfam used in the run up to the G20 summit in Cannes, France, where a number of countries pledged their support for the tax. Oxfam France and Oxfam Germany were instrumental in pushing their governments to agree. Over 750,000 people around the world now back the campaign. In 2012 we will build on this work to turn a brilliant idea into an amazing reality.



French Oxfam activists demonstrate for a Robin Hood Tax during the G20 in Cannes, November 2011

“Tens of millions of people have been pushed into extreme poverty by the economic crisis. Research for Oxfam suggests that 56 of the world’s poorest countries face a \$65 billion hole in their budgets, forcing them to make cuts to health care and education that will cost and wreck lives. As Europe and the rest of the world struggle to fight off the financial crisis mark II, constant pressure will be needed to ensure that revenues from a FTT go where they are most needed.”

Oxfam Ambassador Bill Nighy

HOW WE WORK WITH OTHERS (NG06)

Oxfam works with many different development actors to help governments of the poorest countries to deliver health care and education for their citizens with the support of long-term predictable aid.

CIVIL SOCIETY

In 2011, Oxfam worked with southern civil society organizations to ensure their voices were heard at the Fourth High Level Summit on Aid Effectiveness which took place in Busan, South Korea. We worked with the African Union (AU) and New Partnership for Africa’s Development (NEPAD) assisting with the drafting of a common African position on aid. The Summit saw renewed commitment from governments to aid effectiveness and to ensuring that aid continues to have a focus on poverty reduction. NEPAD has since recognized our work with an award based on our efforts to ensure greater civil society participation with the pan-Africa processes.

DONORS

Oxfam engages with international donors like the World Bank who play an important role in assisting poor countries to deliver health and education. When Jim Yong Kim was announced as the new Bank President we published an article on our Global Health Check blog which targets health policy makers and focuses on financing health care. The article highlighted a recent call to action from Partners in Health, the organization Kim helped found, which stated that the removal of health user fees in poor countries is an achievable goal. We

received an official response from the World Bank stating they are ‘actively supporting’ countries to remove fees which goes further than their existing policy and is really encouraging news.

ALLIES

Working with others and amplifying our messages through allies can achieve amazing results. In 2011, we teamed up with Médecins Sans Frontières (MSF) to target the replenishment conference of the Global Alliance for Vaccines and Immunization (GAVI). Oxfam welcomed pledges from donors to support the initiative which has already saved five million lives. At the same time we were also prepared to ask the tough question about whether GAVI was getting value for money for these funds. With MSF we called for three reform measures including full transparency on the prices GAVI pays. UNICEF helped increase the pressure when it published a new policy releasing its vaccine prices. We will be following up with GAVI this year on all three requests for reform.

When working in collaboration, Oxfam aims to ensure the processes for planning, monitoring and evaluating work are clearly defined so that we don’t duplicate efforts of other actors but create opportunities for shared learning and maximum impact. To ensure sustainability of campaigns we are involved in, we build into the work plan and communicate to partners and allies how we will exit the campaign, so that our exit does not jeopardize the campaign.

5. ESSENTIAL SERVICES

HOW WE CAMPAIGN (NGO5)

Oxfam has well defined processes for arriving at the positions we take on global campaigns. Each campaign has a policy lead who co-ordinates the development, planning and implementation. Public policy positions stem from research, input from field staff, analysis by policy leads and experts on the issues and consulting with external stakeholders. Policy positions are approved at the highest level with consideration given to quality, coherence with existing campaigns, tone, sensitivities to stakeholders and targets, brand risk and ensuring that they are consistent with our values.

If a policy is completely new or sensitive then a group consisting of the relevant country staff and Advocacy Directors from all our affiliates have to give their approval. Strategic top-line policy issues and areas of controversy, such as engagement on the Middle East, are signed off by the Executive Directors or Board. Oxfam has 'Sign off Protocols' that are applied across public policy materials and campaign activities to ensure coherence throughout planning and implementation. Staff are required to abide by agreed policy, signed off plans and Oxfam's principles. We're also committed to fair and accurate criticism. The quality control

and brand risk management exercised in the public policy, campaigns and media sign off protocols provide a check on accuracy and fairness. Campaigns that criticize companies or governments may be required to be vetted by our lawyers or campaign targets given advance notice and right of reply.

Policy positions are generally published in the form of briefing notes, campaign reports, lobby letters, on our websites or distributed to targets and allies. We also use media, events and popular mobilization; and sharing through NGO networks and meetings.

We are always looking for new and creative ways to reach out to more people – from supporters to journalists and decision-makers. Last year we worked with new partners to reach different audiences, such as the European Centre of Journalism with a photography competition looking at aid. And the Robin Hood Tax Campaign developed 'Not the Financial Times' – an optimistic newspaper looking 15 years into the future at what a Robin Hood Tax could do for the world. This was designed to appeal to journalists and decision-makers and was successfully covered in the real Financial Times' blog.

As part of a Medicines For All Campaign in Southern Africa, Oxfam and partners developed a campaigning action called 'Stop the Stock Outs'. Civil society organizers and community members were able to report in real time as to whether their local health center had the necessary drugs in stock. These results gave an accurate picture of the problem and were used to demand action from the government. As this was the first mobile phone activity we had run in this way there were teething problems both with the technology and making sure we were able to fully bring the benefits back to the communities involved. However, we were able to run an evaluation of the project with stakeholders and the learning from this has been used at later campaign development meetings, most recently at a West Africa Oxfam Forum meeting. (NGO1, NGO3)

LOOKING FORWARD

As the waves of the economic crisis continue to crash around the world and governments tighten their financial belts, we will be there to remind donor countries that promises of aid should not be broken. Meeting everyone's right to health and education should not be compromised. Many of the poorest countries continue to rely on aid to ensure that they can deliver quality health and education services, yet aid promises are far from being met. Oxfam is keeping the spotlight on donors to meet their commitments. We are also scaling up our work on alternative forms of financing that can support countries to meet their own development goals.

In addition, we are increasing our work on other areas of tax justice. For example, in Europe and the US, we are pushing for new laws which make sure large multinational companies can be held to account on whether they are paying their fair share in taxes. Ensuring there are sustainable flows of money into poor countries, as well as preventing money leaking out of these countries (for example through tax dodging), is crucial to achieving our goal of quality public services for all.



SECTION 6

RIGHTS IN CRISIS

6. RIGHTS IN CRISIS

Oxfam believes that all people affected by conflicts and disasters have the right to live safely and with dignity. Those people most at risk – whether because of an earthquake, a drought or a civil war – have the right to be free from violence, to have clean water, shelter and food. They also have a right to be heard and to take control of their own lives. In the last year, Oxfam helped in over 30 humanitarian situations.

We responded to many emergencies which didn't make the headlines, but where people still desperately needed assistance. Globally, we continued our campaign towards a strong Arms Trade Treaty, working to end the suffering due to an unregulated and irresponsible arms trade.

Growing numbers of vulnerable people, a rise in disasters, and the failure to put the most fragile states on the path to development has significantly increased emergency needs. Oxfam continues to push for reform of the international humanitarian response system, so that the international community and national governments are better prepared to respond quickly and to prevent the worst effects of disasters.

Image from previous page: A woman refills her bucket from a well which Oxfam has repaired in Natriguel, Mauritania. Drought this year is making it difficult to have clean water as wells are drying up. Children are at risk of diarrhea which increases malnutrition

EAST AFRICA FOOD CRISIS

In mid-2011 a major food crisis affecting 13 million people was declared across parts of East Africa. Families' livelihoods were destroyed as livestock died and harvests failed. Triggered by the poorest rains in 60 years, which caused severe and repeated drought, more than 12 million people were left in desperate need of aid across Somalia, Ethiopia and Kenya. Tens of thousands of people are believed to have died, particularly in Somalia, where the first famine of the 21st century was announced.

Oxfam launched its largest ever appeal in the continent and received an overwhelming response from supporters. Working with communities, governments, and local and international NGOs, Oxfam has reached more than three million people in Somalia, Kenya and Ethiopia with safe water, sanitation, cash and other support. This assistance provides both life-saving humanitarian aid as well as long-term development support, helping communities cope with a changing climate and increasingly frequent droughts.



The pastoralist communities of Turkana, Kenya are experiencing the longest period of drought in their history. Their livestock are dying, and they are now struggling to feed themselves

6. RIGHTS IN CRISIS

EAST AFRICA REGIONAL RESPONSE

Oxfam already had existing programs in all three countries affected, with much of our work focusing on long-term development programs in drought-prone communities. To maximize our impact, we undertook a regional wide response (rather than approaching each country separately) while taking into consideration the differing country contexts. In Somalia, longstanding conflict made delivering international aid incredibly complex. While it is too dangerous for Oxfam to have staff in Somalia, we have been working in Somalia for many years, entirely through a trusted network of local organizations; when the famine hit we were able to use these existing relationships to get help to those in need.

Since early 2011 when we saw the emergency developing Oxfam has been:

PROVIDING CLEAN, SAFE WATER

After years of poor rainfall many local water sources had run dry. Our engineers repaired boreholes, wells and water pumps, improved traditional water storage reservoirs, and trained local maintenance committees.

IMPROVING SANITATION AND PUBLIC HEALTH

Due to high malnutrition, poor water supplies, and people moving to escape the drought, there was a real risk of outbreaks of fatal diseases such as cholera, malaria and diarrhea. Oxfam built and rehabilitated latrines, and conducted widespread health campaigns in rural areas and crowded refugee camps.

PROVIDING NUTRITION

Oxfam supported community-based nutrition programs in Mogadishu, Somalia, providing therapeutic food to acutely malnourished children under five. In Ethiopia, we supported a supplementary food distribution program for moderately malnourished children under five, pregnant or nursing mothers, and some elderly people.

REBUILDING LIVELIHOODS AND INCREASING ACCESS TO FOOD, MARKETS AND SERVICES

A food crisis is not always about a shortage of food – often, food is there but people cannot access it. In many parts of East Africa food was available in the markets but rising prices meant it was too expensive for families to afford. Oxfam equipped farmers with new tools and seeds, and helped them prepare for the next harvest as well as providing cash to enable people to buy food and keep markets functioning.

SAVING LIVES

Oxfam



Carrying her son, Asha collects water in Lafole, Somalia, supplied by Oxfam & SAACID (Oxfam partner)

With serious drought crippling Somalia, many thousands of desperate families left their homes, and relocated to search for food and water.

“We had to wait the whole day to try and get 20 – 40 liters of water from a water truck,” said Asha, a young mother from Lafole, in the Afooye Corridor of Somalia.

More than 300,000 displaced Somalis were packed into this crowded strip of land, where it was a serious challenge to find clean water. Working through the local Somali organization SAACID, Oxfam provided clean water and sanitation for the displaced families living there.

Oxfam understands that the most vulnerable groups in disaster situations are often most severely impacted by water scarcity. They also have fewer economic opportunities. Oxfam supported women’s participation and leadership in the community, as well as involving women in managing water systems and other key resources. (NG04)

6. RIGHTS IN CRISIS

KEEPING THE PRESSURE ON

The food crisis may be triggered by severe drought, but the underlying causes are poor governance, conflict, chronic under-investment, and marginalization of regions and communities. Humanitarian aid saves lives, but aid alone will not address the root causes of such crises – or stop them from happening again in the future. It is no coincidence that the worst affected areas are the poorest and least developed.

Oxfam lobbied governments, donors and international decision-makers to take a long-term approach to tackling food crises. We helped to establish the 'Africans Act 4 Africa' (AA4A) campaign, which built on grassroots movements and provided a platform for African citizens to call on their own governments and regional bodies, such as the African Union, to address the food crisis as an urgent issue. African celebrities and popular musicians from across the continent helped to generate vital political pressure, resulting in African governments pledging

\$43 million to fund relief efforts. AA4A will continue to hold governments to account in delivering these pledges.

The crisis in East Africa continues. Good rains in many areas in late 2011, combined with the enormous global aid response, have brought signs of improvement for the future, however, millions of people continue to need support to recover, and communities need basic services and infrastructure to ensure they are resilient in future. Rebuilding lives and livelihoods will take sustained effort for years to come.



Oxfam International Executive Director Jeremy Hobbs interviewed on BBC news, with live footage from Dadaab refugee camp, Kenya. Dadaab is supporting more than 400,000 people (August 2011), refugees fleeing famine and conflict in Somalia

LEARNING FROM EAST AFRICA (NG03)

Oxfam launched its 'Dangerous Delay' report with Save the Children examining how the drought escalated to famine. It concludes that the delay was caused by a culture of risk aversion, with many donors wanting proof of a humanitarian catastrophe before acting to prevent one. The report makes concrete recommendations for national governments, the international aid community, and donors to put more resources into programs that reduce the risk of disasters affecting people.

The evaluation also shows that there needs to be greater flexibility between our long-term 'development' programs and our 'humanitarian' interventions. Long-term programs are in the best position to respond to forecasts of a crisis: there are established links with communities and partners, the complexities are understood, and work has already been negotiated with government bodies. The lessons learned from the East Africa food crisis were communicated through the Dangerous Delay Report. The report received significant international media coverage and was disseminated widely to donors, NGOs, UN agencies, EU Member

States, and think tanks in many of the world's capitals.

The report also led to in depth discussions amongst EU governments on the slow reaction of donors and international organizations around the Horn of Africa crisis. Oxfam, along with other groups, pressured the European Commission and EU member states to come up with solutions to address the gap between humanitarian and development aid. As a result, the EU's 'SHARE' initiative was set up, to prevent hunger and famine in the Horn of Africa. The learning was applied when the EU launched AGIR, a more timely response to the West Africa food crisis. Oxfam is now working closely with the European Commission to implement these initiatives on the ground.

For internal reflection, the key recommendations were that humanitarian response should focus more on prevention and early action; and that long-term development work should become the first response. Oxfam is implementing these lessons in its on-going regional response strategies in our next Strategic Plan.

6. RIGHTS IN CRISIS

WEST AFRICA FOOD CRISIS

Since late 2011, when the first warnings of drought and poor harvests in the Sahel emerged, vulnerable communities in many areas of the region have been threatened by a looming food crisis. Building on our learning from the East Africa Food Crisis in 2011, Oxfam began with strong, immediate advocacy and campaigns work, urging governments in the region and across the world to respond to the early warning signs of crisis. The crisis is now real – some 18.4 million people are at risk, with food stocks having already run out for some communities, and running dangerously low for others.

Oxfam is scaling up its work in the region and through partners to address the immediate needs of the most vulnerable people. We are aiming to reach around 1.2 million people across six countries with life-saving humanitarian aid. In Burkina Faso, Mauritania, Mali, Niger, Senegal, and Chad, Oxfam has focused on increasing access to clean water through the rehabilitation of wells and by

building new water sources, particularly in camp settings. Oxfam has also been working with partners to ensure that people are getting the food they need. Our cash-for-work and cash distribution programs allow families to buy food and supplies. Oxfam has also been distributing seed, pumping water into gardens, and providing food for livestock so that families' sources of food are restored and longer-term development is not ignored in the midst of the emergency.

Advocacy and campaign work continues to bring attention to the urgency of the situation, but gaining public and donor interest for food emergencies can be difficult. In 2012, Oxfam media officers across the West Africa region mobilized the public through a strong media portfolio which included Senegalese artist Baaba Maal, African football stars, and compelling photography and video footage.



Pablo Tosco/Oxfam

Senegalese musician Baaba Maal, as part of the “Africans Act 4 Africa” campaign to pressure leaders to end severe hunger in the continent, visited Mauritania to raise awareness of the growing crisis in the Sahel. “Some families have almost nothing to eat, and I worry about how they will feed themselves until the next harvest. We cannot watch and do nothing while our brothers and sisters in Mauritania are victims of such a crisis. I have been able to see the solutions that are being put in place. We have to support and strengthen them.”

6. RIGHTS IN CRISIS

CASH IN EMERGENCIES

In certain humanitarian response situations we now run 'cash transfer' programs. In areas where there are markets with food available, we advocate giving people cash or exchanging it for vital work in the community – thus empowering them to buy their own provisions, rather than being given food.

In cases such as East Africa, where we run cash programs, Oxfam provides regular cash payments to affected families, to help them cope with rising food prices, keep children in school, and pay health care bills.

Cash programming has been a key part of Oxfam's response to the East Africa crisis. Done with extensive analysis of local markets, to ensure food is available locally, and markets can cope with extra demand, it can be a more effective form of aid than simply giving food. In some contexts, Oxfam has tested smart card vouchers, and continues to consider using innovative technologies to support people in a more dignified way. It means that each individual or family can go to a local shop and receive enough food to feed their family on a week by week basis, or whenever needed. This promotes choice and removes the stigma of having to queue up to receive a months' worth of food in one go.

ACCOUNTING FOR CASH TRANSFERS

(NG01, NG02, NG03, NG04, S01)

Oxfam's partners on the ground work with local communities to identify the most vulnerable, using predefined criteria, such as households with malnourished children, pregnant women, lactating mothers, the elderly, female headed households, and other vulnerable groups. Community sensitization is conducted by our partners to ensure that people are aware of: the criteria being used to identify beneficiaries; the amount of the grants; when payment will take place; and the duration of the project.

Oxfam's approach is based on community participation, transparency on the entitlements and rights of beneficiaries, feedback systems and regular needs assessments. We have set up a feedback mechanism whereby beneficiaries can contact Oxfam to give feedback on the cash transfer process. A telephone number is included on cash registration cards, which enables the cash recipient to leave a message and then be called back by an Oxfam monitoring officer. This ensures we are accountable to those we are assisting and means any issues or complaints can be dealt with quickly. We are constantly

evaluating and revising our program response as the situation in Somalia evolves, and cash is only distributed where we feel it will have a positive impact.

To mitigate the risk of inflation we conduct weekly market price monitoring to assess how our cash program is impacting on markets. In Somalia a recent interim evaluation conducted by Oxfam partner SADO, showed that cash distribution carried out in Gedo and Middle Juba from July to September 2011 stimulated the local market and increased supply of basic commodities in respective markets.

In Turkana, Kenya, the failed rains, lack of available food and rising prices meant that drought-affected communities needed outside support to help recover. Oxfam's emergency cash transfer schemes helped to stimulate the local economy by working with 215 traders to boost their businesses and by distributing monthly cash transfers to more than 5, 500 drought-stricken families.



Lobunia Etoot holds his Oxfam registration card. Lobunia is a beneficiary of Oxfam's emergency cash transfer scheme in Loruth, Turkana, Kenya. "With the money, I'm going to buy food for my family," says Lobunia

6. RIGHTS IN CRISIS

Alun McDonald/Oxfam



Nearly 30,000 refugees from the conflict in Sudan's Blue Nile region have arrived in Jamam – a village in the remote Upper Nile state of South Sudan – since the start of 2012. Oxfam is providing clean water, public health and sanitation. Carpenters construct wooden frames for the latrines

SUDAN AND SOUTH SUDAN

In Sudan, Oxfam is providing water, sanitation and livelihoods support to 315,000 people in Darfur and is working through a partner in Southern Kordofan (a province in the south of the country on the border with South Sudan) to provide emergency and livelihoods assistance.

Oxfam is working with populations returning after the civil war. At Jamam camp, a remote village in South Sudan's Upper Nile state, there are currently 35,000 Sudanese refugees from the conflict in Blue Nile State. Oxfam's team is providing clean water, public health and sanitation in and around the new camp.

When refugees began to arrive in January 2012, the first thing Oxfam did was consult the communities. Christian Snoad, Oxfam's emergency public health advisor, explained that "it might not seem like the most urgent thing in an emergency, but it makes sure that our response doesn't have any negative impacts. We don't want to do anything that could create a dependency culture on aid – instead we want to make the most of the skills, coping mechanisms and strengths that people already have. We want to see what the communities can do, rather than just showing them what we can do. This approach has definitely paid off. We found many people have the skills to build their own bathing shelters and latrines – they just needed the equipment." (NG01, S01)

After months of fighting with no imminent sign of peace Oxfam, along with other agencies working there, faces substantial challenges in providing refugees with even as little as seven litres of water per person per day (around half of emergency indicators). Despite surveys and many attempts to drill new boreholes, no sustainable new water sources have been found and thousands of refugees will need to be moved. The rains will make things harder – potentially causing flooding and spreading disease.

Providing support to the refugees at Jamam camp is only a stop-gap, ultimately the only sustainable solution to the crisis is for an end to hostilities and a lasting peace agreement in Blue Nile State so that people can return home.

6. RIGHTS IN CRISIS

AFGHANISTAN (NG04)

People in Afghanistan were already facing the harsh reality of living in a chronically conflict-affected, insecure and under-developed area. However, over the past year limited snow and rainfall during the winter and spring has led to a slowly unfolding disaster in the form of a drought in the north, north-east and west of Afghanistan affecting around 2.7 million people. Working in these areas is challenging for Oxfam and is only possible because of the strong relationships we've built up with partners.

Oxfam launched a response to contribute to lessening the impact of drought on agriculture for over 250,000 people in six affected provinces of Afghanistan. Oxfam focused on food security (agriculture and livelihoods), nutrition, water, sanitation and hygiene.

A recent evaluation of the response identified some positive aspects of Oxfam's work in Afghanistan as well as some challenges:

- Those who received cash grants spoke of using the cash to meet basic needs such as food, medicine and clothing, and in some cases to pay loans.
- Good practices on addressing gender equality were witnessed in Oxfam's work. In the cash grants program, because of cultural constraints, women are most often confined to their homes and not able to attend distributions. It was important then that the project team provided cash at their doorstep.
- The need to ensure gender-balanced teams to enable access to women was recognized. Women partner staff mentioned that in some areas a woman had been appointed for the first time.
- Attempts have been made to give people the option to give feedback on the assistance received, by establishing a complaint mechanism at community level, though this is not yet in place in all communities, and Oxfam continues to work on this. (NG02)

Oxfam also continued to raise the profile of concerns around rights in Afghanistan. Ten years after the start of western intervention in Afghanistan, women are facing an uncertain future. Marking the Anniversary of intervention, Oxfam released the report 'A Place at the Table: Safeguarding women's rights in Afghanistan' which warned that hard-won gains from the past ten years, including political participation and access to education, are fragile and could easily slip away. The report generated a huge amount of media coverage putting women's rights firmly in the spotlight.

Through Oxfam campaigning in national capitals, together with NGO allies and through the Oxfam International New York office which advocates directly with the UN Security Council Member States on this and other Oxfam humanitarian priorities, the March 2012 United Nations Assistance Mission in Afghanistan mandate included a new paragraph on women's political participation – including in peace and reconciliation processes, and stronger commitments to protecting women's rights in Afghanistan.



Pakistani pop star Hadiqa Kiani wears a green scarf in solidarity with Afghan women. The campaign called on people around the world to wear a green scarf to show their support for Afghan women. Green scarves are the symbol of the Afghan Women's Network, a leading women's organization in Afghanistan, whose members wear green scarves as a show of strength and unity

Abdullah Harris/Oxfam

6. RIGHTS IN CRISIS

HUMANITARIAN SYSTEM REFORM

The international community, including donors, international NGOs and UN agencies, faces increasingly complex humanitarian situations to respond to. Oxfam has been advocating for a reform of the humanitarian system.

In March and April 2012 we ran a joint panel discussion with Save the Children, and with 27 high-level UN agency and Mission participants at a roundtable discussion called "Beyond the Transformative Agenda", with over 60 UN agencies and Mission participants to discuss reforms. (NG06)

In the Oxfam publications, **'A Dangerous Delay'** and **'Crises in a New World Order'**, we call attention to the costs of responding too late. We are challenging ourselves and the international humanitarian system to better build the capacity of states and civil society, to build communities' resilience to cope with disasters and conflicts, to encourage states and others to uphold humanitarian principles, to encourage new and different sources of funding and action, and to strengthen the quality and accountability of INGOs.



Sven Torfim/Oxfam

Along the border between Pokot and Turkana, Kenya, young boys have to look after the cattle. Fourteen and fifteen-year-olds carry guns every day to defend themselves and their livestock from raids

ARMS TRADE TREATY

Every year, small arms kill around a third of a million men, women and children, and hundreds of thousands more are left injured, disabled, traumatized and grieving. An integral part of Oxfam's humanitarian work is our campaign on the Arms Trade Treaty (ATT), building on more than ten years of advocacy and global action to establish a strong, effective treaty that regulates the global arms trade and stops the irresponsible transfer of weapons. In July 2012, governments will seek to finalize this binding international ATT. Oxfam, through its work with the Control Arms coalition, has been scaling up our advocacy and activism to ensure that governments are prepared.

African Member States make up a significant proportion of parties who will be negotiating an Arms Trade Treaty in July 2012. Oxfam works with the African Forum on Small Arms (AFOnSA) to organize meetings with Addis Ababa based African diplomatic missions, Member States Experts of the African Union to establish a common African position on an Arms Trade Treaty. (NG06) Through public campaigns like 'Speak Out!' and 'Shooting Poverty' Oxfam has mobilized people all over the world towards this goal. In January 2012, the Control Arms coalition was nominated for the Nobel Peace Prize – recognition of the work that can take years to achieve but could bring far-reaching results.

LOOKING FORWARD

Due to the growing numbers of vulnerable people, the increased impact of natural disasters, and with fragile states struggling to move into development, the need for humanitarian aid is expected to significantly increase in the coming years. At the same time the global humanitarian system is currently facing resource constraints that limit its capacity to meet emergency needs. We aim to make a strong contribution to reducing this anticipated humanitarian service gap and we are laying out humanitarian vision for the future founded on Oxfam's one program approach, linking our campaigning, humanitarian and development work.

There is a clear focus within our planning on working in partnership with others, increasing high quality life-saving assistance and protection activities, reducing risk and building resilience, and addressing the root causes of poverty. Oxfam will campaign on peace, security and gender justice for those affected by conflicts and disasters, focusing on Africa. We will work with partners and allies to amplify the voices of those affected by conflict, in order to hold governments and other institutions accountable to their commitments and to make sure that people can live in safety and dignity.

SECTION 7

GENDER JUSTICE



7. GENDER JUSTICE (NG04)

We want a safe and just world, where women and girls gain power over every aspect of their lives and live free from violence. Equality for women is central in the fight to end the injustice of poverty. When women and girls are able to make their own choices and exercise their collective voice, and when institutions address their needs and interests, gender justice will be achieved.

Violence against women remains a global pandemic that knows no boundaries, and that prevents women from enjoying their human rights. Millions of women and girls work overtime but their work is underpaid or not recognized. Women and girls produce and prepare much of the world's food, but continue to be denied access and control over vital resources, such as land. Women still do not enjoy the same legal protection or the same representation and decision-making as men, and women from marginalized and minority groups face even greater discrimination. While women remain deeply involved in social movements for change, women's movements are under threat from conservative and fundamentalist forces.

Oxfam aims to incorporate women's rights into all of our work, through targeted strategies, programs and campaigning. We focus on three core areas: a transformative approach to women's participation and leadership as a key strategy in all of our development, campaigning and humanitarian work; programs and campaigns to reduce gender-based violence; and developing our understanding of how change happens so we can build this into our work.

Oxfam is continually learning how to improve our work on women's rights, as we engage with and support a wide range of actors. Our partners and allies include mixed groups, and women's rights and feminist movements. We place special value in our relationships, because they are the key agents of change to deliver gender justice. [NG01] [NG06]

FIGHTING VIOLENCE AGAINST WOMEN IN ARMED CONFLICT IN COLOMBIA

Key to achieving equality is the need to address violence against women. During armed conflict, women and minority groups can become increasingly vulnerable. In 2011, Oxfam partnered with eight local women's and human rights organizations in Colombia in the campaign, "Rape and other Violations: Leave my Body out of the War." The campaign seeks to prevent and eliminate the sexual violation of

women in armed conflict zones. We achieved significant milestones. A major achievement was the publication of a rigorous investigation highlighting the number of women facing violence in armed conflict zones in the country.

The results revealed the somber reality of many women's lives in the midst of conflict: an average of six women per hour were direct victims of sexual violence in municipalities where the army, guerrilla, paramilitaries or other armed actors were present. Of those victims, 82 per cent did not report the violations that took place. The findings from this study have become an important source for informing policy reforms. Members of the campaign lobbied on local, regional, and international governmental levels and have kept the momentum alive by publishing a report on the President's actions around violence in armed conflict in his first year in office. Working with our campaign partners, we're continuing to keep the spotlight focused on the high prevalence and impunity of crimes against women in Colombia.



Activists in Colombia during the launch of a report on sexual crimes committed in the context of armed conflict in the country

Image from previous page: Annonciata Mukamana holding a fresh pineapple outside her home in Nyakigando village near Nyagatare, Rwanda. Annonciata grows pineapple 'suckers' - high quality planting material needed by pineapple farmers. Supported by Oxfam's partner Duterimbere, she has been able to access loans and training and is slowly improving life for her family



Manga, a female activist farmer in Cairo, Egypt, was selected to be one of the 'trainers' in her village to raise political awareness and to explain how the Egyptian elections will affect women in her community

WOMEN'S RIGHTS

Oxfam has supported civil society organizations in Egypt for more than fifteen years. These organizations contributed to a peaceful transition to democracy during the Arab Spring. Despite the strong presence of women in the revolution that led to the ousting of Mubarak on February 11, 2011, there is a growing concern among women's rights groups that the new government may roll back some of the gains that were made for women during Mubarak's regime. Following the uprising, women were marginalized during many of the formal transition and change processes, and were excluded from the drafting committee of the new Constitution.

Oxfam supports partners including the Center for Egyptian Women's Legal Assistance and the New Women's Foundation who have worked to ensure that women's rights are not left out of the political agenda. These organizations are members of the Egyptian Coalition of Women Organizations, a coalition of 16 members, established immediately after the revolution aiming to raise women's voices, demanding equal and fair representation, and fighting to protect the rights of women.

"The awareness raising sessions on democracy and the discussions are very useful to me. I still do not know who to elect (in the November 2011 presidential election) but at least I now know more about the importance of the elections and have some basic information about the candidates."

A female participant at the Center for Egyptian Women's Legal Assistance

Working collectively to highlight the issues and co-ordinate the active role of Egyptian women in building a democratic new country, these organizations have succeeded in framing women's issues as one important component within the broad agenda for democratic change. Women's rights issues are also featured on the website www.meanwhileinegypt.org. An Oxfam initiative, this unique interactive website, was designed to bring the issues of Egyptian civil society and local NGOs to the attention of an international audience.

7. GENDER JUSTICE (NG04)



International Women's Day 2012, Belgium. To celebrate solidarity with women worldwide, Oxfam and numerous other organizations took to the streets in Brussels. The banner reads: "Women won't pay for the crisis!"

INTERNATIONAL WOMEN'S DAY

On March 8, 2012, events across the globe marked the 101st International Women's Day. In an amazing show of solidarity events around the world, Oxfam demonstrated our ongoing commitment to women's rights, drawing attention to the issues through events, actions, marches and panels. Here are a few examples:

- In Bolivia, the legislative assembly and the government hosted a meeting with women leaders to specifically analyze the role that women have in politics, with an aim to move towards the implementation of the political constitution and women's rights.
- In Bangladesh, Oxfam held film screenings, meetings and press conferences across five

divisional centers to highlight the issues facing women in Bangladesh.

- In Myanmar, Oxfam and the Women Protection Technical Working Group celebrated the Day with the Department of Social Welfare. This group then met with officials from other key ministries to discuss proposed initiatives related to national strategic plans for the advancement of women in Myanmar.
- In Nicaragua a group of women's movement actors composed of more than 20 feminist organizations and numerous individual women, participated in a national march and communicated their messages with stickers and signs promoting the women's movement.

LEARNING LESSONS FROM OUR "WE CAN" CAMPAIGN (NG03)

In nine countries across the South Asia region, our "We Can End All Violence Against Women" campaign has worked to reduce the social acceptance of violence against women. In 2011 we conducted an external evaluation on the campaign, which highlighted important lessons learned and suggested recommendations for continuing the campaign to make it more effective. The evaluation found that the campaign mobilized approximately 3,300 organizations and millions of individuals. Social and cultural awareness on the issues surrounding violence against women has begun to change, with the campaign breaking the silence on an issue that used to be taboo.

The program set out with an ambitious goal: to make violence against women socially unacceptable in under a decade. While there

have been measurable changes, this has not yet been reached. The report highlighted areas where the program can be strengthened in its next phase while recognizing that it will be many years – if not decades – before violence against women is fully eradicated in South Asia.

"We Can" has contributed to changing attitudes, which have been integrated into local and community institutions. A global "We Can" network of national alliances was created late last year to allow movements to connect, share strategies, and learn from each other's successes. (NG06)

The [evaluation report](#) was published for external use, and included information about best practices and lessons learned for internal staff and external use.



It is estimated that around 80% of Pakistani women experience some form of violence. Oxfam's 'We Can' campaign aims to break down attitudes and customs that support violence against women. This includes working with both children and adults to help bring about social change at a grassroots level.

Rabia Pasha/Oxfam

7. GENDER JUSTICE (NG04)

PROTECTION OF WOMEN FROM VIOLENCE AND HONOR KILLING IN IRAQ (NG01)



Khanzad team members in Kurdistan-Iraq participating in a workshop

Women in Iraq face widespread instances of gender-based violence, including domestic violence, honor killing and trafficking. Many of the issues related to the violation of women's rights arise from entrenched social practices and cultural tradition. Since 2011, Oxfam has been working with our partner KHANZAD, to protect women from violence in Kurdistan-Iraq. Oxfam has provided funding to help women detainees in the prisons of Sulaimania, many of whom were arrested for accusations of adultery and prostitution. When arrested, the women are

often expelled from their families and threatened by violence, harassment, social marginalization and in some cases, honor killing, when released from prison. KHANZAD provides psycho-social and legal counseling to the women during detention and accompanies them after their release. KHANZAD's counseling also engages with the women's families, and community and religious leaders to develop perspectives for the women within their familiar and social context. In addition, the project works with police, judiciary staff, civil society organizations and the

"People's attitudes are governed by a mixture of tradition and custom, laws and religion. In our rural area, tradition and custom have the highest significance. But new laws against domestic violence, and counseling on these matters by KHANZAD, are enabling gradual changes."

Karzan Abdulfadhil Tofiq, lawyer and legal advisor for KHANZAD

Kurdistan regional government, to ensure that women's rights are upheld. KHANZAD and other Kurdish women groups are also instrumental in pushing forward legal reforms that strengthen the prosecution in cases of violence against women and honor killings. This coming year, KHANZAD will focus on increasing and improving shelter for those women who cannot return to their families.

LOOKING FORWARD

The economic crisis, climate change and conflicts have created specific challenges for women and girls. The importance of making sure that their voices are heard is more critical than ever. Gender justice and women's rights continue to be a high priority for Oxfam; we will continue to work closely with our partners, focusing on the two main areas of ending gender-based violence and promoting transformative women's leadership.

Our programs are evolving to reflect the diverse challenges facing women and men in both humanitarian and development contexts, and we are looking at new ways to build networks and share good ideas to end violence and ensure the rights of women.

In Oxfam's next Strategic Plan we will continue to have a firm commitment to prioritize gender. In the coming years, we will expand our work to strengthen women's rights organizations, networks and movements that enable women to influence the decisions and structures that impact their lives. We will support women and men to advance women's leadership, and will work towards eliminating violence against women by promoting laws, ensuring women's voices are heard, and developing effective models of support to empower survivors.



SECTION 8

LISTENING TO OUR STAKEHOLDERS

8. LISTENING TO OUR STAKEHOLDERS (GRI 2.7, 4.14, 4.15, NG01)

In our humanitarian, development and campaigning work, we aim to help people in poverty to know and demand their rights, and to hold to account those in power. For Oxfam to call for greater accountability from others, we must be accountable ourselves.

Oxfam is primarily accountable to people living in poverty but we take our accountability to all stakeholders seriously and continuously strive to balance the needs of different stakeholders. These include partners and allies, staff and volunteers, donors and supporters, coalitions and alliances, suppliers, governments, the private sector, academic institutions and the wider public.

STAKEHOLDER CONSULTATION (NG03)

We believe that stakeholder engagement and feedback can inform our work and bolster our efforts towards greater impact and efficiency. In all our work we identify key stakeholders at the design stage, undertaking analysis with partners, allies and with those whose rights are being denied or abridged. We engage with our key stakeholders throughout the program cycle to ensure that their views and contributions are taken into account.

We specifically engaged with our stakeholders as part of this year's Annual Report preparation process. We circulated a simple survey to several key stakeholders to find out what information they would like to see included in the report. The results show an interest in seeing how Oxfam is accountable to the people living in poverty who we work with. We are using a similar method to engage and consult with our stakeholders on the development of the 2013 – 2020 Strategic Plan. This has begun by identifying the sectors relevant to the work we do, followed by consultation with staff and a selection of allies and specialists, on the proposed areas for Oxfam to focus on over the next seven years.

Image from previous page: Women's focus group, Dadaab refugee camp, Kenya. Oxfam has organized to meet exclusively with groups of women, offering them a unique opportunity to talk openly about what they need to make their lives here a little more comfortable.

LOCAL COMMUNITIES (NG03, NG04, S01)

We believe that by being more accountable to communities, we can produce higher quality programs with a more sustainable impact. Our 'Program Standards' promote the participation of people and communities in program identification, planning and delivery – ensuring that decisions about how we use our resources are shaped by the priorities of people living in poverty. We require explicit procedures to be in place to ensure that women and other marginalized groups (such as those who may be marginalized by their age, ethnicity or HIV status) can significantly influence our work. Participants are selected by communities, partners and Oxfam and on the basis that they are deemed to represent the voice of the whole community, including the female voice.

We endeavor to engage with community representatives prior to entering communities and throughout the life of a program. Our programs start with Oxfam or partners engaging with those who are likely to be affected by our programs. The risks and assumptions of programs are assessed where possible in conjunction with partners and the communities that the program is targeting.

Peter Teckle/Oxfam



Marie Angela, top left, works with Oxfam partner, the Kenneth Lee Foundation, on our project in Beni, one of the poorest regions of the Bolivian Amazon. Marie's role involves working with the families, including the children, to ensure that everyone understands why nutritious food is important and to establish a real sense of community between the beneficiaries

In assessing the impact of a particular program, we work with partners and, where possible, local communities to gather data and information on our progress against targets, and to collect feedback from those directly benefiting from our programs. (NG02) We look particularly for any unintended consequences of our programs. This information will determine our decision to modify or discontinue a program, informing exit plans which are generally developed at the planning stage.

8. LISTENING TO OUR STAKEHOLDERS (GRI 2.7, 4.14, 4.15, NG01)

TSUNAMI EVALUATION (NG03, NG04)

During this year, Oxfam commissioned a "Listening Exercise", returning to tsunami-affected communities in the south of India, seven years after the initial response to the Indian Ocean tsunami, to talk to affected communities about their experience of the assistance they received. The idea was to improve Oxfam's understanding of the long-term effects associated with humanitarian aid. This exercise is in line with Oxfam's commitment to accountability to beneficiaries, and involvement of beneficiaries in program design, monitoring and evaluation for the continual improvement of our work.

One of the most striking pieces of feedback to come out of this exercise was regarding the position of women in society. There has been an important shift in social norms around women's mobility and participation in social activities outside their household and within their village. Several women described how before the tsunami they were unable to come out of their houses and did not take part in many collective activities. One woman in Cuddalore District Tamil Nadu State, said: "Now men depend on us instead of us depending on them. We are more aware of our rights and women's role." Through these discussions with communities, advice was given around ways in which we

can improve assistance, for example: "seek ways to strengthen traditional livelihoods not just creating new ones" and "do not miss the vulnerable. Here, this means the widows, the elderly, disabled people, orphans." This report will be shared with internal actors within Oxfam, including our humanitarian network, as well as partner organizations in India, and with other organizations through the website of ALNAP (the Active Learning Network for Accountability and Performance in Humanitarian Action).

Our 'Program Standards' and related policies apply to all affiliate operations. We measure adherence to these standards through self-assessment processes and in-depth case studies. Individual affiliates are responsible for determining the number and percentage of operations to which the standards have been applied; and compliance is reviewed by the Executive Directors Group bi-annually. Accountability practice is context specific, so Oxfam has developed options and suggestions for adoption by program teams with new practices being shared across teams.



Women self-help group members at Periyakalpet village, near Pondicherry, January 2012, supported by Oxfam and partner HOPE following the tsunami

Chandrakant Deokar/Oxfam

8. LISTENING TO OUR STAKEHOLDERS (GRI 2.7, 4.14, 4.15, NG01)

LOCAL PARTNERS

Partnerships lie at the core of how Oxfam understands the world and our role in working for change. Our 'Partnership Principles' ensure that our relationships with partners are based on impact and mutual growth. In selecting our partners, we seek to identify common goals and ensure that our combined efforts bring about change. Oxfam is privileged to be able to partner with thousands of local civil society organizations – organizations that we believe are crucial in supporting the actions of poor and marginalized people in the development of lasting, locally-owned solutions; and in raising their diverse and locally-grounded voices for equitable development at home and worldwide.

Oxfam understands partnerships as mutually empowering relationships, which are aware of power imbalances and focused on mutual growth, organizational development, institutional strengthening and above all, on achieving impact. We believe that programs implemented in partnership increase the collective knowledge, skills, reach and experience applied to an issue or challenge. We specifically look to local partners when: developing our country strategies; evaluating our work by collecting data (including information disaggregated by sex); and undertaking research (including from a gender perspective) to assess the impact of our programs.

Our 'Southern Campaigning Guidelines' also ensures that we support partners and allies in their advocacy and campaign strategies because they have primary legitimacy in their own

countries, and because we believe that this will have most impact in terms of promoting long-term, sustainable change. Similarly our partners are involved in evaluating our humanitarian responses through Real Time Evaluations (RTEs) which are undertaken between six and ten weeks after the response has started. RTEs maximize opportunities for early corrective action to shape the program and encourage accountability to the affected population and other stakeholders. When partners are not direct members of the RTE teams, they are interviewed and their feedback used to elaborate the findings and recommendations. Unless there are security constraints, RTEs also include focus group discussions with beneficiary communities to evaluate initial impact and to capture their feedback on their participation in activities design and implementation. (NG02, NG03)

CAMPAIGNERS AND SUPPORTERS (GRI 2.8)

Oxfam's supporters are the lifeblood of our work. To support our campaigns, our activists organize and participate in campaign events, attend forums, sign petitions and pledges and write letters, postcards and emails to governments, parliamentarians and large corporations. We have an annual survey on our website, which provides us with data about the types of audiences we attract and their information needs, as well as helping us identify areas for development. Supporter numbers are currently collected by individual affiliates, and where possible, centrally for global campaigns. As the definition of "supporter" evolves and we come to grips with tracking people who give support for a campaign via mobile devices, for example

by sending an SMS text, the Oxfam International Secretariat is developing new processes to collect this information centrally.

STAKEHOLDER FEEDBACK AND COMPLAINTS MECHANISM (NG02)

Our 'Program Standards' promote good practice whereby feedback and complaints systems are designed with stakeholders, building on respected local ways of giving feedback. Systems encourage the most marginalized groups to respond and all feedback is acknowledged and followed-up where necessary. Trends should be monitored and learning fed to the wider organization, with staff seeking continual improvements in the quality and use of the complaints mechanism. One way of providing feedback is through Oxfam websites¹.

Two of our Affiliates are working with Keystone Accountability to strengthen their stakeholder feedback mechanisms and to develop a methodology for community feedback on services.

Affiliates also have individual feedback mechanisms which can be accessed through affiliate websites. Any complaints or breaches in policy which are received via the Oxfam International Secretariat are investigated at the highest level by the Executive Director of the secretariat or the Executive Director of an affiliate (where the complaint concerns an affiliate). At first instance the Executive Director will determine whether the complaint

is vexatious, and if so take no further action. If action is required, the Executive Director together with the relevant staff members will aim to resolve the complaint within two weeks, and will inform the complainant if a delay is foreseen. Unresolved complaints are escalated to Oxfam's Board for further consideration. Depending on the nature of the complaint, Oxfam will issue a formal apology or provide appropriate redress to the complainant.

SECTOR STAKEHOLDERS (NG06)

As a shareholder in the Berlin Civil Society Center, Oxfam works with other NGOs to develop tools for measuring the impact and effectiveness of development work. Oxfam is also chair of the Board of the INGO Accountability Charter which is a self-regulatory code of conduct for International NGOs. As a member of the Charter we work with other members to build a shared understanding of accountability and transparency, and to encourage other International NGOs to engage with this process. On humanitarian issues, Oxfam is a member of the Steering Committee for Humanitarian Response (which fosters collaboration between humanitarian actors), and the Humanitarian Accountability Partnership (which is a quality assurance certification scheme). In addition, most affiliates are members of similar sector bodies at both national and international levels which promote peer learning and opportunities to coordinate with others.

¹ See page 65 for contact information.

SECTION 9

FUNDRAISING AND INCOME



9. FUNDRAISING AND INCOME

Last year was another year of tough economic times globally and, as a confederation it was a year of realization that we need to focus more actively on growing income in a challenging fundraising environment. Increasing our income is extremely important in helping us to achieve our objectives, and it is vital to the work that we fund.

To achieve increased global impact we need to ensure we have a shared strategy around fundraising, including bringing together planning on areas of income generation which have previously been separated due to our confederation structure. After scoping and analyzing our global fundraising last year, we have established an Income and Growth Group made up of fundraising, finance and trading staff from different affiliates, to think more collectively about our fundraising. Our Single Management Structure is having the positive impact we envisaged with closer collaboration between affiliates helping to boost income. The year saw the achievement of an increased number of successful joint funding proposals and increased levels of grant-funding where more than one Oxfam affiliate had applied together.

Image from previous page: Mr Suparman produces recycled paper products for Oxfam shops in Australia. His work is distributed by Oxfam trading partner Apikri, out of Yogyakarta. "In the past I was really, really poor, but with my money earned from orders by Apikri, now I can have a concrete house and can employ three young men," he says, simply.

OUR SUPPORTERS (GRI 2.8)

Oxfam supporters in all forms, from volunteers, corporate supporters, activists and our regular donors are an important part of Oxfam; without them the work we do wouldn't be possible. Oxfam has over 47,000 volunteers worldwide. Thousands of Oxfam supporters across the world gave a regular gift to Oxfam, which totalled Euro 156.9 million in 2011 – 2012. Regular gifts are important to our work as they enable us to plan ahead and use funds where we know they will make the biggest difference. Despite the harsh economic climate in many of the countries where we are based, we received overwhelming support from the public in response to our emergency

appeals in 2011 – 2012. In total, Oxfam spent Euro 248.7 million on our humanitarian work. Our East Africa Appeal was launched in 15 affiliate countries and received a substantial public response. The Oxfam International Secretariat has now started consolidating data on the number of individual donors across the confederation, and will publish these figures in next year's annual report. Information on individual donors for each Oxfam affiliate can be obtained directly from affiliates whose contact details you can find on the 'Contact Us' section on page 65.

Andy Hall/Oxfam



Oxfam ambassador Scarlett Johansson visits a reception centre for newly arrived refugees escaping from war and famine in neighbouring Somalia, Dadaab camp, North-eastern Kenya

9. FUNDRAISING AND INCOME

A GLOBAL SPONSOR FOR OXFAM TRAILWALKER

Oxfam Trailwalker is Oxfam's team challenge event where our supporters show their dedication and drive by walking – or running – 100 kilometers in teams of four in a limited time, in all weather and over tough terrain. Each team also raises sponsorship funding for Oxfam's work across the world. In 2011–2012 Oxfam affiliates organized 15 Trailwalker and Trailtrekker events in their countries, where Oxfam staff, volunteers, sponsors, support crews, and walkers joined to make the events an amazing experience for everyone. In 2011, the teams participating in Oxfam Trailwalker events worldwide raised more than \$16 million, a phenomenal achievement.



For 2012, we were also pleased to announce our first Global Sponsor of Oxfam Trailwalker – State Street Corporation – which has a long and positive association with the event, starting with sponsorship of the Oxfam Hong Kong event as far back as 1999.

Timothy Herbert/Oxfam



Trailwalker participants prepare for their tough physical challenge, at the same time raising money to help people in poverty

OXFAM SHOPS

Oxfam's shops are an important area of fundraising for Oxfam. With over 1,200 shops around the world in nine countries we have shops selling donated goods such as clothes, books, and household items, as well as shops specializing in Fair Trade products. Several Oxfam affiliates have specialist shops focusing on specific products, from Oxfam Great Britain's wedding catalogue and Oxfam Ireland's home store to Oxfam France's book stores. In addition, 2011 saw the opening of France's first Oxfam clothes shop, in Paris. Oxfam shops don't just generate income, they also help to raise our profile. Shops are a great example of our volunteers who give their time to support Oxfam. With an estimated 35,000 volunteers working in Oxfam shops, and millions of people donating goods to shops, it shows the massive public support for our goals.



At the Oxfam bookshop in Lille, France, one of the volunteer staff is sorting and arranging some books received from the public

"It's now five years since the first Oxfam shop opened its doors in France! Today, we've got 4 shops, including our first clothes shop. We've managed to create a real community of volunteers and customers, and slowly but surely, the name Oxfam, and our second hand shops, are finding their place in France. Watch this space, it's only just the beginning."
Stefanie Dufour, Deputy Executive Director, Oxfam France

9. FUNDRAISING AND INCOME

INSTITUTIONAL FUNDRAISING

Oxfam receives grants from various institutions including the European Union, United Nations and governments in many countries. These grants are usually earmarked for a particular project, country or area of work. Oxfam applies for institutional funding that is in-line with our objectives, and provides feedback to the grant-givers. To help measure the success of the collaboration of Oxfam affiliates on our Single Management Structure (SMS), the Executive Directors set a target to increase the number of successful large-scale joint affiliate fundraising applications for institutional funds. The aim is that through SMS, Oxfam can present larger program proposals covering work delivered by multiple affiliates to potential institutional donors, than individual affiliates would be able to achieve alone. In 2009 – 2010, the confederation raised Euro 13.5 million through joint funding applications. The target was to increase funds raised in this way by Euro 27.4 million by 2013, and by Euro 45.7 million in 2015.

In 2011 – 2012 this target was greatly exceeded, ahead of plan, with funding for work delivered by multiple affiliates reaching Euro 64.6 million within the year.

In May 2011, Oxfam received a four-year grant totaling Euro 9.4 million from the Bill & Melinda Gates Foundation. Received by Oxfam America, the grant works across several Oxfam affiliates with the specific goals including to: make the case for more and better aid; influence G20 countries to take more decisive action on poverty and food justice; and support southern countries to demand food justice. The Gates Foundation grant provides a good example of the stringent reporting standards used for tracking and allocating resources. This includes tracking of key milestones and financial risks, and seeking approval from the Foundation for any changes to project milestones. (NG07)

ETHICAL FUNDRAISING (PR6)

Oxfam is committed to raising funds in an ethical way. We have signed up to the principles of ethical fundraising set out in the INGO Accountability Charter and all Oxfam affiliates are required to follow the Oxfam Guide to Working with the Private Sector and Ethical Screening, both for fundraising and campaigning (NG05). The Guide outlines the principles for relationships between Oxfam and the private sector, and requires ethical screening to be conducted on all potential donors. At the national level, each affiliate must adhere to the codes and guidelines of the country in which they are based. For example, Oxfam Great Britain, as a member of the UK Fundraising Standards Board, must submit an annual complaint report to them. As the secretariat is not directly involved in fundraising, individual affiliates are responsible for tracking and resolving complaints of breaches of standards for fundraising and marketing practices. This information is shared within the Oxfam Confederation where necessary. After reviewing the secretariat's current systems, there are no plans at this stage for complaints within the confederation to be tracked or collated centrally as this is better managed by individual affiliates.

'Oxfam Confederation Membership to International and National Codes and Charters.'

LOOKING FORWARD

Oxfam will continue to look at ways to increase our confederation-wide income. As part of the new Strategic Plan, a new internal growth strategy will be developed, outlining our vision and priorities for fundraising. We know that as a confederation we would like to increase our income from non-European countries. We would also like to be less dependent on restricted income. In order for this to happen, we will look at new fundraising areas and markets, and we will increase our collaboration on large multi-affiliate institutional grants, such as our Gates Foundation grant.

9. FUNDRAISING AND INCOME

OXFAM CONFEDERATION INCOME (GRI 2.8, NG07, NG08)

CONSOLIDATED MONETARY VALUE OF FUNDING RECEIVED BY SOURCE.

Reporting period:

1st April 2011-31st March 2012

All figures in millions of Euro

Figures represent CONSOLIDATED income across the Confederation (15 affiliates plus the Oxfam International Secretariat). Inter-affiliate transfers have been eliminated. This information is indicative and does not show the actual performance of any single Affiliate. Affiliates should be consulted directly for specific information.

Oxfam's Financial Standards provide minimum standards that Affiliates must apply to areas such as internal control. Compliance with minimum standards is monitored through a system of peer reviews, the next round of which is planned to take place in 2012. However, each Affiliate is responsible for establishing and maintaining their own resource allocation systems and deciding how funds are spent.

* Trading Revenue figures are gross - no trading costs have been deducted.

Revenue by Source	€ Million	%
Institutional Fundraising Revenue	€344.9	37.6%
UN and UN Institutions	€46.5	5.1%
EU and EU Institutions	€74.0	8.1%
Other Supranational Institutions	€1.5	0.2%
Home Government Institutions	€158.7	17.3%
Other Governments	€31.8	3.4%
NGO & Other	€32.0	3.5%
Associated organizations	€0.4	0.0%
Community Fundraising Revenue	€376.7	41.0%
Fundraising Events	€16.9	1.8%
Public Appeals	€105.3	11.5%
Regular Support	€156.9	17.1%
Bequests	€28.5	3.1%
Lotteries	€20.5	2.2%
Other Corporate & Trust Donations	€27.6	3.0%
Other Private and Public Fundraising	€21.0	2.3%
Interest and Investment revenue	€8.9	1.0%
Trading Revenue*	€165.2	18.0%
Other income	€22.3	2.4%
Total Income	€918.0	100%

THE SIX LARGEST DONORS AND THE MONETARY VALUE OF THEIR CONTRIBUTION.

	€ Million
Trading Revenue*	€165.2
Home Government Institutions	€158.7
Regular Support (Community Fundraising)	€156.9
Public Appeals (Community Fundraising)	€105.3
EU and EU Institutions (Institutional Fundraising)	€74.0
UN and UN Institutions	€46.5

NET Trading Revenue:

Trading Revenue	€165.2
Trading Costs	€143.5
NET Trading Revenue	€21.7

INCOME AND EXPENDITURE

	€ Million
Total Income	€918
Total Expenditure	€920
Excess of income over expenditure	-€2

BALANCE SHEET

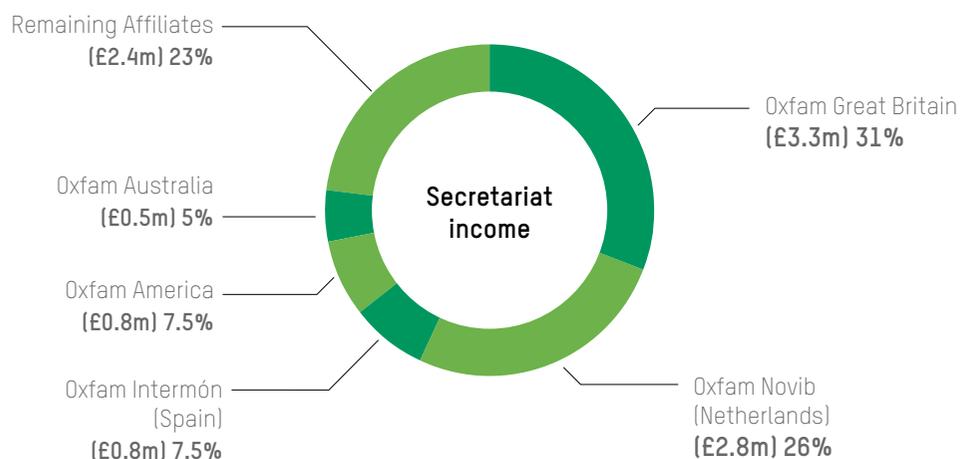
Total Assets	€606
Total Liabilities	€268
Net Assets	€338

9. FUNDRAISING AND INCOME

OXFAM INTERNATIONAL SECRETARIAT INCOME

(GRI 2.8, NG08, NG07)

The Oxfam International Secretariat is funded by contributions from Oxfam affiliates, based on each affiliate's total income, and adjusted to exclude inter-affiliate funding and non-cash items (such as goods in kind).



Reporting period:
1st April 2011-31st March 2012

All figures in millions of GB Pounds

TOTAL OXFAM INTERNATIONAL SECRETARIAT INCOME FOR 2011 – 2012: £10.6M

The Oxfam International Secretariat is not directly involved with donors, and therefore relies upon contributing affiliates to ensure that the source of their contributions does not infringe any restrictions imposed by donors. To facilitate this, we operate a system of budgetary control which requires affiliates to authorize our expenditure plans. The Secretariat manages expenditure on core functions through internal policies which lay down a system of budgetary control. Budgets are prepared annually, reviewed by the Finance and Audit Committee of the Board and then approved by the Board. During the year, progress against the budget is monitored on a monthly basis by budget holders, and reviewed quarterly by the Finance and Audit Committee.

Ad hoc funding for specific activities is controlled through specific agreements which outline the purpose of the funding. Each activity is monitored through a specific fund

and has a specified budget-holder. In addition to the above measures, Oxfam International Secretariat maintains a set of policies governing the authorization of expenditure, including authorization limits for contracting of goods and services, as well as policies on allowable expenses. These policies apply to all jurisdictions where the Secretariat operates, and are made available to all staff through our intranet. All secretariat staff receive an induction which covers the main points of these policies as far as they are relevant to their duties. Budgets are also related to departmental and individual work plans, which are monitored through objective-setting and performance appraisals. The organization prepares financial accounts which follow Generally Accepted Accounting Provisions (GAAP) as applicable to charities registered in the UK, and the accounts are externally audited according to International Auditing Standards (UK and Ireland).

SECTION 10

EXPENDITURE



10. EXPENDITURE

OXFAM CONFEDERATION EXPENDITURE* (GRI 2.8)

This information is indicative and does not show the actual performance of any single Affiliate. Affiliates should be consulted directly for specific information.

Reporting period:
1st April 2011-31st March 2012

All figures in millions of Euro

Category	€ Million	%
Program	€639	71%
Program Implementation	€556	62%
<i>Development & Humanitarian</i>	€510	57%
<i>Campaigns</i>	€46	5%
Program Management	€83	9%
Non-program	€261	29%
Management & Administration	€40	4%
Fundraising-Marketing	€77	9%
<i>Institutional fundraising</i>	€5	1%
<i>Community fundraising</i>	€72	8%
Trading	€144	16%
Total Expenditure	€900	100%

* Expenditure figures do not include €20 million loss on foreign exchange;

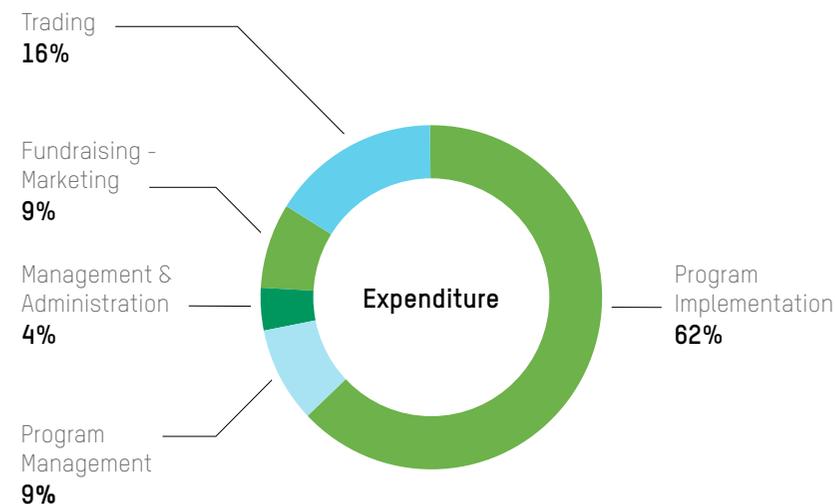


Image from previous page: Women and girls spend several hours a day collecting water, often standing in baking heat. They then carry the heavy jerry cans home, either on their heads or tied to the end of poles, South Sudan.

10. EXPENDITURE

OXFAM CONFEDERATION EXPENDITURE (GRI 2.8)

PROGRAM EXPENDITURE

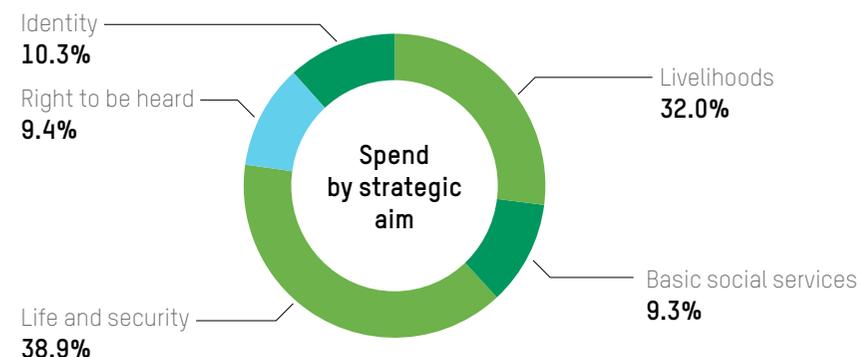
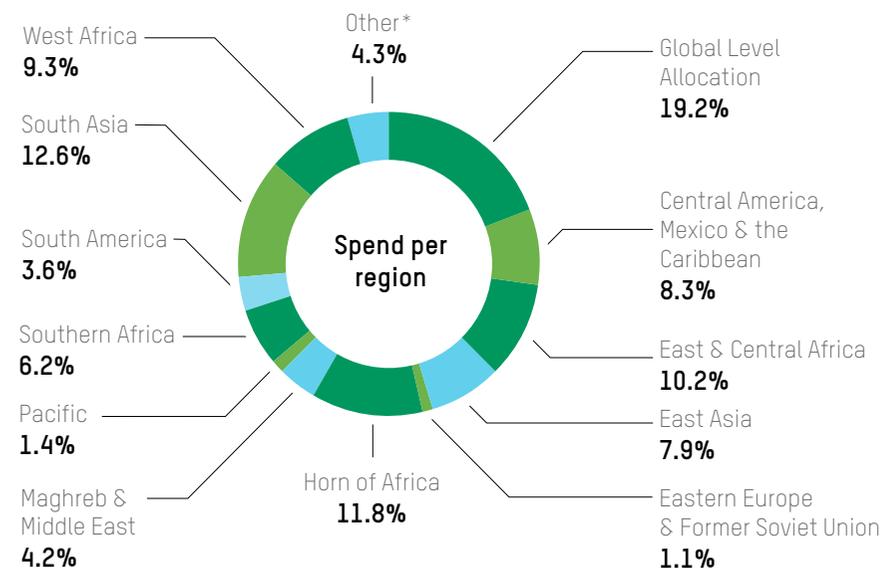
Reporting period:
1st April 2011-31st March 2012

All figures in millions of Euro

Oxfam Regions	€ Million	%
Global Level Allocation	€122.5	19.2%
Central America, Mexico & the Caribbean	€53.1	8.3%
East & Central Africa	€64.9	10.2%
East Asia	€50.6	7.9%
Eastern Europe & Former Soviet Union	€6.9	1.1%
Horn of Africa	€75.1	11.8%
Maghreb & Middle East	€26.6	4.2%
Pacific	€9.2	1.4%
Southern Africa	€39.5	6.2%
South America	€22.7	3.6%
South Asia	€80.6	12.6%
West Africa	€59.7	9.3%
Other*	€27.2	4.3%
Total	€638.6	100%

Aims	€ Million	%
Livelihoods	€204.2	32.0%
Basic social services	€59.5	9.3%
Life and security	€248.7	38.9%
Right to be heard	€60.3	9.4%
Identity	€65.9	10.3%
Total	€638.6	100%

* The category "Other" includes Regional Level Allocations for: Africa; Horn, East & Central Africa; Latin America & the Caribbean; as well as program spend in Western Europe and North America



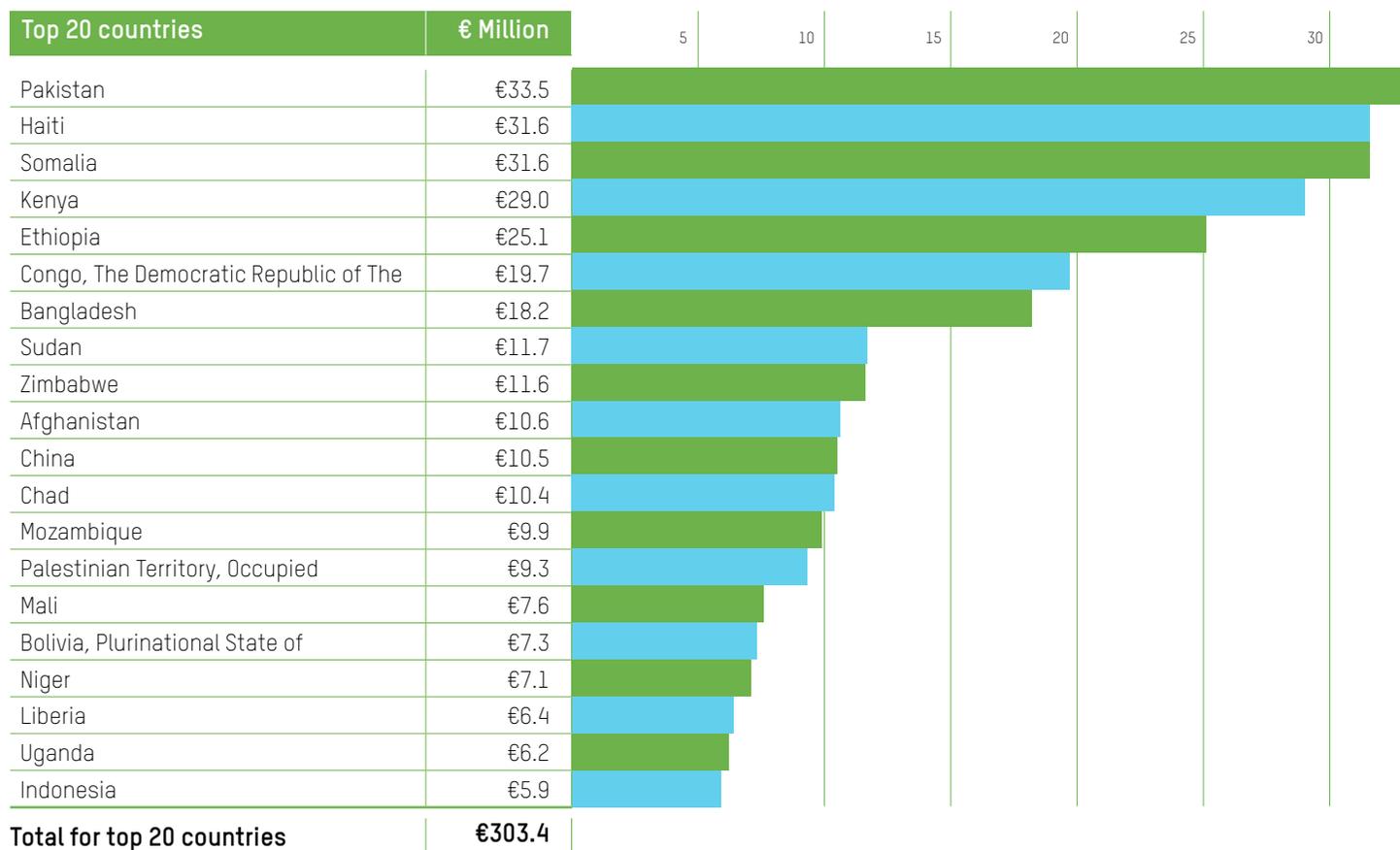
10. EXPENDITURE

OXFAM CONFEDERATION EXPENDITURE (GRI 2.8)

PROGRAM EXPENDITURE FOR THE TOP 20 COUNTRIES REPRESENTS 303.4 MILLION EURO OR 48% OF TOTAL PROGRAM EXPENDITURE.

Reporting period:
1st April 2011-31st March 2012

All figures in millions of Euro



10. EXPENDITURE

OXFAM INTERNATIONAL SECRETARIAT EXPENDITURE* (GRI 2.8)

The following are summary figures taken from Stichting Oxfam International's Financial Accounts for 2010-11, which relate to Secretariat operations. The Secretariat's main base of operations is in the UK, and therefore we use GBP as our reporting currency. Copies of our accounts are available in full on our website at www.oxfam.org/en/about/accountability.

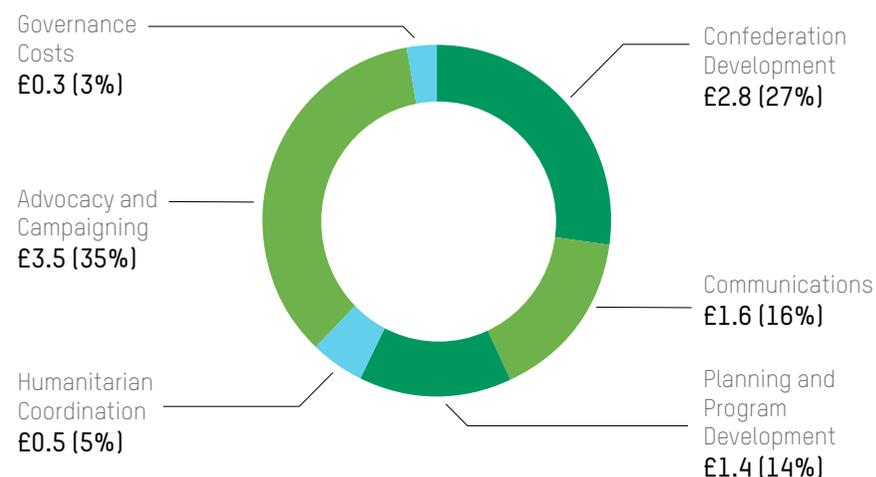
Reporting period:
1st April 2010 - 31st March 2011

All figures in millions of GB Pound

Income & Expenditure	£ Million
Total Income	£10.6m
Total Expenditure	£10.1m
Excess of Income over Expenditure	£0.5m

Balance Sheet	£ Million
Total Assets	£3.6m
Total Liabilities	£0.8m
Net Assets	£2.8m

TOTAL SECRETARIAT EXPENDITURE FOR 2011-12: £10.1M



SECTION 11

LIVING OUR VALUES



11. LIVING OUR VALUES

OUR PEOPLE (GRI 2.8, LA1)

Oxfam depends on our 10,230 staff and 47,097 volunteers working across our countries and their active participation and development is integral to our success.

Each Oxfam affiliate designs its own human resource policies, but a number of policies exist at global, regional or country levels which are common to all affiliates, such as the Oxfam Code of Conduct. As a confederation we have adopted human resource standards which every affiliate must follow. These standards illustrate a first step

towards aligning our human resource policies and procedures across the confederation.

At present, we do not collect demographic information for the confederation as a whole. Detailed demographic information for each of our affiliates can be found in their annual reports. The secretariat has 91 staff and 10 volunteers working in 5 offices or remotely. Staff members are employed on either a permanent or fixed term basis. Many of our volunteers work as interns on specific project work.

Oxfam International Secretariat:

Total workforce, including volunteers, by type, contract and region. (LA1)

Secretariat Offices	Number of staff on permanent contracts		Number of staff on fixed-term contracts		Number of volunteers on internship/volunteering agreements	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Oxford	36	4	10	1	4	2
Brussels	9	0	7	0	2	0
Geneva	3	1	0	0	1	0
Washington DC	2	1	1	1	0	0
New York	5	0	2	0	1	0
Other (working remotely)	3	1	4	0	0	0
Total	58	7	24	2	8	2

Image from previous page: Juvita Soares, 9yrs goes to Secondary School, Lepo village, Suai district, Timor-Leste

Oxfam International Secretariat:

Composition of governance bodies and breakdown of staff per category according to gender, age group, minority group membership and other indicators of diversity. (LA13)

Grade of Secretariat Staff Member	Gender %	Age breakdown %	Nationality	Disability %
LEVEL A+ 1 employee	Males 100% Females 0%	Under 30+ 0% 30 - 50+ 0% 50+ 100%	Australian 1	Disabled 0% Non disabled 100% Other 0%
LEVEL A 5 employees	Males 60% Females 40%	Under 30+ 0% 30 - 50+ 40% 50+ 60%	American 1 British 1 Dutch 1 French 1	Disabled 0% Non disabled 80% Other 20%
LEVEL B 34 employees	Males 66% Females 34%	Under 30+ 9% 30 - 50+ 82% 50+ 9%	American 3 Australian 2 Belgian 3 Brazilian 1 British 12 Canadian 2 Dutch 1 French 4 Israeli 1 New Zealander 1 South African 2 Spanish 2	Disabled 3% Non disabled 44% Other 53%
LEVEL C 28 employees	Males 25% Females 75%	Under 30+ 14% 30 - 50+ 86% 50+ 0%	American 3 British 13 Canadian 1 Dutch 1 Filipino 1 German 1 Italian 1 Norwegian 1 South African 2 Spanish 3 Other 1	Disabled 7% Non disabled 30% Other 63%
LEVEL D 17 employees	Males 18% Females 82%	Under 30+ 18% 30 - 50+ 64% 50+ 18%	American 1 British 6 French 4 Guyanese 1 Slovakian 1 Spanish 3 Swiss & French 1	Disabled 6% Non disabled 19% Other 75%
LEVEL E 6 employees	Males 0% Females 100%	Under 30+ 33% 30 - 50+ 50% 50+ 17%	British 3 Canadian 1 Greek 1 Irish 1	Disabled 17% Non disabled 0% Other 83%

Note:

Oxfam is an international organization and we strive to ensure a level of diversity which reflects this in our governance, management and staffing. We believe that diversity will bring a richer set of perspectives that reflect the work we do, and which will counter discrimination. Oxfam believes that staff should be able to self-identify, either by nationality or ethnicity or both. Ethnicity can be cultural, or by virtue of ancestry, or by language or by religion.

11. LIVING OUR VALUES

QUALITY OF LIFE

Developing our staff personally and professionally is integral to our work. We promote a culture of learning, so that our staff can develop together; be it through our global secondment policy which encourages staff movement within the confederation, or through

our affiliate-designed learning and development tools. Secretariat staff undertake an annual performance appraisal review, and regular one-to-one meetings are encouraged on an on-going basis to monitor progress and address any performance issues. (LA12).

**Oxfam International Secretariat:
Average hours of training per year by grade level (LA10)**

Grade level of secretariat staff member		Per year
Level A	Top leadership role	19.68 hours
Level B	Senior manager or senior specialist	7.15 hours
Level C	Line manager or professional specialist	10.54 hours
Level D	1st Line manager or non-professional specialist	12.61 hours
Level E	Administrators, clerical and support staff	3 hours

Note: Statistics are currently collated for attendance on external training courses only and do not reflect other methods of learning taking place in the Secretariat. Training for volunteers is integrated in intern/volunteer work plans and usually takes the form of a combination of work shadowing, on-the-job learning, mentoring or project work.

DIVERSITY (NG04, EC7)

Our policies and practices aim to attract and select a diverse workforce with the skills and capabilities to fulfil our requirements. Oxfam is committed to equality, diversity and inclusiveness because we believe that these core values drive our mission and help us attract and retain the best possible staff. We understand that hiring from local communities can benefit the communities we work in, and provide us with a better understanding of local needs. Information on the proportion of senior management and workforce hired from the local community is captured individually by affiliates. Unlike affiliates, the secretariat does not capacity build and develop local resources as it does not operate in program countries. However, the secretariat is committed to recruiting from diverse populations and to bring a broad range of knowledge to our work. For more specialist posts that require international experience the secretariat recruits both locally and from the global market, which may or may not result in local hiring. In 2011, Human Resource Directors from each affiliate and the secretariat agreed a confederation-wide Diversity Statement³ and implementation plan. The workgroup proposed that each affiliate complete a diversity audit questionnaire. The intent of the audit was to identify gaps preventing diversity within affiliates. The Workgroup will present its recommendations to affiliates who will be required to address these by March 2013.

HEALTH & SAFETY

The security, good health and safety of our staff are a prime responsibility of our organization. We recognize that the work of relief and development agencies often places great demands on staff in conditions of complexity and risk. We have a duty of care to ensure the physical and emotional well-being of our staff before, during and on completion of their period of work with us. Each affiliate is required to follow the Oxfam Health and Safety and Security Protocols for staff working in program countries. The secretariat also has a health and safety policy which ensures that the health and safety risks that arise from its activities are adequately controlled, and that it provides and maintains safe and healthy working conditions, equipment and systems of work for all staff, as well as the necessary resources, information, instruction, training and supervision to achieve this policy.

11. LIVING OUR VALUES

WHISTLE BLOWING

Oxfam has a stringent policy on whistle-blowing and complaints. Affiliates must also have explicit anti-corruption policies in order to meet the minimum requirements of Oxfam's financial standards. As part of the induction process, staff are required to read and understand anti-corruption practices, and more recently inductions have included raising awareness of the UK Bribery Act. The secretariat also plans to raise further awareness of anti-corruption issues through its quarterly learning event. (S03) The secretariat encourages board members, managers, staff, interns and volunteers to report evidence-based instances of malpractice to their manager, the Oxfam International Executive Director or if necessary the Chair of the board or another board officer. This may be done in confidence and without fear of reprisal. The secretariat will protect whistle-blowers from victimization and dismissal, and if the matter relates to an affiliate, the issue will be directed to the appropriate manager or the Executive Director of the affiliate. (NGO2)

STAFF ENGAGEMENT (GRI 4.4, NG01)

To help staff keep up-to-date, we produce a quarterly confederation newsletter "Speaking Out", which highlights Oxfam's programs and organizational changes, as well as current world events affecting our work. Staff also have access to an intranet system where they can share information and communicate using state-of-the-art information technology platforms. Our external publications are always published in Oxfam's core languages – French, English and Spanish – and we also translate key internal documents into these languages.

Secretariat staff are encouraged to arrange lunchtime talks, and there are also regular departmental meetings, weekly e-newsletters and quarterly learning events to keep staff informed and to gauge and collect their views. Staff are consulted on any significant changes that affect them or any proposed changes to terms and conditions, and can provide recommendations to the Oxfam International Management Team (OIMT) and the Board (via the Executive Committee of the Board). Recommendations are generally made through the staff satisfaction survey, which is used to measure staff wellbeing and to identify key areas of improvement. Progress is measured through follow up surveys. This year, a staff representative was identified and invited to hear the report of an external consultant on

the assessment of senior management job descriptions and changes proposed by the review. The staff representative acted as a liaison and was given the opportunity to voice any concerns. OIMT also met with staff to answer questions and hear any concerns about the review. Proposed changes were managed in line with collective agreements or local legislation requirements and best practice.

Staff also have the full support of OIMT to form a Staff Association or Union making recommendations on matters of policy to the Board (other than on staff salaries, terms and conditions, and management issues such as performance management of specific individuals, all of which should be dealt with at the management level). Similarly, OIMT would support an annual meeting between the Executive Officers (or the Executive Committee) and a limited number of representatives from a Staff Association to discuss these broad issues, as a means for the Board to obtain a staff perspective in its governance of the Secretariat. For the development of Oxfam's next Strategic Plan, there will be discussions in the course of 2012, and communications to staff on progress. While there is no formal consultation point for all staff, there is openness on how the Strategic Plan is being developed.

SECTION 12

ENERGY AND RESOURCES



12. ENERGY AND RESOURCES (EN16, EN18)

Oxfam is committed to healthy environmental practices. We have invested in new ways to capture consistent carbon data and develop consumption targets. Each affiliate has its own policies and practices for carbon management which feeds into an internal carbon report produced annually. For more information on affiliate environmental reporting, please see individual affiliate websites and annual reports.

OXFAM INTERNATIONAL'S GREENHOUSE GAS EMISSIONS REPORT

Oxfam International Secretariat's recording and reporting methodology has undergone substantial changes since we started recording four years ago, through an on-going learning process. We are now confident that we have developed a workable methodology that represents our activities and GHG emissions well, and will continue to review and develop this.

A key decision resulting from this learning process has been to shift our baseline reporting year from 2008-09 to 2010-11, motivated by the significant change in reporting methodology for Air Travel, which represents the majority

of our reported emissions. Prior to 2010-11, figures were based on financial reports, with the emissions per flight estimated on the bases of relative cost per flight. From 2010-11, we moved to measuring the distance of each flight, allowing for a much more precise representation of emissions produced per flight and in total over each reporting year. The increase in accuracy distorted the difference in total emissions per year between the reporting methods, and as such we have decided to only examine trends based on figures reported in the new methodology.

Image from previous page: Oxfam is working with rice grower cooperatives in the Artibonite River valley, Haiti, to help them improve their production and processing, and earn more for their crop.

TOTAL DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT

In 2011-12, Oxfam International accounted for a total of 365.15 tons of CO₂ equivalent (CO₂e). In absolute terms, this represents a 24% increase in emissions from 2010-11.

Figure 1. Comparative GHG emissions measured in tons of CO₂e.

Reporting Area	2010-11	2011-12	Average % of Total Emissions	Percentage Increase / Decrease in CO ₂ e
Scope 1				
Gas	11.84	8.96	3.24%	-24.32%
Scope 2				
Electricity	44.18	36.87	12.54%	-16.55%
Scope 3				
Water	0.85	0.19	0.17%	-77.65%
Waste	1.75	5.13	1.00%	193.14%
Paper	0.12	0.96	0.15%	700%
Commuter Travel	4.91	12.51	2.55%	154.79%
Air Travel	231.14	300.54	80.36%	30.03%
Total	294.79	365.15	100%	23.87%

Figure 1 shows Oxfam International's greenhouse gas emissions over two reporting years. Scopes 1, 2 and 3 refer to the divisions set by the GHG Protocol whereby Scope 1 indicates emissions from the consumption of fuel by Oxfam International itself, Scope 2 indicates emissions we produce indirectly through the

production of the electricity we purchase, and Scope 3 indicates all other emissions we produce indirectly. The main contributor to our total emissions is air travel, taking over 80% of the total share, followed by electricity at 12.42 per cent.

continued on next page

Currently, Gas, Electricity and Water are only recorded for the Oxford office. It is the first year of reporting for the Brussels, Geneva and New York offices on Waste, Paper and Commuter travel. Our Washington DC office, based in the Oxfam America premises, only reports on commuter travel as the other emission factors are reported under Oxfam America's GHG emissions. Air travel data represent all offices.

Gas, Electricity and Water are based on meter readings. The marked decrease in gas and electricity may be attributed to the central heating system being switched off for a greater proportion of the year. As this change was made part way through the reporting year, we consider this an on-going improvement effort. We have been tracking our gas and water for only two years now, which is not long enough to establish a concrete trend.

Data collection methodologies for Waste vary amongst offices depending on what is feasible. Oxford and Brussels base the calculation on the number of regular lifts per month; Geneva and New York take the average weight of individual bins before being emptied. The significant increase is because we now account for four offices in total rather than just Oxford as in previous years. Waste accounts for only one per cent of our total emissions. Paper, in this context, only covers purchased printer paper, and does not include other paper products including envelopes. As with waste, the 7% increase is due to the inclusion of the three other offices. Paper represents less than one per cent of our total emissions.

For Commuter Travel, we record figures for six forms of travel: Walking, Cycling, Bus, Train, Motorbike and Car. However, emissions are only reported for the latter four as there are no significant emissions for walking and cycling activity. Our commuter travel has increased by over 50% as we now report for five offices rather than just Oxford. This most recent data accounts for the travel of 90 members of staff, against the 40 surveyed in 2010-11.

In the Oxford office, apart from there being an increase from 40 to 54 members of staff being surveyed, there have also been shifts in favored modes of travel. The two forms of transport that produce no emissions, Walking and Cycling, are the chosen mode of transport for 71% of staff based in Oxfordshire. Of those 10 members of staff who do not live in Oxford, some take the train and bus instead of driving, and we wish to celebrate their choice.

Air Travel calculation is based on actual distance flown. Journeys are sub-divided into individual flight legs with appropriate haul length conversion factors applied. Conversion factors are gathered from the UK Department for Food, Rural Affairs and Agriculture (Defra) website. Whilst Defra offers different conversion factors for different classes of flights, we only apply economy class conversion factors to our data. This is a reflection of our Travel Policy that proscribes travel in any class except economy, rendering the additional factors unnecessary.

INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS

In the last year, we have focused on improving our knowledge and reporting methodology, and intend to further this in the succeeding years. We currently engage with like-minded individuals in other organizations, raising our awareness and understanding to help develop strategies in reducing our carbon emissions. (NG06)

It is clear from our findings that we need to reduce Oxfam International's Air Travel emissions. These are the greatest source of emissions by a significant margin, and therefore hold the greatest potential in reductions. This is also an area in which individual members of staff can have a significant impact through their behavior.

We will continue to raise awareness, looking at individual responsibilities, through the promotion of our Travel Policy that stipulates that public transport should be used where possible, all travel should be economy class and flights are not permitted for travel where the destination is reachable within eight hours door-to-door by land. This also includes guidance on determining one's mode of transport.

We will carry on promoting tools for planning greener meetings that include a distance calculator to find optimum meeting locations for minimal participant travel and guidance on which of our range of virtual meeting tools to use. We will keep encouraging the use of virtual meeting tools, and providing information on their potential and limitations. This is complemented by our on-going training efforts to ensure that members of staff are comfortable in their use, making them more attractive options than flying. We advocate reusing and recycling waste in order to reduce waste to landfill, and have recycling points set up across the office. Information is available on our intranet as well as on notice boards. Champions within the office help us promote recycling.

All our offices use 100% recycled paper. Where possible, printers require staff to manually enter a code in order to print documents. This reduces the number of discarded print-outs and therefore lessens wastage.



SECTION 13

ORGANIZATIONAL PROFILE

OXFAM INTERNATIONAL BOARD

Stichting Oxfam International is registered as a foundation in The Hague, Netherlands, and as a foreign company limited by guarantee in the United Kingdom. Each affiliate is a member of the foundation and subscribes to the foundation's Constitution through an affiliation agreement. The Constitution consists of three documents: the Constitution which covers the objects of Oxfam and the governance of the Board; the Code of Conduct which regulates the use of the Oxfam brand and criteria for membership of Oxfam; and the Rules of Procedure which covers procedural aspects of the Board, the affiliation of new members and dispute resolution practice. Affiliates must also sign a trade mark licence, which enables them to use the Oxfam brand as directed by Stichting Oxfam International.

The Foundation is governed by the Oxfam International Board which meets annually. The Board members are the 17 affiliate organizations and a Chair. Each affiliate is represented on the Board by the chair and director of the affiliate's board. In March 2012, the Board agreed that the Board should have the option of having an independent Treasurer who does not sit on an affiliate board. The Deputy Chair is elected from within affiliate chairs only. Each affiliate holds one vote which is usually exercised by the affiliate chair, but may be delegated to the affiliate executive director. All affiliate chairs and the Chair of the Board are unpaid non-executive volunteers. The Board delegates the power to manage the Secretariat to the Oxfam International Executive Director, who is selected by the Board and attends Board meetings in an advisory capacity. In turn, the Executive Director leads the Oxfam International Management Team who are all employed by Stichting Oxfam International.

BOARD COMMITTEES

There are currently two sub-committees of the Board; the Executive Committee and the Finance and Audit Committee. The Executive Committee ensures that the Secretariat is equipped to deliver its part of the Strategic and Operational Plans and other such duties delegated by the Board and outlined in the Executive Committee's Terms of Reference. The Finance and Audit Committee ensures thorough financial oversight of the Secretariat, and makes recommendations to the Board in respect of the accounts, the budget and the audit. The process for the establishment of sub-committees is agreed by Board resolution.

The Executive Directors of each affiliate also meet as a group bi-annually. The Group is chaired by the Oxfam International Executive Director, who works with the affiliates to reach consensus and make recommendations to the Board. They agree the operating architecture of Oxfam and have overall responsibility for the initiation and management of the Strategic Plan. The Executive Directors Group is responsible for organizational alignment, budgetary decisions and alignment of their own affiliates to achieve Oxfam's objectives.

THE GLOBAL TEAM

The Global Team supports the agenda of the Executive Directors Group, by providing strategic input and overseeing the organizational development of Oxfam within parameters agreed by the Executive Directors Group and the Board. The Global Team consists of up to 16 senior staff, nominated by affiliates and selected on merit by the Executive Directors Group. The Global Team is accountable to the Executive Directors Group, and membership is subject to a fixed renewable term to ensure rotation. It is also 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 Global Team is required to promote monitoring, evaluation and learning initiatives within Oxfam and to assist with resolving problems as they arise.

Image from previous page: Left to right, Oxfam technical field co-ordinator Jordi Torres, together with partner organization FODDE's humanitarian officer Amady Sow, and FODDE WASH Supervisor Oumou Kalsoum Doucoure broadcast a radio program about the importance of washing hands with soap in preventing illness, part of Oxfam's water, sanitation and hygiene (WASH) program in Kolda, Senegal

SECTION 14

CONTACT US

14. CONTACT US (GRI 2.3, 2.4, 2.5 & 3.4)

Oxfam is an international confederation of 17 organizations networked together in 94 countries, as part of a global movement for change. The Oxfam International Secretariat provides co-ordination and support to the confederation.

For further information about this report contact information@oxfaminternational.org or visit www.oxfam.org.

To find out more about our affiliates, please visit their websites listed, or contact them using the details below.

Oxfam is committed to being transparent about its activities and we welcome requests for information and feedback on our work.

There may be circumstances where we are unable to disclose information, for example for reasons of security, confidentiality or because of the sensitive nature of our internal documents. In the event that we are unable to disclose information, we will provide reasons for non disclosure.

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The background consists of several overlapping, wavy, organic shapes in various shades of green, a light blue, a dark green, and a yellow. The shapes are layered, creating a sense of depth and movement. The word "ANNEX" is centered in the middle-left area of the composition.

ANNEX

ANNEX GRI CONTENT INDEX (GRI 3.12)

Oxfam has reported on its compliance with the INGO Accountability Charter since 2008 using the GRI Framework. GRI provides Oxfam with a useful tool for enhancing transparency and driving organizational development and effectiveness. Throughout this report you will find bracketed references to each of the GRI requirements, clearly demonstrating through concrete examples exactly how we strive to comply with the principles of the Charter. A bracketed reference found next to a heading indicates that the GRI requirement is addressed throughout the proceeding text. A bracketed reference at the end of a sentence indicates that the GRI requirement is addressed in the preceding sentence or paragraph.

To find out more about the Charter visit
www.ingoaccountabilitycharter.org

STRATEGY AND PROFILE DISCLOSURES	SECTION IN ANNUAL REPORT	COMMENTS
STRATEGY AND ANALYSIS		
1.1 Statement from the most senior decision-maker of the organization.	Our Year (page 9,10)	
ORGANIZATIONAL PROFILE		
2.1 Name of the organization.	n/a	Oxfam
2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).	About Oxfam (page 5,6,7)	Primary Brands "Oxfam" 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 colour. We communicate under that brand for all external materials, including our annual report, press releases, websites and policy papers.
2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	Contact us (page 65)	
2.4 Location of organization's headquarters.	Contact us (page 65)	
2.5 Number of countries where the organization operates.	Contact us (page 65)	
2.6 Nature of ownership and legal form.	Organizational Profile, Oxfam International Board (page 63)	
2.7 Target audience and affected stakeholders.	Listening to our Stakeholders (page 41, 42, 43)	
2.8 Scale of the reporting organization.	About Oxfam (page 5, 6, 7) Listening to our Stakeholders, Campaigners and Supporters (page 43) Fundraising and Income, Our Supporters (page 45), Oxfam Confederation Income (page 48), Oxfam International Secretariat Income (page 49) Expenditure, Oxfam Confederation Expenditure (page 51, 52, 53), Oxfam International Secretariat Expenditure (page 54) Living Our Values, Our People (page 56)	
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	Our Year (page 9,10), One Oxfam (page 12,13)	
2.10 Awards received in the reporting period.	n/a	None
Report Profile		
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	n/a	1 April 2011 - 31 March 2012
3.2 Date of most recent previous report (if any).	n/a	1 April 2010 - 31 March 2011
3.3 Reporting cycle (annual, biennial, etc.).	n/a	Annual
3.4 Contact point for questions regarding the report or its contents.	n/a	info@oxfaminternational.org

ANNEX GRI CONTENT INDEX (GRI 3.12)

Report Scope and Boundary			
3.5	Process for defining report content.	n/a	In determining the material content of this year's annual report, we have actively engaged key stakeholder groups including Oxfam's partners and allies. We have also followed the recommendations of the INGO Accountability Charter and reported on the Profile Disclosures and the 18 Performance Indicators included in the GRI NGO Reporting Template. Within this framework we have been able to address Oxfam's purpose and experience, and to reflect upon the impact and effectiveness of our programs as well our levels of stakeholder engagement. In combining our annual and accountability reports, we expect this year's report to be read by a wide audience, including our partners and allies, staff and volunteers, donors and supporters, coalitions and alliances, suppliers, governments, the private sector, academic institutions and the wider public.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	n/a	This report focuses on the activities of the Confederation. In some areas we have referred the reader to individual Affiliate annual reports or websites for further information. The report also provides information on Secretariat activities.
3.7	State any specific limitations on the scope or boundary of the report.	n/a	Oxfam does not produce a single set of financial accounts for the Confederation because Affiliates are independent legal operating entities. Confederation financial information included in this report is indicative and does not show the actual performance of any single Affiliate. Specific Affiliate financial information is available in Affiliate annual reports or websites.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	n/a	Information regarding Affiliate joint ventures etc. can be found in Affiliate annual reports. The Secretariat has outsourced some specialist services, for example information technology support and payroll. The reason for outsourcing is primarily to facilitate access to expertise which is not available in-house.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	n/a	There are no restatements of information.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	n/a	None
3.12	Table identifying the location of the Standard Disclosures in the report.	Annex (page 67,68,69,70)	
Governance, Commitments, and Engagement Governance			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Organizational Profile (page 63)	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.	Organizational Profile (page 63)	
4.3	For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.	Organizational Profile (page 63)	
4.4	Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	Living Our Values, Staff Engagement (page 58)	

ANNEX GRI CONTENT INDEX (GRI 3.12)

Stakeholder Engagement		
4.14	List of stakeholder groups engaged by the organization.	Listening to our Stakeholders (page 41,42,43)
4.15	Basis for identification and selection of stakeholders with whom to engage.	Listening to our Stakeholders (page 41,42,43)
GRI Performance Indicators		
N601	Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	<ul style="list-style-type: none"> - Economic Justice, Working with the Community (page 16) - Essential Services, Access to Clean Water (page 22), Education for All (page 23), How we Campaign (page 25) - Rights in Crisis, Accounting for Cash Transfers (page 31), South Sudan (page 32) - Gender Justice, Introduction (page 36), Protection of Women from Violence and Honor Killing in Iraq (page 39) - Listening to our Stakeholders (page 41,42,43) - Living our Values, Staff Engagement (page 58)
N602	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	<ul style="list-style-type: none"> - Rights in Crisis, Accounting for Cash Transfers (page 31), Afghanistan (page 33) - Listening to our Stakeholders, Local Communities (page 41), Local Partners (page 43), Stakeholder Feedback and Complaints Mechanisms (page 43) - Living Our Values, Whistle Blowing (page 58)
N603	System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	<ul style="list-style-type: none"> - One Oxfam, Ensuring Accountability within Oxfam (page 13) - Economic Justice, Working with the Community (page 16), Land Grabs (page 19), Learning from our Work (page 19) - Essential Services, How we Campaign (page 25) - Rights in Crisis, Learning from East Africa (page 29), Accounting for Cash Transfers (page 31) - Gender Justice, Learning Lessons from our "We Can" Campaign (page 38) - Listening to our Stakeholders, Stakeholder Consultation (page 41), Local Communities (page 41), Tsunami Evaluation (page 42), Local Partners (page 43)
N604	Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.	<ul style="list-style-type: none"> - Economic Justice, Female Food Heroes (page 17) - Essential Services, Campaigning for Better Healthcare Access (page 21), Education for All (page 23) - Rights in Crisis, Saving Lives (page 28), Accounting for Cash Transfers (page 31), Afghanistan (page 33) - Gender Justice (page 36,37,38,39) - Listening to our Stakeholders, Local Communities (page 41), Tsunami Evaluation (page 42) - Living Our Values, Diversity (page 57)
N605	Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. Identify how the organization ensures consistency, fairness and accuracy.	<ul style="list-style-type: none"> - Economic Justice, Learning from our Work (page 19) - Essential Services, Campaigning for Better Healthcare Access (page 21), Support from Europe for a Financial Transactions Tax (page 24), How we Campaign (page 25) - Fundraising and Income, Ethical Fundraising (page 47)
N606	Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organization is not duplicating efforts?	<ul style="list-style-type: none"> - One Oxfam, Ensuring Accountability within Oxfam (page 13) - Economic Justice, Land Grabs (page 19), Learning from our Work (page 19) - Essential Services, How we Work with Others (page 24), - Rights in Crisis, Humanitarian System Reform (page 34), Arms Trade Treaty (page 34) - Gender Justice, Introduction (page 36), Learning Lessons from our "We Can" Campaign (page 38) - Listening to our Stakeholders, Sector Stakeholders (page 43) - Living Our Values, Energy and Resources, Initiatives to Reduce Greenhouse Gas Emissions (page 61)
N607	Resource allocation.	Fundraising and Income, Institutional Fundraising (page 47), Oxfam Confederation Income (page 48), Oxfam International Secretariat Income (page 49)
N608	Sources of funding by category and five largest donors and monetary value of their contribution.	Fundraising and Income, Oxfam Confederation Income (page 48), Oxfam International Secretariat Income (page 49)
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.	Living Our Values, Diversity (page 57)
EN16	Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related greenhouse gas emissions.	Living Our Values, Energy and Resources (page 60,61)

ANNEX GRI CONTENT INDEX (GRI 3.12)

EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?	Living Our Values, Energy and Resources (page 60,61)
LA1 Total workforce, including volunteers, by type, contract, and region.	Living Our Values, Our People (page 56)
LA10 Average hours of training per year per employee by employee category. If you can't report on average hours of training, report on training programs in place.	Living Our Values, Quality of Life (page 57)
LA12 Percentage of employees receiving regular performance and career development reviews.	Living Our Values, Quality of Life (page 57)
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Living Our Values, Our People (page 56)
S01 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. This indicator was designed to talk about the positive/negative side effects of what you do, not about your main purpose.	- Essential Services, Access to Clean Water (page 22), Education for All (page 23) - Rights in Crisis, Accounting for Cash Transfers (page 31), South Sudan (page 32) - Listening to our Stakeholders, Local Communities (page 41)
S03 Percentage of employees trained in organization's anti-corruption policies and procedures.	Living Our Values, Whistle Blowing (page 58)
PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.	Fundraising and Income, Ethical Fundraising (page 47) Oxfam does not sell products which are banned in certain markets and, as far as we are aware, our products have not been the subject of stakeholder questions or public debate.