

**STICHTING OXFAM
INTERNATIONAL**

**ANNUAL REPORT
AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 MARCH 2017**

STICHTING OXFAM INTERNATIONAL

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

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STICHTING OXFAM INTERNATIONAL

STRATEGIC REPORT



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Purpose, Vision, Achievements and Performance

Oxfam is a worldwide development organization that mobilizes the power of people against poverty. Oxfam operates as a confederation of 20 interdependent Affiliates that run development programs, campaign for justice, provide humanitarian relief in crisis, raise awareness and generate funds to allow the Confederation and its partners to implement their work. Stichting Oxfam International (also referred to as "the Secretariat") provides co-ordination and support to the Confederation. Note that this annual report and financial statements deal with the activities of the Secretariat, and not with the results of the wider Oxfam Confederation. Oxfam International Secretariat does not control Affiliates. Each Affiliate operates as an independent entity but cooperates with the wider Oxfam family. Equivalent reports issued by each of the individual Oxfam Affiliates are available on their respective websites. Oxfam Annual Reports which summarise the progress made by the whole Oxfam Confederation are available on our website.

<https://www.oxfam.org/en/annual-and-financial-reports>

Oxfam's Vision

Oxfam's vision is a just world without poverty. Oxfam envisions a world in which people can influence decisions which affect their lives, enjoy their rights, and assume their responsibilities as full citizens of a world in which all human beings are valued and treated equally.

Oxfam's Purpose

The purpose of Oxfam is to empower people to create a future that is secure, and free from the injustice of poverty. As the secretariat for Oxfam, Stichting Oxfam International exists to facilitate this purpose, ensuring unison in strategy, programs and branding.

Achieving Oxfam's Purpose

Oxfam uses a combination of rights-based sustainable development programmes, public education, Fair Trade, campaigns, advocacy, and humanitarian assistance in disasters and conflicts.

Oxfam is an organization that grasps the linkages between the many underlying causes of poverty and addresses them through a combination of hands-on know-how, respected analysis, and persuasive advocacy.

We seek to empower poor people, whether in rich or developing countries, to claim their rights and demand justice from those with power. Progress will depend on women and girls, exercising their rights freely and without discrimination and violence. In all the work we do, we encourage people to find their own path to self-reliance.

We link local to global, and we work with partners at all levels, using alliance-based campaigning, strengthening and empowering local organizations, by helping people where necessary, and by assisting the development of structures that are accountable to and directly benefit people living in poverty.

In pursuit of its purpose the Secretariat is accountable to all stakeholders, especially those living in poverty. We are positive, optimistic, and committed, and reach out to engage and include others.



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Measuring our success

We are committed to ensuring that, in all that we do, we are accountable to everybody with whom we work, from Affiliates, programme partners, communities and donors to other stakeholders such as our staff, or those that we campaign through and with. We use a suite of tools to monitor and evaluate our progress against objectives including:

- Reporting on a quarterly basis against our departmental objectives, highlighting progress and challenges and actions to ensure delivery against these objectives
- Completing review exercises to understand – and speak about – our outcome achievements as well as our challenges, and how we deal with them
- Undertaking reviews to assess our overall strategies in our core coordination areas, test the core assumptions about how we coordinate and contribute to the delivery of the Oxfam Strategic Plan and assess our effectiveness in different contexts.
- Consulting with key stakeholders to gather their insights and assessments about our overall efforts.

Oxfam continues to be a member of the International Civil Society Centre and Accountability Now. We submitted a report on the International NGO Charter to "Accountable Now" as part of the review of our performance and we have agreed priorities with our board for further improvement of Oxfam's external accountability and this is reflected in our Operational Plan for 2017-18.

Objectives

In March 2013 the Oxfam Confederation launched the Oxfam Strategic Plan 2013-19 (OSP) 'The Power of People Against Poverty'.

The Plan outlines six goals to change our world:

- The Right To Be Heard: People Claiming Their Right To A Better Life
- Advancing Gender Justice
- Saving Lives, Now And In The Future
- Sustainable Food
- Fair Sharing Of Natural Resources
- Financing Development and Universal Essential Services.

Together with the OSP 2013-2019, Oxfam also adopted a **global monitoring and evaluation framework** to help measure progress towards its strategic ambition. One of the key pillars of this framework is a Confederation-wide operational planning and reporting process, coordinated by the Secretariat which all affiliates contribute to. The highlights of this process indicate that:

Oxfam directly impacted the lives of 18 million people in 2016-17 through its Advocacy, Campaigning, Long Term Development and Humanitarian work. Over 55% of them were women and girls.

We mobilised 2 million people to take action on behalf of others.

Our humanitarian work touches 61% of people we work with.

The Secretariat and Affiliates achieved this by working together with close to 3,200 organisations across the globe, in both funded and non-funded relationships, to achieve shared long-term goals.



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Oxfam 2020: The Confederation is at the mid-point of the Oxfam 2020 project, which aims to transform how it works as *one* Oxfam to improve delivery of its visions and goals. The Secretariat is leading on and co-ordinating this enhanced co-operation and communications across the Confederation, presenting One Oxfam to external partners and stakeholders in 67 countries where Oxfam has an office. To date this transition has been achieved in 42 countries. We are expecting that we will achieve full roll-out of this enhanced approach in all 67 countries during 2017-18 financial year. The confederation also continues to emphasise the development of new affiliates in the global South to achieve greater 'global balance'.

Mid-term review: In March 2017 the OI Executive Board and OI Board of Supervisors agreed the Secretariat's proposal for a mid-term review of the OSP, focusing on three 'areas of inquiry': Oxfam's transition to a worldwide influencing network; progress made and challenges faced in becoming 'globally balanced'; and the impact of 'global trends' on the confederation's ability to achieve its strategic objectives. The outcome of the MTR will inform the development of the sequential strategic plan.

Relocation of headquarters: A key element to the Oxfam 2020 vision was the relocation of the Headquarters from Oxford, UK to Nairobi, Kenya. A host country agreement was signed with the Government of Kenya in June 2017. The relocation of a select number of senior positions to Nairobi is planned to start during 2017-18.

Confederation Development and Strategy

The Secretariat continues to support the Confederation in advancing the 'global balance' agenda agreed as part of its Oxfam 2020 vision both by driving the integrated 'One Oxfam' model at programme level, and by further strengthening Oxfam Affiliates in the 'global South' to strengthen Oxfam as a truly global worldwide influencing network.

New Affiliates: Oxfam South Africa and Oxfam Brazil successfully completed their application processes to progress from Observer to Affiliate status within the Oxfam family in November 2016 (South Africa) and March 2017 (Brazil). The Confederation Development team will continue to work with Oxfam South Africa and Oxfam Brazil to ensure that they are active participants in Oxfam programmes and that they have strong voices in the Confederation. Grants to strengthen organisational as well as public and institutional fundraising capacity are being made available and managed within the integrated Oxfam Investment Fund (OIF).

Affiliation plans: In March 2017 the Executive Board and Board of Supervisors approved the affiliation plans of a local partner organisation in Turkey, as well affiliation plans for Colombia. Turkey applied for and were granted Observer status in November 2017. It is expected that the process for Colombia to obtain Observer status will take approximately two years.

Exploration: The Executive Board and Board of Supervisors in March 2017 requested the Secretariat to further explore affiliation opportunities in Senegal and Tanzania. The Secretariat also continues to explore opportunities in Indonesia for affiliation in the Asia Pacific region.

Planning and Reporting: To strengthen the Confederation's internal and external accountability, the Secretariat coordinated confederation-wide planning and reporting through the "One MIS" system. Annual Reports from Affiliate headquarters, countries & regions and the Secretariat were collected, aggregated and analysed in the first half of 2016-17 to inform the Executive Board and Board of Supervisors for implementation of the OSP in the next financial year. A confederation-wide 'Oxfam



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Operational Plan' was developed and approved for the financial year 2017-18 by the Executive Board and Board of Supervisors in March 2017.

Oxfam Investment Fund: The Oxfam Investment Fund was consolidated at the beginning of 2016-17, and extensive support was provided to a number of Affiliates in the areas of public fundraising, institutional fundraising and organisational development. The Oxfam Investment Fund is a collective fund built from Affiliate contributions and coordinated by the Secretariat to support the "global balance" agenda, invest in high potential public fundraising markets and institutional fundraising opportunities. In total, the amount of grants awarded from the fund in 2016-17 was GBP 7.8M (Euro 9.3M). Implementation was supported by Secretariat strategic partners for each investment portfolio, and monitored by an International Investment Committee (ICC), chaired by the Secretariat Chief Operating Officer and composed of senior Secretariat management staff.

Governance

The Secretariat's rapidly increasing role in leading and implementing changes of the overall Confederation's governance and architecture requires a more robust and effective approach: To implement this the Executive Board and Board of Supervisors in March 2017 agreed to undertake a Governance Review to evaluate the effectiveness of Oxfam's global governance infrastructure and to support delegated decision –making within the current system by further empowering Executive Board Committees and Platforms.

Advocacy and Campaigns

Highlights of 2016-17 for the Secretariat's Advocacy and Campaigns Department include:

- Oxfam hosted a successful multi-stakeholders' policy debate with the Heads of State of the African Union. More than 100 delegates from the diplomatic community and the African Union Commission participated in the debate. Discussions and policy recommendations covered the Humanitarian situation, governance/election issues and civic space in Africa.
- The Rights in Crisis campaign continues to address the Yemen crisis, highlighting the humanitarian impact of the conflict and calling for an end of violence. Oxfam was proactive in bringing to media attention the roles of UK and US governments in the arms trade which fuels the conflict. Oxfam partnered with NGOs to distribute a joint "Voices" paper and discussed its findings and recommendations with governments from South Sudan, the Lake Chad Basin (Africa's fastest growing displacement crisis) and beyond.
- Within our Rights in Crisis Campaign the Global Displacement team launched a global petition in June, achieving almost 50,000 signatures, through our 'Digital WIN' page. The public mobilization aimed to demonstrate to policy makers that people around the world are willing to stand together with people on the move, and to pressure domestic targets to make strong commitments against racism and xenophobia.
- With the Ebola crisis under control, Oxfam successfully campaigned for an indicator for Universal Health Coverage to be included in the SDG as part of the fight against inequality. This effort mobilised over 300 organisations and over 350 academics from over 60 countries to directly counter a previously proposed dangerous and counter-productive indicator.
- Oxfam remains committed to address climate change and its impact on poor communities. In 2016, at the El Niño Conference in Geneva in April, Oxfam launched a global petition asking delegates to urgently fill the humanitarian funding gap for the 60 million most affected by El

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Niño. The petition received over 5,000 signatures from 116 countries globally. Oxfam is the NGO with the largest voice and influence on this issue. The El Niño campaign organised a side event at the UNGA in September, explaining the links between El Niño and climate change.

- In November 2016 the Secretariat launched a new worldwide campaign ENOUGH! calling for an end to violence against women and girls. Initially launched during 16 Days of Activism by 7 countries (Guatemala, India, Indonesia, Morocco, South Africa, Pakistan and Zambia), more countries are progressively joining the campaign.
- In January 2017, our inequality campaign Even it Up mobilised around the World Economic Forum annual meeting in Davos, Switzerland, launching a new report 'An Economy for the 99%.' The report developed for the first time in detail Oxfam's vision of a more "humane economy" and so was focused on solutions and a positive vision. Oxfam released the report in 8 languages (including Chinese and an Urdu summary). The result was that the need to deal with rising inequality secured worldwide media coverage, with at least 11,000 media items covering the story, and over 65,000 digital actions being taken.
- As part of our Even it Up Campaign to fight inequality, the Secretariat's Brussels office presented the new "Tax Battles" report at the European Commission platform for tax good governance, which gathers EU member states, representatives from business, trade unions and NGOs to promote effective rules and practices in tax matters in third countries, as well as tackle aggressive tax planning.
- The GROW campaign continued its work mobilizing rural women from across Africa to demand their rights to land, bringing rural women from Latin America to shared their experiences and learned from West Africa struggles in Mauritania and Burkina Faso.

Finally, within our GROW campaign, a new campaign on tackling inequality in food value chains with a focus on the inequalities faced by women, is being launched in 2017. We will also expand our campaigns and advocacy work on refugees, migrants and violence against women.

Global Programme

The Secretariat is building a funding team at global level, regional level and country level in concert with existing Affiliate teams. The focus has been on developing the right team, putting in place the enabling environment and then working to transform donor relationships and secure more and sustainable funding for the Confederation.

The Confederation institutional funding income for 2016-17 is expected to exceed the target of Euro 406m. This has included significant wins by: Oxfam IBIS and the Middle East and North Africa (MENA) team winning a major commercial tender, and Oxfam Intermon and the Chad team winning Euro 17m from the EU Trust Fund for Africa, to name a few.

Future focus will be on reversing recent reductions in institutional income through transforming relationships with our donors and developing the Confederation institutional fundraising strategy to guide growth in Institutional Funding at Oxfam.

Oxfam's Global Humanitarian team has well recognised technical expertise in a number of fields: clean water, sanitation, public health, food security and the protection of civilians, with a strong reputation for promoting the rights of women. It is not surprising then that 2016-17 has been an



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extremely busy year with four major famines in the Lake Chad Basin, Niger, Yemen and South Sudan.

Sixteen real-time evaluations of Global Humanitarian responses were carried out during 2016-17, some of the findings included:

- Timeliness and appropriateness – 10 responses were found to be adequate or meeting expectations. No programme was found not to be appropriate.
- Accountability – only 13 of the responses had a feedback system with 10 responses noting that overall satisfaction was high.

The key learning from the Real Time Evaluations is to ensure that our systems, processes and capacities in all countries are able to scale-up to any emergency quickly when needed. Work is being led by the Secretariat to ensure that all supporting Affiliates can deliver on minimum requirements.

The Knowledge team has benefited from the recruitment of a new Knowledge for Impact Director in January 2017. Where once Affiliates were required to rely on Affiliate-specific programme initiatives over shared initiatives, best practice is increasingly being shared and collaborative processes and systems have been found to increase ownership and enhance the chances of adoption. This drive for a joined-up approach will continue in 2017-18.

Progress on the Common Approach to MEL and Social Accountability (CAMSA) implementation has been challenged by staff constraints during 2016-17, but progress was made in the last quarter on the translation of influencing tools and will continue in 2017-18.

Public Engagement

Like Finance, Human Resources and Information Technology, Public Engagement runs like a thread through all of Oxfam's life. It is sometimes difficult to separate where other aspects of Oxfam's work and public engagement start and finish but without public engagement on a myriad of issues, via multiple media our work would not be as effective.

Some of Public Engagement's key media moments were:

- An Economy for the 99% Report – which achieved 11,211 media hits globally, with 9,698 print and online articles and 1,513 broadcast mentions.
- Tax Battles Report – 691 media hits globally.
- National Reports launched in Thailand & Indonesia.
- Support to internationalise Oxfam Great Britain's Report on Women, Work and Wages, launched ahead of International Women's Day.
- Valuable learning from the Davos coverage – adaptation of global messaging and a national angle which increased coverage across markets, with 850,000 interactions where content referenced Oxfam.
- Developing four famines narrative for Affiliates to link together the different hunger crises in the Lake Chad Basin, Niger, Yemen and South Sudan.
- Connecting the BBC documentary crew interested in 'Unearthed' land rights paper with the Oxfam Colombia country team.



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- Reaction to the censoring of Oxfam's award-winning film challenging the deep-rooted patriarchy in India, 'Lipstick Under My Burkha'.
- Executive Director, Winnie Byanyima's blog on the anniversary of Berta Caceres' murder.

The Public Engagement team continue to grow all priority social media accounts:

- Twitter – 6% follower growth, with tweets seen by more than 25.1 million people.
- Facebook – 14% follower growth.
- Instagram – 19% growth.
- LinkedIn – 19% follower growth, with the Secretariat Executive Director now having nearly 140,000 followers (a 30% growth).
- YouTube – 47,164 views.

To reflect the One Oxfam model the team has been working with Affiliates to integrate the Oxfam story in its communication strategy, with core scripts for all key campaigns and topics including the new identity for the Eliminating Violence Against Women and Girls campaign: ENOUGH.

The Public Engagement strand of Oxfam Investment Fund made grants during 2016-17 with various levels of success: Oxfam Germany, France, and Mexico increased unrestricted income by 52%, 11% and 44% respectively, Italy, India and Brazil fared less well. Increased support is being introduced by the Secretariat to ensure more dedicated accompaniment, along with new monitoring and evaluation cycles to improve outcomes. Best Practice grants were made to Oxfam Australia, Netherlands, Belgium and America designed to enable further lifts in public fundraising across the Confederation.

Information Technology

During 2016-17 the Secretariat recruited a Chief Information Officer to develop a global approach to delivering information technology across the Confederation. This is a new department in the Secretariat as part of its coordination role.

The focus in 2016-17 has been on developing the team while delivering on some basic but key technology solutions to improve Confederation wide coordination, collaboration and knowledge sharing including a single email solution, storage solution, workplace communications options and the launch of a joint IT Helpdesk.

Work continues on supporting new Affiliates in the development of their enabling systems. A review has been done to realign resources to meet requirements with the emphasis on local context and critical needs.

The focus of 2017-18 will be on the continued rollout of a learning platform to enable essential learning for all Oxfam staff, the implementation of a new finance system for the Secretariat, requirements gathering for a Global Institutional Fundraising Platform for the Confederation and the creation of a Confederation & OI Strategy for information technology.

Human Resources

Human Resources continued to focus significant amounts of its resources on hiring and transferring talent across Affiliates to establish the seven Regional Platforms and enable the implementation of the One Oxfam 2020 vision. It also continued to support recruitments within the Secretariat to support the delivery of its full mandate.



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A significant amount of work has been delivered on the review of pay, benefits and other terms and conditions in support of the implementation of the One Oxfam 2020 vision.

Regional Business Support Affiliates, OI HR and Shared Services teams partnered to attract, select and offer appropriate packages to internal and external candidates for the Regional Platform positions, with 50 core and discretionary positions in post across the 7 regions at the end of March 2017.

The Employee Relations Shared Service leader worked closely with Affiliates to align a Regional Transition Guide, and move to implementation once approved by the Executive Board. The request by the main Executing Affiliates for different contracting approaches and the plan to disperse regional staff across various countries in the regions generated extra complexity which slowed the recruiting process as it needed to be checked on a country-by-country basis.

Shared Learning and Development is now delivering multiple learning offers across all Affiliates, countries and regions, leveraging the e-learning platform developed with IT. The new global senior leadership programme, called the Leadership Journey, was launched with priority in countries and regions.

Other important work included: the Global Reward Project (formerly known as the Birches study, or Blended model), albeit at a slower pace due to reduced resources for the design work. This is a key deliverable during 2017-18.

Public Benefit

Stichting Oxfam International (the Secretariat) is registered as a not-for-profit Stichting (Foundation) in The Hague, Netherlands, it is not a registered charity in the United Kingdom, however the Trustees have chosen, voluntarily, to comply with the UK's 'Accounting and Reporting by Charities': Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) ('the SORP'). Specifically, the organisation has chosen to comply with the requirements of the SORP in respect of the financial statements and the notes to the financial statements. The Trustees therefore have a duty to report in the Trustees' Annual Report on the Secretariat's public benefit. They should demonstrate that:

- They are clear about what benefits are generated by the activities of the Secretariat. This report sets out the activities carried out directly and indirectly to further the goals laid out in the Oxfam Strategic Plan, the types of programmes supported and funded.
- The benefits must be related to the objectives of the Secretariat. Each of the Secretariat's areas of work; Advocacy & Campaigns, Public Engagement, Humanitarian and Global Programme Development, Confederation Development including Oxfam 2020, is related to and intended to further Oxfam's objectives either directly or indirectly through the support and development of the Affiliates and the achievement of Oxfam's key objectives;
 - The Right To Be Heard: People Claiming Their Right To A Better Life
 - Advancing Gender Justice
 - Saving Lives, Now And In The Future
 - Sustainable Food
 - Fair Sharing Of Natural Resources
 - Financing Development and Universal Essential Services.

The Trustees confirm that they have taken into account the guidance contained in the Charity Commission's general guidance on public benefit where applicable and confirm that the Secretariat meets the public benefit requirements.



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Financial Review

The Trustees' Annual Report and Accounts for the year ended 31 March 2017 is the second year that the Secretariat has prepared its accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the FRS102 Charity Statement of Recommended Practice (SORP).

Total income for the year to 31 March 2017 amounted to £26.0m, an increase of over 45% on the year to 31 March 2016 (£17.9m). This is mainly due to the increase in the Mandatory Oxfam Contribution Affiliates (MOCA) to a base rate of 3.8% of affiliate income. This compared to 2.8% Affiliate Levied contributions in the year ended 31 March 2016 (MOCA 1%, Membership Growth Grant Fund 0.3%, Global Campaigns Fund 0.3%, Income Growth Fund 0.2% and Oxfam 2020 1% - not all Affiliates paid all funds). The introduction of the higher contribution eliminated the need for additional confederation development funds as they are now all contained within the single contribution.

Total expenditure for the year to 31 March 2017 was £22.4m, an increase of 39% on the year to 31 March 2016 (£16.2m). The rise is due mainly to increased expenditure of £2.5m on Advocacy and Campaigning as a result of a board initiative to increase investment in our influencing work and an increase of £7.3m on Public Fundraising offset by a reduction in spend of £4.3m on Confederation Development.

Net income for the year ended 31 March 2017 was £3.6m (2015-16 £1.7m).

Reserves Policy

The Secretariat requires sufficient reserves to be able to demonstrate that at any time it continues to be a going concern. The Chief Finance Officer on behalf of the Oxfam International Management Team is responsible for developing, implementing and keeping the Reserves Policy up to date and relevant. The policy was last updated and approved by the Executive Board and the Board of Supervisors in June 2016.

The Reserves Policy takes into account:

- The need to respond to emergencies
- Risks and uncertainties likely to be faced in the future
- Strategic and Operational plans

The policy describes the Secretariat's Funds:

- Restricted Funds where the money has been donated or granted by a "back donor" via an Affiliate with specific requirements. These funds cannot be used for other purposes without permission and may be repayable if those requirements are not met. At 31 March 2017 the balance of unspent restricted funds was £971K. See Notes 15 and 16 of the Financial Statements for more information.
- Unrestricted Funds are in two categories: Designated and General
 - Designated funds include: Special Project Funds £398K, Defined Benefit Pension Reserve £249K, Oxfam Investment Fund £2,128K, Board Contingency Reserve £3,033K and
 - General operational reserve £895K and General reserve £1,814K

More information on all these funds can be found at Notes 17 and 18 of the Financial Statements.

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General Operational Reserve

The General Operational Reserve reflects unrestricted funds made available by the Executive Board and Board of Supervisors for the conduct of the Secretariat's activities as agreed in the 2017-18 Budget.

Board Contingency Reserve

The Board Contingency Reserve is the main focus of the Secretariat's Reserves Policy. The level of the Board Contingency Reserve is determined by the risks the organisation might face in terms of any drop in income.

- Risks to income - The Secretariat is funded by Affiliate Contributions which are determined using an agreed formula, and a three year rolling calculation based on affiliate unrestricted income. Such an agreement should enable the Secretariat to budget for a gradual downturn in income, and a reduction of grant funding to new and existing affiliates can be considered to mitigate the effects of a fall. However if the downturn in income levels is felt by multiple Affiliates or is of a catastrophic nature especially in one of the larger affiliates this will have a significant effect on the Secretariat. The Reserves policy calculates the income risk for 2016-17 as £1.8m or 12.5% of budgeted income less consideration of opportunities to mitigate effects of a fall in income – a reduction in the allocation of Grants and Affiliate Support.
- Risks to Expenditure are deemed to be a mixture of: project closure, office closure, and redundancy, all of which take several months to negotiate and may also include financial penalties, and exchange risk: totalling £2m
- Total Risk of £3.8m

The mixed approach for the Secretariat's Board Contingency Fund recognises that no one single criterion can fully address factors which are completely outside of the control of the Secretariat.

During the year the Secretariat transferred £1.3M into the Contingency Reserve as part of the process to build the reserves level to the target level. At year-end the level was at £3M with a target of £4M.

The Secretariat's income and expenditure continue to rise as it adapts to its increasing role of leading and co-ordinating the Oxfam 2020 Plan. When preparing the Secretariat's annual budget each year, OIMT will propose to add funds to the Board Contingency Reserve (and in the future release the funds as appropriate) following a revaluation of the risks outlined above, as well as considering new risks and responsibilities. It is envisaged that the Board Contingency Reserve should reach the required level by March 2018. The Trustees consider that the financial health of the Secretariat remains satisfactory.

UK leaving the European Union – Consequences for the Secretariat

The UK vote to leave the European Union will have immediate and medium to long-term implications for the finances and work of the Secretariat.

The immediate effect of "Brexit" will not be as significant for the Secretariat as it is likely to be for Oxfam Great Britain or the European Affiliates because the Secretariat receives its funding in multiple currencies. The 2016-17 breakdown was approximately 22.6% USD, 34.1% EURO and 43.3% GBP. The forecast impact of "Brexit" on the Secretariat income is a reduction in income within a range of 3% to 7.7% of total income (£0.9M-£2.1M) based on an assumption that current exchange rates might reduce GBP to between 1 and 1.1 EUROS.

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The Secretariat's Reserves Policy sets out the following measures adopted to minimise currency conversion risks:

1. To maintain bank accounts in GBP, EUR and USD to enable a match between incoming cash flows and outgoing cash flows in the same currency.
2. Request budget holders to budget in currency of expected expenditure and to always consider in their budgets possible gains/losses with regards to currency.

The mid to long-term impact will be as a result of the possible effects on Oxfam Great Britain and the European Affiliates, and their ability to meet the annual levy. The affiliate levy formula is based on a rolling three-year average which will enable the Secretariat to scale back on activity to meet any reduced funding arrangements, if necessary. If any one or more of the affiliates are unable to fully meet the agreed Affiliate Levy, the Secretariat's Reserves Policy details the approach that would be used in such circumstances.

Risk Management

During the last fiscal year, the Secretariat, with the support of the Finance, Risk and Audit Committee, worked to review risk mitigation strategies and developed a new Integrated Risk Management Framework. This framework, implemented in early 2017, serves as the basis for managing risk across all of Oxfam's geographic levels, functions, projects, programs, and daily activities.

The purpose of the Risk Management Framework is to establish a consistent approach to managing the breadth of many types of risk impacting the Oxfam confederation and the successful achievement of its strategic plan. Eleven risk categories have been identified: Strategic, Financial, Public Fundraising, Program, Fraud and Corruption, Compliance, Information Systems, Security, Human Resources as well as Reputational and Political.

Although the Secretariat's Executive Board and Board of Supervisors are ultimately responsible for the organisation as whole, OI Management Team members have been assigned as risk owners to each of the eleven risk categories. Risk Appetite statements provide the basis for setting acceptable levels of risk tolerance and thresholds which are instilled into decision-making across the Secretariat and eventually the confederation. The Framework and its components, including the Global Risk Register, ensures that risk management is integrated into daily processes, contributing to the development and implementation of mitigation mechanisms and additional controls which are needed to balance the risk appropriately.

The following major risks were identified at an organisational level in 2016-17. For each risk, specific actions and performance indicators relating to them were and are being monitored.

Risk	Management Actions in 2016-17
1. Global Program Risks <ul style="list-style-type: none"> The risk of a shrinking Civic space makes influencing more difficult. There is much to gain, strategically (WIN) and financially (public fundraising), if we were better able to link our work in Campaigns, Advocacy, and fundraising within the minds of the public. 	<ul style="list-style-type: none"> Cultivate and strengthen alliances at national level; Invest efforts in winning the case at intellectual level to mobilize national and global influencers; Link into the Secretariat project on closing civic space

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Risk	Management Actions in 2016-17
2. Challenges in implementing Oxfam 2020 <ul style="list-style-type: none"> • Risk of failing to create the new culture necessary to achieve 2020. • Some shared services are not working effectively yet due to limited resources available via affiliates and not adequate matrix management like shared objectives, planning, etc. • Risk of not achieving our goals in terms of new Southern Affiliates due to long term affordability issues and more time needed for start-up organizations. 	<ul style="list-style-type: none"> • Affiliate individual plans to address culture combined with training and induction across our operations to ensure a full understanding of our vision. • A review is being done on the absorption capacity of new Affiliates and how confederation development may be accelerated with one-off investments.
3. Global Financial Risks <ul style="list-style-type: none"> • Brexit: the downward trend in the value of the British Pound is causing a decrease in funds available, especially for countries and regions whose expenditures are often in a different currency. • Income: Risk of underperforming on unrestricted and restricted income globally • HR Reward: Harmonisation of global senior management reward and local reward harmonisation very complex due to context specific laws and regulations as well as different point of departure/view per affiliate. 	<ul style="list-style-type: none"> • Affordability of Countries and Regions are being discussed at board level. This will in part address Brexit impact although affordability is not only linked with Brexit. Within the Secretariat specific attention is being given to Cash Flow planning and monitoring to mitigate the implications of changes in exchange rates. • A new Institutional Fundraising Framework is in place with focus on improving clarity on the new Collective Resource Allocation rules and Institutional Fundraising models. More analysis and monitoring of data will be done over time. • Global Reward system is proposing to use USD as functional currency as agreed for Country directors and Regional Directors. A process to support this is being developed in collaboration with the Confederation Finance Platform.
4. Challenges in implementing OI Secretariat "Getting the Basics Rights" OI recognised that, to achieve OSP goals and 2020, it must increase capabilities and capacity at the Secretariat. This requires systems, resources, and a solid change management process. The main issues are: <ul style="list-style-type: none"> - Inadequate IT systems for HR and Finance - Lag in recruiting - Lack of resources in OI finance team 	<ul style="list-style-type: none"> • A detailed plan is in place to address the Secretariat basics with progress updates on a regular basis at OIMT and to the Executive Board operating committee and the Fraud Risk and Audit Committee.

Progress has been made in other areas such as Aid Diversion. The original policy approved by the Board in 2014 is now under review to adapt not only to Oxfam's new 2020 structure, but also to more and more demanding compliance regulations from government, banks as well as institutional donors. Screening of partners and suppliers in countries are now getting done regularly. Board members and Senior Leadership of Oxfam International are also screened. Screening of staff will soon become part of the recruiting procedures at OI as well as regular screening of staff.

Plans to develop a common Fraud Management Framework is also underway. A common tool and approach for Fraud Prevention, detection and treatment will synergize the confederation's efforts to minimize incidents of fraud. A communications plan/ awareness campaigns will also be part of the Framework.

As the confederation grows, it is critical that strong assurance measures be in place to mitigate the risk of bringing on new affiliates and continuing to operate in fragile countries. Adequate resources



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

to support the robust strategies alignment at all levels from the Secretariat to the Countries will be key to executing the strategic plan effectively.

Independent Auditors

A resolution proposing the appointment of PricewaterhouseCoopers LLP as Stichting Oxfam International's auditors was passed by the Board of Supervisors on 21 November 2017.

STICHTING OXFAM INTERNATIONAL

STRUCTURE, GOVERNANCE & MANAGEMENT



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

Structure, Governance and Management

Legal Status

Stichting Oxfam International (the Secretariat) is registered as a not-for-profit Stichting (Foundation) in The Hague, Netherlands and is governed by a written constitution (registration number 41159611).

The Secretariat is also registered with Companies House in the UK as a branch of an overseas company under number FC019279

Structure

The principal office of the Secretariat is registered at Oxfam House, John Smith Drive, Oxford OX4 2JY, United Kingdom.

The Secretariat operates four advocacy and campaigns offices, in Brussels, Geneva, New York and Washington DC, and manages the Oxfam International African Union Liaison (OIAU) office in Addis Ababa which promotes the vision and activities of Oxfam with the African Union.

Affiliates

Oxfam is an international confederation comprising 20 Affiliates and the Secretariat, working together with partners and local communities in more than 67 countries.

Affiliates are organisations which subscribe to the objects of the Secretariat, and which have been entered in the Register of Affiliates in accordance with the Secretariat's Constitution.

As part of the preparations for entering Oxfam as an Affiliate, prospective Affiliates are awarded Observer Status, which enables them to appoint representatives to attend (but not to vote at) meetings of the Executive Board and Board of Supervisors.

List of Affiliates:

Oxfam America
Oxfam Australia
Oxfam-in-Belgium
Oxfam Brazil (from March 2017)
Oxfam Canada
Oxfam France
Oxfam Germany
Oxfam Great Britain
Oxfam Hong Kong
Oxfam IBIS (Denmark)
Oxfam Italy
Oxfam Intermón (Spain)
Oxfam India
Oxfam Ireland
Oxfam Japan
Oxfam Mexico
Oxfam New Zealand
Oxfam Novib (Netherlands)



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

List of Affiliates (cont.):

Oxfam Québec
Oxfam South Africa (from November 2016)

The Secretariat's main source of income is contributions from these Affiliates.

List of Observers:

Oxfam Brazil (to March 2017)
Oxfam South Africa (to November 2016)
Oxfam Turkey (from November 2017)

Governance

Responsibility for governance is legally and constitutionally vested in two bodies; the Board of Supervisors and the Executive Board (the meeting of the Executive Directors).

Executive Board

The Secretariat is overseen by the Executive Board, which is charged with organising the jointly agreed common activities of the Affiliates, with a focus on delivering the Oxfam Strategic Plan, managing the risks to the Confederation, and managing the accountability of the Confederation.

The Executive Board is chaired by the Executive Director of Oxfam International who is appointed by the Board of Supervisors. The Executive Board is charged with the oversight of the Secretariat. Members of the Executive Board are the chief officers of the Oxfam affiliates and the (non-voting) observer bodies. The Executive Board is constitutionally accountable to the Board of Supervisors. To enable that task the Executive Board regularly updates the Board of Supervisors on its work and informs the Board of Supervisors of any significant matters of which it becomes aware, relevant for the overall well-being of Oxfam and the common interest of the Affiliates.

The Executive Board meets at least twice a year in face-to-face meetings, and also conducts regular teleconferences to manage its business.

Scrutiny and oversight of the work of the Confederation on behalf of the Executive Board is delegated to the following committees:

- Operational Committee
- Public Engagement Committee
- Confederation Development Committee
- Long Term Development and Knowledge Committee
- Influencing Committee
- Humanitarian Committee
- Gender Justice Steering Committee

Board of Supervisors

The activities of the Executive Board are supervised by the Board of Supervisors. Apart from the Chair, and the Treasurer (if independent), the members of the Board of Supervisors are the chairs of the Oxfam Affiliate Boards. The duties of the Board of Supervisors as defined in the constitution comprise of: approving the Oxfam Strategic Plan, approving the reports, policies and programmes of the Executive Board and the Secretariat; approving and adopting the annual financial statements of the Secretariat; approving Oxfam's purposes and beliefs, appointing the Executive Director of the



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

Secretariat, supervising the work of the Board Committees; and approving a Code of Conduct and Rules of Procedure and any changes to supplement the implementation of the Constitution.

In performing its duties, the Board of Supervisors is supported and assisted by constitutionally mandated committees which work under its supervision.

Finance, Risk and Audit Committee

The Finance, Risk and Audit Committee focuses on oversight of the Secretariat's fiscal responsibility, including review of the financial statements and monitoring of the Secretariat's broad range of risks and compliance. Additionally, it monitors the financial health of the Confederation; Affiliate boards remain accountable for the financial health of their Affiliate. The Finance, Risk and Audit Committee also assists the Board of Supervisors in discharging their duty of ensuring adherence to internal risk management and accountability frameworks and key policies, including the policy on reserves. The Finance, Risk and Audit Committee is chaired by the Treasurer of the Board of Supervisors and meets at least three times per year.

As part of their induction, Affiliates are informed about the Secretariat and their responsibilities as Trustees of the Secretariat, including financial matters.

Governance Committee

The Governance Committee advises the Board of Supervisors on measures to ensure effective governance. It conducts regular reviews of the performance of the Board of Supervisors, its collective roles and responsibilities and those of its committees, and its relations with the Executive Board, the Board-ED Committee, the Secretariat, and Affiliates; it reviews and advises on practices concerning conflicts of interest, confidentiality and related matters; it advises on revisions of the constitutional documents; it supports the process of the election of the Board of Supervisors Chair, Deputy Chair and Treasurer; it supports the induction of the new Board of Supervisors members; it supports the effective governance of Affiliates through the promotion of the Oxfam International Governance Standards; and it prepares annual reports of the Committee's activities for the Board of Supervisors. The Committee meets during annual and extraordinary Board of Supervisors meetings, and holds virtual meetings at other points in the year as required.

Programme Supervisory Committee

The Programme Supervisory Committee is responsible, on behalf of the Board of Supervisors, for oversight of systems, controls and processes that support the Secretariat's Program objectives and delivery that have an impact on the Secretariat's ability to meet its objectives: advising the Board of Supervisors on the Programme elements of the Oxfam Strategy for the Confederation; recommending approval of the Operational Plan, Annual Report and other documents and/or high level information coming from the Executive Board on the progress of programmatic indicators and innovation and knowledge generation.

Board-ED Committee

The role of the Board-ED Committee is to ensure proper mutual information of the Executive Board and the Board of Supervisors; it assists the Board of Supervisors in supervising the functioning of the Secretariat and the Executive Director of the Foundation, and performs any other tasks delegated to it by the Board of Supervisors.



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

Oxfam International Management Team

Day-to-day management of the Secretariat is delegated to the Oxfam International Executive Director and her Management Team, responsible for:

Governance, Confederation Development and Strategy
Financial Management and Human Resources
Management of Information Systems
Public Engagement
Advocacy and Campaigns
Delivery of Oxfam's Humanitarian, Regional and Country Programmes



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of Stichting Oxfam International (the Secretariat), and of the incoming resources and application of resources, including the income and expenditure, for that period. The trustees have chosen, voluntarily, to comply with the UK's 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)' ('the SORP').

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2015);
- make judgements and estimates that are reasonable and prudent;
- state whether FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" has been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Secretariat will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Secretariat's transactions and disclose with reasonable accuracy at any time the financial position of the Secretariat and enable them to ensure that the financial statements comply with the applicable law. They are also responsible for safeguarding the assets of the Secretariat and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the Secretariat's auditor is unaware; and
- they have taken all steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the Secretariat's auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the Secretariat's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

Staff

The Secretariat employs a multi-faceted approach to keeping staff involved in its work and conditions of employment. Details regarding Secretariat and Global HR Teams can be found on Sumus (soon to be replaced by Compass), Oxfam's online content management system. On the site, staff can "meet the teams", find policies and procedures and previous communiques (many of which are available in Oxfam's three languages: English, French and Spanish).

Management and staff negotiate pay, terms and conditions of employment through the Staff Forum, details of which and previous communications can also be found on Sumus.

The Secretariat has decided to no longer to use volunteers or unpaid interns.

Office catch ups are held fortnightly at Oxfam House and less formally at the five overseas offices. Monthly "Oxfamily" updates as well as OI weekly are shared by the Internal Communications team. Some departments have individual staff updates, for example Advocacy & Campaigns and Global Programmes which are shared within the Secretariat and the wider Confederation. Facebook's Workplace platform is now in full operation within the Secretariat and continues to be rolled out across the wider Confederation.

All managers are expected to hold regular team meetings as well as individual one to one meetings, where staff can keep up to date with progress within the wider team and other departments as well as have the opportunity and be encouraged to raise any concerns or contribute to work plans and access training and development opportunities.



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

The following Directors served on the Board of Supervisors in 2016-17

Board Officers:

Chair	Juan Alberto Fuentes
Deputy Chair	Margaret Hancock (to November 2016), Henrietta Campbell (from November 2016)
Treasurer	Robert Humphreys (Chair of Finance, Risk and Audit Committee)

Board of Supervisors:

Oxfam America	Joe Loughrey
Oxfam Australia	Dennis Goldner (member, Finance, Risk and Audit Committee)
Oxfam-in-Belgium	Guido Van Hecken (member, Governance Committee)
Oxfam Brazil	Oded Grajew (from March 2017)
Oxfam Canada	Margaret Hancock (Chair, Governance Committee) (to November 2016) Ricardo Acuna (from November 2016)
Oxfam France	Lisa Dacosta (to November 2016) Brigitte Monsou Tantawy (member, Programme Supervisory Committee) (from November 2016)
Oxfam Germany	Matthias von Bismarck-Osten (Chair, Finance, Risk and Audit Committee) (to March 2017) Andrew Hammett (from March 2017)
Oxfam Great Britain	Karen Brown (to October 2017) Caroline Thomson (from October 2017)
Oxfam Hong Kong	Josephine Chesterton (to September 2017) Yuk Tong Cheung (from September 2017)
Oxfam IBIS	Mette Müller (to October 2016) Christian Damholt (from October 2016)
Oxfam India	Mridula Bajaj (Chair, Programme Supervisory Committee)
Oxfam Intermón	Ignasi Carreras
Oxfam Ireland	Henrietta Campbell (OI Deputy Chair; member, Governance Committee)
Oxfam Italy	Maurizia Iachino Leto di Priolo (member, Governance Committee)
Oxfam Japan	Kaori Kuroda



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

Board of Supervisors (cont.):

Oxfam Mexico	Jesús Cantu Escalante (to February 2017) Mariclaire Acosta Urquidi (from February 2017)
Oxfam New Zealand	Jo Collinge
Oxfam Novib	Hanzo van Beusekom (Chair, Governance Committee)
Oxfam Québec	Donald Olds (member, Finance, Risk and Audit Committee)
Oxfam South Africa	Mazibuko Jara (member, Programme Supervisory Committee) (from November 2016)
Independent	Kit Coremans (member, Finance, Risk and Audit Committee)

Observers

Oxfam Brazil	Oded Grajew (from November 2016 to March 2017)
Oxfam South Africa	Mazibuko Jara (to November 2016)
Oxfam Turkey	Zehra Coskun (from November 2017)

The following Directors served on the Executive Board in 2016-17

Board Officers

Chair	Winifred Byanyima – Executive Director, Oxfam International
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Executive Board:

Oxfam America	Ray Offenheiser (to June 2017) Abby Maxman (from June 2017)
Oxfam Australia	Helen Szoke (Chair of Public Engagement Committee)
Oxfam-in-Belgium	Stefaan Declercq
Oxfam Brazil	Katia Maia (from March 2017)
Oxfam Canada	Julie Delahanty
Oxfam France	Claire Fehrenbach
Oxfam Germany	Marion Lieser
Oxfam GB	Mark Goldring (Chair of Humanitarian Committee)
Oxfam Hong Kong	Trini Leung



STICHTING OXFAM INTERNATIONAL TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017

Executive Board (cont.):

Oxfam IBIS	Vagn Berthelsen (to March 2017) Mie Roesdahl (from April 2017)
Oxfam India	Nisha Agrawal (Chair of Confederation Development Committee)
Oxfam Intermón	José María Vera Villacián (Chair of Influencing Committee)
Oxfam Ireland	Jim Clarken (Chair of Operational Committee)
Oxfam Italy	Roberto Barbieri
Oxfam Japan	Hideaki Nakagawa
Oxfam Mexico	Ricardo Fuentes Nieva
Oxfam New Zealand	Rachael Le Mesurier
Oxfam Novib	Farah Karimi
Oxfam Quebec	Denise Byrnes (Chair of Long Term Development & Knowledge Committee)
Oxfam South Africa	Sipho Mthathi (from November 2016)

Observers

Oxfam Brazil	Katia Maia (to March 2017)
Oxfam South Africa	Sipho Mthathi (to November 2016)
Oxfam Turkey	Şengül Akçar (from November 2017)

Oxfam International Management Team

Executive Director	Winnie Byanyima
Chief Operating Officer	Patrick Canagassinhm (to March 2017) Esha van der Hulst (from April 2017)
Chief Finance Officer	Esha van der Hulst (to March 2017) Vanessa Rice (from April 2017)
Director of Strategy	Barney Tallack (to October 2016) Doris Basler (from January 2017) (Combined role with Director of Confederation Development)
Director of Global Human Resources	Rene Bujard
Director of Advocacy & Campaigns	Celine Charveriat (to April 2016) Steve Price-Thomas (from April 2016)
Director of Programme Development	Frances Cortada Hindersin
Director of Public Engagement	Irwin Fernandes
Director of Confederation Development	Theo Bouma (to July 2016) Doris Basler (from January 2017)
Associate Director of Shared Services	Adrie Papma
Director of Programme Operations	Rosa Sala
Chief Information Officer	Michael Duggan (from January 2017)



**STICHTING OXFAM INTERNATIONAL
TRUSTEES' REPORT: YEAR ENDED 31 MARCH 2017**

Key Professional Advisers

Stichting Oxfam International's professional advisers include:

Independent Auditors

PricewaterhouseCoopers LLP
3 Forbury Place
23 Forbury Road
Reading
RG1 3JH

Principal Clearing Bankers

NatWest Bank PLC
280 Bishopsgate
London
EC2M 4RB

The Trustees' Annual Report and Accounts were approved and adopted by the Board of Supervisors on 21 November 2017 and signed on its behalf by

A handwritten signature in black ink, appearing to read "J. Fuentes".

Juan Alberto Fuentes
Chair of Board of Supervisors
Stichting Oxfam International

Date: 21 Nov 2017

STICHTING OXFAM INTERNATIONAL

ACCOUNTS

For the year ended 31 March 2017



STICHTING OXFAM INTERNATIONAL INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF STICHTING OXFAM INTERNATIONAL

Report on the Financial Statements

Our opinion

In our opinion, Stichting Oxfam International's financial statements (the "financial statements"):

- give a true and fair view of the state of Stichting Oxfam International's affairs as at 31 March 2017 and of its surplus and cash flows for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

What we have audited

The financial statements, included within the Annual Report and Accounts (the "Annual Report"), comprise:

- the Balance Sheet as at 31 March 2017;
- the Statement of Financial Activities for the year then ended;
- the Statement of Cash Flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is United Kingdom Accounting Standards, comprising FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

Responsibilities for the financial statements and the audit

Our responsibilities and those of the trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 22, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for Stichting Oxfam International's trustees as a body for management purposes in accordance with our engagement letter dated 10 May 2017 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come, including without limitation under any contractual obligations of Stichting Oxfam International, save where expressly agreed by our prior consent in writing.



STICHTING OXFAM INTERNATIONAL INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF STICHTING OXFAM INTERNATIONAL

What an audit of financial statements involves

We conducted our audit in accordance with ISAs (UK & Ireland). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to Stichting Oxfam International's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees; and
- the overall presentation of the financial statements.

We primarily focus our work in these areas by assessing the trustees' judgements against available evidence, forming our own judgements and evaluating the disclosures in the financial statements.

We test and examine information, using sampling and other auditing techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

A handwritten signature in black ink, likely belonging to a representative of PricewaterhouseCoopers LLP.

PricewaterhouseCoopers LLP

Chartered Accountants

Reading

23 November 2017

STICHTING OXFAM INTERNATIONAL

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2017

	Year Ended 31 March 2017			Year Ended 31 March 2016			Notes
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds	
	£	£	£	£	£	£	
Income and endowments from:							
Donations and legacies	97,361	-	97,361	80,089	-	80,089	2
Charitable activities	24,048,841	1,884,713	25,933,554	17,095,308	717,965	17,813,273	3
Other	12,822	-	12,822	9,199	-	9,199	4
Total income	24,159,024	1,884,713	26,043,737	17,184,596	717,965	17,902,561	
Expenditure on:							
Charitable activities	20,546,274	1,874,971	22,421,245	15,378,040	776,077	16,154,117	6
Total expenditure	20,546,274	1,874,971	22,421,245	15,378,040	776,077	16,154,117	
Net income/(expenditure)	3,612,750	9,742	3,622,492	1,806,556	(58,112)	1,748,444	
Transfers between funds	(12,462)	12,462	-	65,661	(65,661)	-	13,16,18
Net movement in funds	3,600,288	22,204	3,622,492	1,872,217	(123,773)	1,748,444	
Reconciliation of funds:							
Total funds brought forward at 1 April	4,916,888	948,887	5,865,775	3,044,671	1,072,660	4,117,331	
Total funds carried forward at 31 March	8,517,176	971,091	9,488,267	4,916,888	948,887	5,865,775	

There is no material difference between the net income/(expenditure) above and their historical cost equivalents. All activities are continuing.

The notes on pages 34 to 58 form part of these financial statements.

STICHTING OXFAM INTERNATIONAL
BALANCE SHEET AS AT 31 MARCH 2017

	As At 31 March 2017 £	As At 31 March 2016 £	Notes
Fixed assets:			
Intangible assets	183,577	247,340	9a
Tangible assets	25,853	53,566	9b
Total Fixed assets	209,430	300,906	
Current assets:			
Debtors	2,778,050	1,754,559	10
Cash at bank and in hand	11,426,687	7,226,888	11
Total current assets	14,204,737	8,981,447	
Liabilities:			
Creditors: Amounts falling due within one year	(4,201,341)	(3,198,563)	12a
Net current assets	10,003,396	5,782,884	
Total assets less current liabilities	10,212,826	6,083,790	
Provisions for liabilities	(48,680)	(102,015)	12b
Creditors: Amounts falling due after one year	(427,350)	-	12c
Net assets excluding pension liability	9,736,796	5,981,775	
Defined benefit pension scheme liability	(248,529)	(116,000)	12c
Net assets	9,488,267	5,865,775	
The funds of the entity:			
Restricted income funds	971,091	948,887	15, 16
Unrestricted			
Unrestricted funds	8,268,647	4,800,888	17, 18
Pension reserve	248,529	116,000	17, 18
Total unrestricted funds	8,517,176	4,916,888	
Total entity funds	9,488,267	5,865,775	

The notes on pages 34 to 58 form part of these financial statements.

The financial statements on pages 31 to 58 were approved by the board of trustees on 21 November 2017 and signed on its behalf by the Treasurer:

Robert Humphreys



Date:

21 Nov 2017

STICHTING OXFAM INTERNATIONAL

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2017

	2016-17	2015-16	Note
	Total Funds	Total Funds	
	£	£	
Cash flows from operating activities:			
Net cash provided by operating activities	4,246,533	2,819,765	(Table 1)
Cash flows from investing activities:			
Interest received	7,266	9,944	4
Purchase of intangible assets	(54,000)	(209,926)	9a
Net cash used in investing activities	(46,734)	(199,982)	
Cash flows from financing activities:			
Net increase in cash and cash equivalents	4,199,799	2,619,783	
Cash and cash equivalents at the beginning of the year	7,226,888	4,607,105	
Cash and cash equivalents at the end of the year	11,426,687	7,226,888	

Table 1: Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2016-17	2015-16	Note(s)
	£	£	
Net income for the year (as per the Statement of Financial Activities)	3,622,492	1,748,444	
Adjustments for:			
Depreciation and amortisation charges	128,252	52,418	9a, 9b
Interest income	(7,266)	(9,199)	4
Loss on the disposal/impairment of fixed assets	2,842	12,798	9b
Increase in debtors	(1,023,491)	(1,187,219)	10
Increase in creditors	1,509,322	2,202,523	12
Purchase of fixed asset not paid at year end	(4,848)	-	
Disposal of intangible assets	19,230	-	9a
Net cash provided by / used in operating activities	4,246,533	2,819,765	

Table 2: Analysis of cash and cash equivalents

	2016-17	2015-16	Note
	Total Funds	Total Funds	
	£	£	
Cash at bank and in hand	11,426,687	7,226,888	11
Cash equivalents	-	-	11
Total cash and cash equivalents	11,426,687	7,226,888	

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. ACCOUNTING POLICIES

a) Basis of Accounting

Although not registered as a charity in the United Kingdom, as Stichting Oxfam International's main base of operations is in the United Kingdom, the Board has elected to prepare its financial statements in compliance with:

Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102) ("the SORP"); The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102").

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements.

The financial statements are prepared under the historical cost convention.

The financial statements are prepared on a going concern basis. There are no material uncertainties in respect of the Secretariat's ability to continue as a going concern in the foreseeable future, based on strategic plans and financial budgets.

The financial statements are statutory and have been produced in compliance with the Overseas Companies Regulations 2009.

Income and expenditure have been categorized in accordance with the nature of the Secretariat's activities.

b) Fund Accounting

General reserves are unrestricted funds that are available for use at the Trustees' discretion for the furtherance of the Secretariat's objects.

Designated funds are funds set aside at the discretion of the Board for specific purposes which would otherwise form part of the other unrestricted funds.

In accordance with FRS 102, a Defined Pension Reserve has been included in Designated funds, to ensure that there are sufficient funds in the future to meet the Secretariat's liabilities and future repayments under the multi-employer defined benefit scheme.

In agreement with Affiliates, the use of all contributions from Affiliates is at the discretion of the Secretariat unless there is a back donor, where the contribution was paid from the Affiliate's Restricted Funds. These funds are held in Restricted funds (Notes 15 and 16). Restricted funds are subject to specific restrictions imposed by the donor or contributing Affiliate.

A final review of the allocation of project expenditure is performed after a project or period of funding has ended, to ensure compliance with the terms of the memorandum of understanding, this can give rise to a transfer between funds.

c) Income

Income is recognised in the period in which entitlement is established, when economic benefit is probable and the value can be measured reliably.

The Secretariat is not a fundraising organisation, but does occasionally receive donations from the public or corporate bodies.

Donations are paid over to the Affiliate most closely linked to the donor's country of origin unless a) the donation is specifically given for a project being undertaken by the Secretariat, b) the donor explicitly states otherwise, or c) the relevant Affiliate agrees otherwise.

Unrestricted contributions from Affiliates are as follows:

- i. Mandatory Oxfam Contribution (from) Affiliate (MOCA) - Annual contributions calculated based upon average Affiliate income over the previous three years, as agreed by Affiliates.
- ii. Contributions to specific activities undertaken by the Secretariat on behalf of the Confederation, which do not fall within its core remit. These activities are undertaken for the benefit of the Confederation as a whole and managed as designated funds where the Affiliate has made the contribution from its unrestricted funding.

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. ACCOUNTING POLICIES (continued)

c) Income (continued)

Restricted income relates to specific activities. The funding may come from one or more Affiliates. The income is restricted because the Affiliate has made the contribution from its restricted funding, the terms of the restriction will be contained in a Memorandum of Understanding which is signed by the Affiliate and the Secretariat.

Donated services, which include the receipt of pro-bono services, are valued at the price the Secretariat estimates it would pay in the open market.

Income received in the year where entitlement is not established, where economic benefit is not probable or where the value cannot be measured reliably will be deferred until the conditions are fulfilled.

d) Expenditure

Expenditure on charitable activities is reported on a functional basis. These headings include grants to and the support of Affiliates and Observers.

i. Confederation Development

Confederation Development is the cost of activities supporting the growth of the Confederation, both in terms of number of Affiliates and the income of the Confederation as a whole.

The cost of Confederation Development includes the costs of work supporting potential new Affiliates during the process of reviewing suitability and becoming a member. It also includes inter-Affiliate activities aimed at increasing the income of specific Affiliates, Observers and other organisations identified as likely future Affiliates, and the Confederation as a whole. The majority of this activity is made through the Oxfam Investment Fund.

ii. Public Engagement

Public engagement costs are salaries, direct expenditure and overhead costs incurred in supporting co-ordinated communications across the Confederation. This includes facilitation of internet and other systems and platforms, for both internal and external use within the Confederation. It also includes monitoring and responding to the media, and generally raising awareness of Affiliate activities around the world. Support is also made available for Affiliates to raise their own public profile and develop their public fundraising profile, this activity is made through the Oxfam Investment Fund.

iii. Planning and Programme Development

Planning and Programme Development costs are salaries, direct expenditure and overhead costs incurred supporting planning and monitoring, evaluating and learning across the Confederation. This includes co-ordinating strategic planning across the Confederation, and developing and promoting ways of evaluating the effectiveness of Affiliate activities.

Much of the activity during 2016-17 has centred around supporting the Affiliates in the transition to the One Oxfam culture, providing strong leadership and effective management to the new Regional Directors, ensuring that they manage the transition to country operating models effectively, with particular emphasis on maintaining business continuity and mitigating potential risks.

iv. Global Humanitarian Co-ordination

Humanitarian Co-ordination costs are salaries, direct expenditure and overhead costs incurred supporting the co-ordination of responses of Affiliates to individuals and communities in crisis. This also involves working with Affiliates and other organisations on identifying and developing best practice in relation to humanitarian response and the monitoring and evaluation of responses.

v. Advocacy and Campaigns

Advocacy and Campaigning costs are salaries, direct expenditure and overhead costs incurred in contributing to public debate and policy making, in order to create

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. ACCOUNTING POLICIES (continued)

d) Expenditure (continued)

lasting solutions to the injustice of poverty. This includes informing and working with both the public worldwide and with policy makers at the UN and EU.

e) Financial Instruments

The Secretariat has chosen to adopt Sections 11 and 12 of FRS102 in respect of financial instruments;

- i. Financial Assets – basic financial assets, including debtors, cash and bank balances are initially recognised at the transaction price. Such assets are subsequently carried at the amortised cost using the effective interest method, less impairment. Financial Assets measured at amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the established cash flows discounted at the asset's original effective interest rate. The impairment is recognised in the Statement of Financial Activities ("SOFA"). Financial assets are derecognised when i) the contractual rights to cash flows from the asset expire or are settled, or ii) substantially all the risks and rewards of the ownership of the asset are transferred to another party, or iii) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.
- ii. Financial Liabilities including trade and other creditors are initially recognised at transaction price. Trade creditors are obligations to pay for goods or services that have been acquired in the course of ordinary business from suppliers. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

f) Governance Costs

Governance costs are the costs incurred in complying with constitutional, statutory requirements and accountability, such as audit fees, legal fees and meeting costs and memberships of organisations.

g) Allocation and Apportionment

Expenditure is charged to the SOFA on an accruals basis.

Any irrecoverable purchase taxes (including VAT) are charged to the SOFA in the period in which they are incurred.

Indirect costs have been apportioned on the following basis:

Administrative support co-ordinated centrally (Facilities, Finance, Human Resources and Legal) have been apportioned on the basis of staff costs across the organisation.

The costs of the Chief Executive and Director of Operations have been apportioned to activities on the basis of the time they have spent supporting those activities.

h) Intangible Assets and Amortisation

Intangible fixed assets costing more than £1,000 are capitalised and disclosed on the Balance Sheet. They are subsequently carried at historical cost less amortisation.

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost by equal annual instalments over their expected useful economic lives as follows.

- Software development (including consultant fees) – 3 years.
- Licence – 3 years or the life of the licence if less.

Intangible assets include software development and licences to allow the entire Confederation and partners to move towards and use One Oxfam system.

i) Tangible Assets and Depreciation

Tangible fixed assets, (excluding personal IT equipment such as laptops) costing more than £1,000 are capitalised and disclosed on the Balance Sheet. They are subsequently carried at historical cost less depreciation.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost by equal annual instalments over their expected useful economic lives as follows.

- Office equipment (including IT equipment and furniture) – 3 years.

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. ACCOUNTING POLICIES (continued)

i) Tangible Assets and Depreciation (continued)

- Leasehold improvements – 3 years or the life of the lease if less.

Where appropriate provision has been made for impairment in the value of tangible fixed assets.

j) Cash and Cash Equivalents

Cash at bank and in hand includes interest and non-interest bearing accounts held at call with banks and cash in hand. Cash equivalents includes notice deposits (maturity of less than three months).

k) Provisions

Provisions for future liabilities are recognised when the Secretariat has a legal or constructive financial obligation that can be reliably estimated and for which there is an expectation that payment will be made.

l) Foreign Currencies

The Secretariat's financial statements are presented in pounds sterling (£). Transactions in foreign currencies have been translated at the rate prevailing on the first day of the month in which the transaction is recognised.

Foreign currency balances are translated at the rate of exchange prevailing at the Balance Sheet date.

Foreign exchange gains and losses are included in the SOFA in the period in which they are incurred.

The Secretariat's operating currency at Board level is the Euro (€) as it represents the currency in use by the majority of Affiliates.

m) Pension costs

Defined Contribution

Pension costs are recognised as they become chargeable. The Secretariat operates a range of country specific schemes (as detailed in note 7).

Defined Benefit

A small number of UK employees of the Secretariat who have transferred from Oxfam GB to the Secretariat participate in a multi-employer defined benefit scheme. The scheme is administered by The Pensions Trust. The Secretariat pays pension contributions to the Oxfam GB pension scheme in accordance with recommendations of the scheme's actuary. Contributions payable are charged to the SOFA in the period they relate to.

FRS 102 (Section 28) requires where possible the recognition of the net assets and liabilities of a defined benefit scheme and repayment plans committed to. An estimate has been made of the Secretariat's net pension assets and liabilities as at 31 March 2017, this sum has been recognised in the SOFA and placed on reserve to ensure that future contributions are available to repay the deficit.

n) Operating Leases

Operating lease payments are expensed to the SOFA on a straight-line basis over the term of the lease.

o) Grants Payable

The Secretariat is not primarily a grant-making organisation, however, the distribution of grants and investment in new and existing Affiliates are substantial areas of expenditure. All grants will be supported by Memorandum of Understanding.

The amounts disclosed as grants in these financial statements (note 6 d) are:

- i. Payments to Affiliates and Campaigning Partners for advocacy and campaigning activities.
- ii. Payments made to Affiliates and Observers for programme activities.
- iii. Payments from the Oxfam Investment Fund – Confederation Development to support Affiliates in the area of organisational development.

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. ACCOUNTING POLICIES (continued)

o) Grants Payable (continued)

- iv. Payments made from the Oxfam Investment Fund – Public Fundraising to support infrastructure and development costs to increase Affiliates' public fundraising capabilities.
- v. Payments made from the Oxfam Investment Fund – Institutional Fundraising to support the infrastructure and development costs to increase Affiliates' institutional fundraising capabilities.
- vi. Other: miscellaneous grants to Affiliates and Observers, restricted grants to Affiliates and Observers from third party organisation grants in accordance with Memorandum of Understanding.

Grants are recognised when:

- i. There is a legal or constructive obligation that commits to the Secretariat the expenditure;
- ii. The transfer of economic benefits is probable; and
- iii. The amount can be measured reliably.

p) Irrecoverable Vat

Irrecoverable VAT is allocated to the activities in which it is incurred.

q) Accounting Estimates and Key Judgements

Estimates and judgements are continually evaluated and are based on historical experience and other known factors, including the expectations and likely impact of future events. The estimates and assumptions that have been considered and are deemed to have a significant risk on the assets and liabilities within the next financial year are:

- i. Defined Benefit Pension Scheme. The Trustees have provided for a designated reserve to repay the Secretariat's estimated share of the deficit on the scheme. The liability is an estimate based upon a series of actuarial assumptions including key financial market indicators such as inflation and expectations on future salary growth and asset returns. The Trustees will continue to review this provision and be guided by the Pension Scheme Trustees and the Actuaries - there was a full actuarial valuation was held on 30 September 2016 – the full results and implications are not yet known.
- ii. The establishment of a Host Country Agreement (HCA) in Nairobi, Kenya and the relocation of the Head Office to Kenya. Costs associated with obtaining the HCA have been provided for in the 2016-17 accounts.

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

2 DONATIONS AND LEGACIES

	Year Ended 31 March 2017			Year Ended 31 March 2016		
	Restricted Funds	Unrestricted Funds	Total Funds	Restricted Funds	Unrestricted Funds	Total Funds
	£	£	£	£	£	£
Donations	-	53,593	53,593	-	13,855	13,855
Legacies	-	40,866	40,866	-	-	-
Donated Services	-	2,902	2,902	-	66,234	66,234
Total Donations and legacies	-	97,361	97,361	-	80,089	80,089

Donations in the year ended 31 March 2017 were received for Secretariat activity based from the Geneva and Washington DC Offices

Legacies in year ended 31 March 2017 were received from Priscilla Huntington.

Donated services were the value of professional services received pro-bono. None of these services were provided by related parties.

3 INCOME FROM CHARITABLE ACTIVITIES

	Year Ended 31 March 2017			Year Ended 31 March 2016		
	Restricted Funds	Unrestricted Funds	Total Funds	Restricted Funds	Unrestricted Funds	Total Funds
	£	£	£	£	£	£
MOCA	613,712	23,265,022	23,878,734	-	5,833,205	5,833,205
Membership Growth Grant Fund	-	-	-	-	1,690,990	1,690,990
Income Growth Fund	-	-	-	-	1,128,261	1,128,261
Oxfam 2020	-	-	-	-	5,885,034	5,885,034
Atlantic Philanthropics Project	302,748	-	302,748	-	-	-
Affiliate contributions to projects	968,253	474,296	1,442,549	717,965	2,535,590	3,253,555
Affiliates - others	-	309,523	309,523	-	-	-
Non Affiliate income	-	-	-	-	22,228	22,228
	1,884,713	24,048,841	25,933,554	717,965	17,095,308	17,813,273

MOCA - Mandatory Oxfam Contribution Affiliate - is the new name for the Affiliate Levy.

4 OTHER INCOME

	Year Ended 31 March 2017			Year Ended 31 March 2016		
	Restricted Funds	Unrestricted Funds	Total Funds	Restricted Funds	Unrestricted Funds	Total Funds
	£	£	£	£	£	£
Interest receivable	-	7,266	7,266	-	9,199	9,199
Insurance claim	-	5,556	5,556	-	-	-
	-	12,822	12,822	-	9,199	9,199



5 TAXATION

The Affiliates that are registered as charities in the UK are entitled to certain tax exemptions on income and surpluses carried out in furtherance of their primary objectives. Other Affiliates are subject to income tax on their share of interest earned in the UK. However, as this is not a tax liability of the Secretariat itself, the Financial Statements present the interest received net of the tax liability.

6 EXPENDITURE ON CHARITABLE ACTIVITIES

a) Analysis between Direct and Indirect Apportioned Costs

The cost of each activity includes direct and indirect apportioned costs as follows:
Refer to note 6b for breakdown of indirect costs.

	Year ended 31 March 2017						Year ended 31 March 2016					
	Restricted	Unrestricted			Total Costs		Restricted	Unrestricted			Total Costs	
	Total	Direct	Indirect	Total	£		Total	Direct	Indirect	Total	£	
	£	£	£	£	£		£	£	£	£	£	£
Advocacy and Campaigning	1,391,007	3,829,151	2,408,400	6,237,551	7,628,558		653,576	3,697,865	731,868	4,429,733	5,083,309	
Countries & Regions	-	294,257	58,355	352,612	352,612		-	-	-	-	-	
Global Programmes												
Planning and Programme Development	-	1,475,752	58,354	1,534,106	1,534,106		-	680,339	212,398	892,737	892,737	
Humanitarian Co-ordination	38,560	219,969	175,362	395,331	433,891		-	631,765	130,113	761,878	761,878	
Public Engagement	-	7,627,219	1,217,023	8,844,242	8,844,242		-	1,191,048	324,406	1,515,454	1,515,454	
Confederation Development	445,404	2,886,824	295,608	3,182,432	3,627,836		122,501	7,395,841	382,397	7,778,238	7,900,739	
Total	1,874,971	16,333,172	4,213,102	20,546,274	22,421,245		776,077	13,596,858	1,781,182	15,378,040	16,154,117	

Direct Costs include grants and affiliate support. Indirect costs are analysed in 6b.

During 2015-16 the Oxfam 2020 project's focus for the Secretariat was on Confederation Development and supporting Affiliates as they adapted to the new ways of working. The focus for the Secretariat in 2016-17 was the support of affiliates to develop their own leadership capabilities; to source and develop new funding streams through Public Engagement. This support was sometimes provided or enhanced in the form of a grant.

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

6 EXPENDITURE ON CHARITABLE ACTIVITIES (continued)

b) Indirect Costs

Indirect costs are made up of the following support costs:

	Year Ended 31 March	
	2017 £	2016 £
Facilities	330,836	591,514
Finance - excluding exchange losses	386,094	218,775
Exchange gains on current assets in the UK	(847,537)	(352,986)
Human Resources	448,479	214,350
Directorate	407,547	516,909
Operations	3,487,683	592,620
	4,213,102	1,781,182

Facilities includes accommodation in the UK, costs of maintaining the Secretariat's IT infrastructure and support on facilities management to administrators in offices outside the UK.

Operations includes increased costs associated with the Oxfam 2020 project; Shared Services, including the standardisation of some areas of Information Technology and Global Human Resources, and an increase in Governance costs to ensure that the Secretariat adapts to its rapidly increasing role.

c) Resources Expended are stated after charging

Included within resources expended are:

	Year Ended 31 March	
	2017 £	2016 £
Services provided by the Secretariat's Auditors		
Audit fees payable (including VAT)	34,968	40,080
Other services and support	13,000	7,000
Depreciation and amortisation	128,252	45,674
Lease charges	292,392	298,110

All lease charges relate to operating leases, including rents of land and buildings.

There are no operating leases in respect of hire of plant and machinery

d) Analysis of Costs by Type of Expenditure

Notes	Year ended 31 March 2017				Year ended 31 March 2016			
	Direct		Indirect	Total	Direct		Indirect	Total
	Restricted	Unrestricted	Unrestricted		Restricted	Unrestricted	Unrestricted	
	£	£	£	£	£	£	£	£
Staff Costs	1,039,073	5,038,125	2,270,415	8,347,613	557,703	5,782,863	1,137,991	7,478,557
Rent & utility costs	63,403	258,607	10,078	332,088	4,152	219,565	140,874	364,591
Office costs	9,707	126,771	723,691	860,169	3,597	155,517	57,778	216,892
Travel	179,706	679,583	182,623	1,041,912	39,761	670,275	89,959	799,995
Confederation Meetings	7,556	109,389	223,429	340,374	16,762	74,545	82,674	173,981
Communications	11,251	324,590	103,588	439,429	15,800	275,187	40,666	331,653
Professional Fees	76,615	1,565,042	1,212,285	2,853,942	14,287	2,054,505	464,955	2,533,747
Oxfam Investment Funds i	-	7,758,765	-	7,758,765	-	4,124,350	-	4,124,350
Other Grants and support	483,964	440,184	141,335	1,065,483	122,501	216,650	-	339,151
Miscellaneous *	3,696	32,116	(654,342)	(618,530)	1,514	23,401	(233,715)	(208,800)
	1,874,971	16,333,172	4,213,102	22,421,245	776,077	13,596,858	1,781,182	16,154,117

i) Oxfam Investment Funds (OIF) includes grants and payments to, and occasionally on behalf of affiliates to support Confederation Development, Public Fundraising and Institutional Fundraising (see notes 17 and 18). The OIF has been matched against grants identified in 2015-16 as; Income growth grants, Membership growth grants, Global investment funds and Investment in southern affiliates. See note 6 d i.

All grants are made to institutions

* Miscellaneous - includes gains on exchange rates

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

6 EXPENDITURE ON CHARITABLE ACTIVITIES (continued)

d) Analysis of Costs by Type of Expenditure (continued)

i)	Year Ended 31 March 2017	Year Ended 31 March 2016
	<u>Total £</u>	<u>Total £</u>
Oxfam Investment Fund - Confederation Development		
Oxfam Brazil	176,558	-
Oxfam India	712,275	437,816
Oxfam Mexico	1,286,571	525,313
Oxfam South Africa	246,320	-
	<u>2,421,724</u>	<u>963,129</u>
 Oxfam Investment Fund - Public Fundraising		
Oxfam America	183,268	-
Oxfam Australia	343,789	85,200
Oxfam Belgium	123,447	12,304
Oxfam Brazil	231,464	320,942
Oxfam Canada	24,367	52,303
Oxfam France	-	162,662
Oxfam Germany	698,547	37,988
Oxfam GB	238,930	262,818
Oxfam India	283,604	363,855
Oxfam Intermon	56,247	75,976
Oxfam Ireland	-	247,877
Oxfam Italy	1,524,934	728,763
Oxfam Japan	-	(15,356)
Oxfam Mexico	649,712	319,790
Oxfam New Zealand	59,128	77,716
Oxfam Novib	79,643	-
Oxfam South Africa	241,492	49,533
External fundraising agency on behalf of Oxfam France	527,432	378,850
Other Oxfam Investment activity on behalf of the Confederation	46,452	-
	<u>5,312,456</u>	<u>3,161,221</u>
 Oxfam Investment Fund - Institutional Fundraising		
Oxfam IBIS	24,585	-
	<u>24,585</u>	<u>-</u>

STICHTING OXFAM INTERNATIONAL

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

7 EMPLOYEE AND STAFF COSTS

a) Average Head Count by Function

	Year Ended 31 March	
	2017	2016
Advocacy and Campaigning	43	53
Global Programmes		
Planning and Programme Development	20	12
Humanitarian Co-ordination	3	5
Public Engagement	23	20
Confederation Development	8	16
Governance	6	4
Support Functions	17	18
	<u>120</u>	<u>128</u>

b) Analysis of Payroll Costs and Reconciliation to Staff Costs

Costs of staff include staff seconded from Affiliates and other staff costs such as recruitment and employee related insurances as well as payroll costs. These are shown as reconciling items in the notes below. Staff costs are allocated according to the work performed by the employee, and therefore form part of Advocacy and Campaigning, Global Programmes, Public Engagement, Confederation Development, Governance and Support Functions.

	Year Ended 31 March		2016	
	Average Head Count	£	Average Head Count	£
Wages and Salaries	49	2,898,829	70	2,959,338
Social Security Costs		277,457		250,320
UK and UK Expat Pension Costs		372,187		210,984
		<u>3,548,473</u>		<u>3,420,642</u>
Overseas Employee Costs	43	2,101,394	34	1,880,622
Total Payroll	92	5,649,867	104	5,301,264
Staff Seconded from Affiliates	28	2,274,529	24	1,838,823
Other Staff Costs		423,217		338,470
	<u>120</u>	<u>8,347,613</u>	<u>128</u>	<u>7,478,557</u>

The initial stages of the Oxfam 2020 project has led to significant changes within the Secretariat and as a result there has been an increased use of consultants for project specific and time bound work, there has also been an increase in the use of temporary agency staff to cover vacancies or new temporary roles as the changes are implemented.

c) Higher Paid Employees

The following table shows the number of higher paid staff with emoluments falling in the relevant ranges. Emoluments include salary and all taxable benefits, and employer pension.

	Year Ended 31 March			2016		
	UK	Non UK	Total	UK	Non UK	Total
£60,000-£69,999	1	1	2	1	1	2
£70,000-£79,999	1	4	5	2	4	6
£80,000-£89,999	1	1	2	-	1	1
£90,000-£99,999	1	-	1	1	1	2
£100,000-£109,999	1	1	2	1	-	1
£110,000-£119,999	1	-	1	-	-	-

The Executive Director's earnings including employment taxes for 2016-17 were £125,607 (2015-16 £124,015) plus pension contributions of £9,647 (2015-16 £8,996). The total earnings for the Oxfam International Management Team, an average of 9.8 roles including the Executive Director (OIMT) for 2016-17 were £990,792 including pension, employment taxes and redundancy payment of £93,659 (2015-16 £ 861,029 an average of 8.5 roles). The growth in the OIMT reflects the increase in funding levels, responsibility and activity of the Secretariat.

In the year ended 31 March 2017 two staff earning over £60,000 (2015-16: two) accrued retirement benefits under defined benefit schemes, the remainder accrued retirement benefits under defined contribution schemes.

To ensure that it is able to recruit and retain staff with appropriate skills and expertise, the Secretariat benchmarks all posts against local market rates and sets salary levels accordingly.



STICHTING OXFAM INTERNATIONAL **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017**

7. EMPLOYEE AND STAFF COSTS (continued)

d) Pension Costs: Defined Benefit

A small number of the Secretariat employees participate in a multi-employer defined benefit scheme operated by Oxfam GB and administered by The Pension Trust. All of these employees transferred to the Secretariat directly from Oxfam GB and were members of the scheme when they transferred. As a whole they represent approximately 1% of the total membership of the scheme.

Oxfam GB, the majority employer, pays deficit recovery payments in full in line with the Oxfam Pension Scheme deficit recovery plan agreed with The Pensions Trust, with the other employers (including the Secretariat) making additional contributions.

The Secretariat is committed to making monthly payments until March 2021 under the scheme's recovery plan. Monthly contributions of £2,770 were made from April 2016 to March 2017 (2015-16: £2,518) and a commitment has been made to make monthly repayments of £2,770 from April 2017 to March 2018.

The scheme is a multi-employer pension scheme. An actuarial valuation of the Secretariat's share of the scheme's assets and liabilities has not been performed as the cost of such an exercise exceeds the benefits of additional disclosures. An estimate of the Secretariat's share of the net liability has been calculated on the basis of its share of the technical provisions liability using the latest valuation results (2013 – the September 2016 results are not yet available), applying this to the calculated FRS102 deficit as at 31 March 2017. Previously the membership numbers were used as an estimate as the share of technical provision liabilities was not available in the 2013 valuation. This calculation has been now built into the valuation process each year. The Secretariat's estimated share of the net pension liabilities is £248,529.

The increase in liability of £165,771 to £248,529 at 31 March 2017, has been recognised in the Statement of Financial Activities for the financial year ended 31 March 2017 and placed on reserve to ensure that future contributions are available to meet these liabilities. The level of this provision and reserve will be reviewed every year.

The scheme was closed to new members on 31 January 2003 and as a result, the current service cost increases as the members of the scheme approach retirement. For employees who transferred with continuing service from OGB before April 2012, the Secretariat contributes between 10.1-11.1% of contractual pay (the employee contributes between 7-8%). For employees who transferred with continuing service from OGB after April 2012, the Secretariat contributes 9% (the employee contributes 9.1%).

As required by FRS 102, the defined benefit liabilities have been measured using the projected unit method. The tables below state the FRS 102 actuarial assumptions upon which the valuation of the scheme was based.

	Year Ended 31 March	
	2017	2016
Defined Benefit Deficit Recognised	-	116,000
Increase in Defined Benefit Deficit	165,771	-
Current Year's Service Contributions	28,365	28,686
Total Defined Benefit Contributions	194,136	144,686

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

7. EMPLOYEE AND STAFF COSTS (continued)

d) Pension Costs: Defined Benefit (continued)

Financial assumptions

	31 March 2017	31 March 2016
	%	%
Rate of increase in salaries	1.90	1.90
Rate of increase of pensions (deferred and in payment)	3.30	3.20
Rate of inflation (RPI)	3.30	3.20
Rate used to discount scheme liabilities*	2.60	3.70

* Under FRS102 the rate used to discount scheme liabilities is based on corporate bond yields.

The mortality assumptions adopted imply the following life expectancies at age 65:

	At 31 March 2017 Years	At 31 March 2016 Years
Non-pensioners:		
Males	24.9	24.8
Females	26.4	26.3
Pensioners:		
Males	23.2	23.1
Females	24.9	24.8

Scheme assets

	At 31 March 2017 £m	At 31 March 2016 £m
Equities	105.4	85.0
Government bonds	63.1	52.6
Property	9.5	8.8
Cash	0.7	0.6
Total fair value of assets	<u>178.7</u>	<u>147.0</u>

Reconciliation of opening and closing balances of the scheme assets and liabilities

	Fair value of scheme assets £m	Present value of scheme liabilities £m	Scheme assets less scheme liabilities £m
Scheme assets/(liabilities) at the start of the year	147.0	(166.6)	(19.6)
Current service cost and expenses	-	(1.1)	(1.1)
Interest gain/(loss)	5.5	(6.1)	(0.6)
Actuarial (loss)/gain	25.7	(38.3)	(12.6)
Contributions by employer	6.5	-	6.5
Contributions by scheme participants	0.1	-	0.1
Benefits paid	(6.1)	6.1	-
Scheme assets/(liabilities) at the end of the year	<u>178.7</u>	<u>(206.0)</u>	<u>(27.3)</u>

The total return on scheme assets for the year was £31.1m (2015/16: £1.4m).

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

7. EMPLOYEE AND STAFF COSTS (continued)

e) Pension Costs: Defined Contribution

The Secretariat operates defined contribution schemes for employees in the UK, US, Switzerland, Belgium and Ethiopia.

In the US, the Secretariat pays a defined contribution of 9%. There is no formal requirement for employees to contribute, though they are encouraged to contribute 5%.

In Switzerland, the Secretariat pays a defined contribution of 9%. Employees contribute 6.3%.

In Belgium, the Secretariat pays a defined contribution of 9%. Employees do not contribute to the scheme.

In Ethiopia, the Secretariat is required to operate a provident fund for Ethiopian nationals on permanent contracts and pays a defined contribution of 9%. Employees on permanent contracts contribute 7%. For expatriots based in Ethiopia, the secretariat will contribute 13% to a personal pension plan providing the employee contributes at least 6.5%.

In the UK, the Secretariat operates a Stakeholder Pension scheme. The Secretariat contributes 9% providing the employee contributes 5%. Where the employee does not contribute the 5%, the Secretariat complies with the UK Government Workplace Pension requirements and where employees have not opted out, the Secretariat contributes 4% and the employee contributes a minimum of 2%.

		Year Ended 31 March	
		2017	2016
		£	£
i)	Money Purchase Schemes		
	Total Contributions Expensed in the year for each scheme		
	UK	-	2,089
	Ethiopia	10,710	16,151
		<u>10,710</u>	<u>18,240</u>
ii)	Defined Contribution schemes		
	Total Contributions Expensed in the year for each scheme		
	UK Stakeholder	167,341	143,770
	US Defined Contribution	38,702	34,138
	Ethiopia Provident Fund	19,197	8,441
	Swiss Defined Contribution Scheme	27,363	30,542
	Belgium Defined Contribution Scheme	38,796	32,345
		<u>291,399</u>	<u>249,236</u>
iii)	Total contributions accrued at the end of the year		
	Money Purchase Schemes (UK)	-	-
	UK Stakeholder Scheme	25,848	21,745
	US Defined Contribution Scheme	421	4,202
	Swiss Defined Contribution Scheme	672	1,201
	Ethiopia Provident Fund	1,263	1,332
		<u>28,204</u>	<u>28,480</u>

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

8 TRUSTEE EXPENSES

Affiliates as corporate bodies are recognised as trustees. The position of Chair is held by an individual who is independent of Affiliates (although they may have held a position within one of the Affiliates in the past). The Treasurer may or may not be independent of Affiliates and the Deputy Chair must be a Chair of an Affiliate. Trustees do not receive any remuneration beyond reimbursement of expenses (travel, accommodation and refreshments) incurred on Stichting Oxfam International business. Trustees do not receive any benefits (other than the payment of trustee indemnity insurance). Only trustees appointed as individuals are entitled to claim expenses.

Trustee Expenses	Year Ended 31 March	
	2017	2016
	£	£
Chair	1,742	4,314
Treasurer	1,549	444
Total Trustee Expenses	3,291	4,758
Number of Trustees claiming expenses	2	2
All expenses are for Travel and Accommodation associated with Board meetings		
Amounts expensed for Trustee Indemnity Insurance:	2,300	1,433

9 FIXED ASSETS

a) Intangible Assets

	Year Ended 31 March 2017
	Software Development and Licences
	£
Cost	
At 1 April 2016	260,828
Additions	54,000
Disposals	(19,230)
At 31 March 2017	295,598
Accumulated Depreciation	
At 1 April 2016	13,488
Charge for year	98,533
At 31 March 2017	112,021
Net book value	
At 31 March 2017	183,577
At 31 March 2016	247,340

Intangible assets include software development and licences to allow the entire Confederation and partners to use one shared Oxfam system

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

9 FIXED ASSETS (continued)

b) Tangible Assets

	Year Ended 31 March 2017		
	Office Equipment £	Leasehold Improvements £	Total £
Cost			
At 1 April 2016	214,395	16,315	230,710
Additions	4,848	-	4,848
Disposals	(32,502)	-	(32,502)
At 31 March 2017	<u>186,741</u>	<u>16,315</u>	<u>203,056</u>
 Accumulated Depreciation			
At 1 April 2016	160,829	16,315	177,144
Charge for year	29,719	-	29,719
Disposals	(29,660)	-	(29,660)
At 31 March 2017	<u>160,888</u>	<u>16,315</u>	<u>177,203</u>
 Net book value			
At 31 March 2017	<u>25,853</u>	<u>-</u>	<u>25,853</u>
At 31 March 2016	<u>53,566</u>	<u>-</u>	<u>53,566</u>

Tangible assets include IT equipment (excluding personal IT such as laptops), furniture and leasehold improvements costing more than £1,000.

10 DEBTORS

	31 March 2017 £	31 March 2016 £
Debtors - Affiliates	2,490,850	1,749,905
Other Debtors	62,388	54,667
Doubtful Debt Provision	-	(230,628)
Prepayments	190,118	137,429
Accrued Income	34,694	43,186
Total Debtors	<u>2,778,050</u>	<u>1,754,559</u>

The doubtful debt provision at 31 March 2016 was against certain levy contributions receivable from Oxfam Affiliates, whose financial situation was such that deferral of these amounts was agreed in advance by the Board of Supervisors. The doubtful debts were settled in full during 2016-17.

All accrued income and prepayments of £27,765 at 31 March 2017 (£3,737 at 31 March 2016) are with Affiliates.

All other amounts shown above are receivable in the year ending 31 March 2017.

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

11 CASH AT BANK AND IN HAND

	31 March 2017 £	31 March 2016 £
Cash at bank and in hand	11,426,687	7,226,888
	<u>11,426,687</u>	<u>7,226,888</u>

Cash is defined as cash held in bank and cash in hand.

12 CREDITORS

a) Creditors: Amounts falling due within one year

	31 March 2017 £	31 March 2016 £
Amounts Owed to Affiliates	2,381,626	1,065,451
Other Creditors	660,427	377,885
Taxation and Social Security	178,566	110,148
Accruals for amounts owed to Affiliates	609,442	583,961
Other Accruals	330,789	525,343
Deferred Income	40,491	535,775
Total Creditors	<u>4,201,341</u>	<u>3,198,563</u>

Deferred income relates to income received from Affiliates during the year where entitlement was not established prior to the year-end.

b) Provision for liabilities

Provision for Redundancy	48,680	102,015
	<u>48,680</u>	<u>102,015</u>

The provision for redundancy is to cover the probable future costs of staff whose services will be terminated as a result of Oxfam 2020 Strategic Plan and the subsequent Secretariat review.

Redundancy payments were made to 3 employees during the year 2016-17 totalling £102,137 (2015-16: 2 employees, totalling £24,166).

c) Creditors: Amounts falling due after one year

Deferred income	427,350	-
Defined Benefit Pension Liability	248,529	116,000
	<u>675,879</u>	<u>116,000</u>

Deferred income relates to income received from Affiliates during the year where entitlement was not established prior to the year-end.

STICHTING OXFAM INTERNATIONAL

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

13 RECONCILIATION OF MOVEMENTS IN UNRESTRICTED FUNDS

	2017 £	2016 £
Balance at 1 April	4,916,888	3,044,671
Net incoming resources before taxation	3,612,750	1,806,556
Transfers (to)/from restricted funds	(12,462)	65,661
Balance at 31 March	8,517,176	4,916,888

Transfers to restricted funds in the year ended 31 March 2017 were required to ensure that no restricted funds were in deficit at year-end. See note 16.

14 UNRESTRICTED FUNDS SPEND

	Year ended 31 March 2017			Year ended 31 March 2016		
	Designated	Undesignated	Total Unrestricted	Designated	Undesignated	Total Unrestricted
	£	£	£	£	£	£
Advocacy and Campaigning						
Geneva Advocacy	-	174,537	174,537	-	241,504	241,504
Brussels Advocacy	-	910,999	910,999	240,506	549,226	789,732
Washington/New York Advocacy	-	971,046	971,046	171,155	596,603	767,758
African Union Advocacy	-	509,240	509,240	383,131	58,201	441,332
Other Advocacy	-	3,671,729	3,671,729	1,164,624	1,024,783	2,189,407
Total Advocacy	-	6,237,551	6,237,551	1,959,416	2,470,317	4,429,733
Global Programs						
Countries and Regions	-	352,612	352,612	-	-	-
Planning and Program Development	24,585	1,509,521	1,534,106	472,656	420,081	892,737
Humanitarian Co-ordination	-	395,331	395,331	-	761,878	761,878
Public Engagement	5,312,455	3,531,787	8,844,242	56,537	1,458,917	1,515,454
Confederation Development	2,421,724	760,708	3,182,432	7,124,261	653,977	7,778,238
Total	7,758,764	12,787,510	20,546,274	9,612,870	5,765,170	15,378,040

Other Advocacy costs are those incurred by the Secretariat supporting worldwide campaigning by the Confederation, for the employment of Campaign Leads and Campaign Co-ordinators, use of Consultants and travel costs. These staff are based in different offices and their payroll costs form part of the payroll costs for the relevant country. Current campaigning areas are Rights in Crisis, Grow, Gender Justice, Even It Up and Eliminating Violence Against Women and Girls (EVAWG)

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

15. RESTRICTED FUNDS

There were twelve active restricted funds (six funds with a balance) in operation at 1 April 2016. One new restricted fund was opened and was only active for the duration of the year (see note m) giving a total of twelve active restricted funds at 31 March 2017 (seven with a balance)

- a) **The Atlantic Philanthropics Fund** represents funding from the Atlantic Philanthropics to support the establishment of an independent Affiliate in South Africa. The Affiliate was legally established during 2013-14. Funding will be transferred to the new legal entity as and when required.
- b) **The Tsunami Fund** was originally set up to monitor costs incurred supporting the OITF (Oxfam International Tsunami Fund) and related reimbursements. The OITF was a charity set up by the Confederation to co-ordinate work in response to the 2004 South Asia Tsunami. In December 2008 the charity was closed, its assets and liabilities at that time were transferred to Stichting Oxfam International. The balance has been carried forward to be used for on-going long-term evaluation of the impact of the Confederation's response and learning to implement systems to improve community resilience and hence lessen the impact of similar catastrophes in future.
The coming together of all humanitarian Monitoring, Evaluation and Learning (MEAL) resources across the Confederation was a good opportunity to take stock and revise the way evaluations are carried out within Global Humanitarian Team. A consultation was launched during 2016-17 with the aim of bringing together the evaluation of humanitarian responses to date, as well as Humanitarian Indicator Tools (HITs) and Real Time Evaluations (RTEs), all of which were more concerned with process and the achievement of objectives, moving the focus to look at the quality and impact. Part of the Tsunami Fund was released in 2016-17 to assist in this process.
- c) **The New York Arms Trade Treaty** represents funding from Oxfam GB to support lobbying and advocacy work on securing an Arms Trade Treaty. Other priorities meant that there was no specific work on this area during the year.
- d) **Washington Advocacy Bequests** represents bequests received to support the Secretariat's advocacy activities in Washington DC.
- e) **The Global Leap Fund** represents funding from Oxfam America for various posts, looking at ways of increasing the efficiency levels of International Aid in a world where Governments are under increasing pressure from competing domestic priorities and need to demonstrate more than ever the effectiveness of the aid that they are giving.
- f) **The Global Leap – OI-OAU Sudan Media Fund** represents contributions from Oxfam America to cover the costs of employing a Media Lead in the Oxfam International African Union (OIAU) Liaison Office based in Addis Ababa.
- g) **The Economic Justice Food and Climate Justice Project Management Fund** represents funding from Oxfam Novib to cover the costs of the provision of the project management and co-ordination of Food and Climate Justice work undertaken as part of the GROW Campaign. The back-donor (SIDA) reinstated funding but at a reduced level for 2016-17.
- h) **OI EU Economic Justice Policy Lead** represents contributions from Oxfam Novib (back donor SIDA) to part cover the costs of the OI EU EJ Policy Lead to work on issues related to Climate Change and Economic Justice specifically within the EU.
- i) **The Geneva Humanitarian Advocacy Fund** represents contributions from Oxfam GB to cover the operational costs of Humanitarian Advocacy staff based in Geneva but line-managed by Oxfam GB.
- j) **The Cash Learning Partnership (CaLP) Fund** represents contributions from Oxfam GB (back donor Swiss Agency for Development and Co-Operation) to cover the operational costs of the Humanitarian Preparedness Lead (based in Geneva but line-managed by Oxfam GB) to respond effectively to meeting the diverse needs of the affected people through increased capacity to deliver appropriate cash and vouchers in the global humanitarian sector.

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

15. RESTRICTED FUNDS (continued)

- k) **The Fundraising Manager** represents contributions from Oxfam Germany to cover the operational costs of the Fundraising Manager (based in Geneva but line-managed by Oxfam Germany) to increase the fundraising capacity of the Confederation.
- l) **The French Translator Fund** represents contributions from Oxfam GB to cover the operational costs of a French Translator (based in Geneva but line-managed by Oxfam GB).
- m) **The Dutch Ministry of Foreign Affairs Strategic Partnership** represents contributions from Oxfam Novib (back donor Dutch Ministry of Foreign Affairs) to support staff and activities within the Addis Office and various Advocacy and Campaigning projects (Rights in Crisis (RIC), GROW, Even It Up and Worldwide Influencing Network (WIN)).

STICHTING OXFAM INTERNATIONAL

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

16 RESTRICTED INCOME FUNDS

See Note 15 for descriptions of each of the funds detailed below

	Balance at 1 Apr 2016	Incoming Resources	Resources Expended	Transfers from Other Funds	Balance at 31 Mar 2017
	£	£	£	£	£
Confederation Development					
a) Atlantic Philanthropics Fund	788,295	302,748	(445,404)	-	645,639
Total Confederation Development	<u>788,295</u>	<u>302,748</u>	<u>(445,404)</u>	<u>-</u>	<u>645,639</u>
Humanitarian					
b) Tsunami Fund	69,810	-	(38,560)	-	31,250
Total Humanitarian	<u>69,810</u>	<u>-</u>	<u>(38,560)</u>	<u>-</u>	<u>31,250</u>
Washington/New York Advocacy					
c) New York Arms Trade Treaty	17,045	-	-	-	17,045
d) Washington Advocacy Bequests	17,025	-	(2,069)	-	14,956
Total Washington/New York Advocacy	<u>34,070</u>	<u>-</u>	<u>(2,069)</u>	<u>-</u>	<u>32,001</u>
Other Advocacy and Campaigning					
e) Global Leap Fund	53,281	455,730	(291,046)	-	217,965
f) Global Leap - OIAU Sudan Media Fund	-	85,434	(78,891)	-	6,543
g) EJ Food and Climate Justice Project Management	-	77,396	(39,703)	-	37,693
h) OI EU EJ Policy Lead	3,431	12,788	(21,713)	5,494	-
i) Geneva Humanitarian Advocacy	-	134,355	(136,617)	2,262	-
j) CaLP Technical Coordinator	-	107,084	(111,761)	4,677	-
k) Fundraiser (Oxfam Germany)	-	46,011	(46,011)	-	-
l) French Translator (Oxfam Great Britain)	-	49,455	(49,484)	29	-
m) Dutch Ministry of Foreign Affairs Strategic Partnership	-	613,712	(613,712)	-	-
Total Other Advocacy and Campaigning	<u>56,712</u>	<u>1,581,965</u>	<u>(1,388,938)</u>	<u>12,462</u>	<u>262,201</u>
Total Advocacy and Campaigning	<u>90,782</u>	<u>1,581,965</u>	<u>(1,391,007)</u>	<u>12,462</u>	<u>294,202</u>
	<u>948,887</u>	<u>1,884,713</u>	<u>(1,874,971)</u>	<u>12,462</u>	<u>971,091</u>

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

17. UNRESTRICTED FUNDS

The Secretariat operated the following Designated Funds during the year:

- i) **The Membership Growth Fund** was closed and the balance transferred to the Oxfam Investment Fund – Public Fundraising (OIF – PE) Fund.
- ii) **The Income Growth Fund** was closed and the balance transferred to the Oxfam Investment Fund – Public Fundraising (OIF – PE) Fund.
- iii) **The Special Projects Fund** was set up following agreement that funding by Affiliates would be used at the discretion of the Secretariat unless the Affiliates had transferred the funding from a restricted fund.
The previous allocation of the Affiliates' contribution which led to the growth of the Special Projects Fund no longer brings value to the work of the Secretariat. There will always be a small number of projects, that will have outstanding balances at year end, that are not fully met by the Budgeting process, individual decisions on the carry forward of identified unspent funds will be made by the Oxfam International Management Team (OIMT).
- iv) **The Oxfam 2020 Fund** was closed and the balance allocated to the three elements of the Oxfam Investment Fund; Confederation Development, Public Fundraising and Institutional Fundraising, the balance going to supporting the ongoing development of Oxfam in a Box (within the General Reserve)
- v) **The Defined Benefit Pension Reserve** fund ensures that future contributions are available to repay the deficit on the Defined Benefit Pension Scheme. The level of this reserve will be reviewed annually supported by information received from the pension scheme administrator. Please see note 7 for more information.
- vi) **The Board Contingency Reserve** has been set up to maintain sufficient reserves to cope with volatility in income and expenditure. Further details can be found in the Reserves Policy. The level of Contingency Reserve will be reviewed annually to reflect the changes in funding and the implications of the continued implementation of Oxfam 2020. The 2016-17 Budget included a commitment to increase the level of funds in the Board Contingency Reserve by Euro 1,479,000 (GBP 1,265,182 at 31 March 2017 exchange rate). Commitments to increase the level of funds will be reviewed each year as part of the Budget approval and again at year-end.
- vii) **Oxfam Investment Fund – Confederation Development (OIF-CD).** The existing Membership Growth, Income Growth and 2020 Funds were consolidated as the Oxfam Investment Fund at the beginning of 2016-17, and extensive support was provided to a number of affiliates in the areas of organisational development (OIF-CD), public fundraising (OIF-PF) and institutional fundraising (OIF-IF). Award and implementation of the grants is supported by Secretariat strategic partners for each investment portfolio, and monitored by an International Investment Committee (ICC) composed of a relevant senior Secretariat management staff. OIF-CD grants are awarded to selected Affiliates to support infrastructure and development costs to support the development and sustainability of the Affiliate.
- viii) **Oxfam Investment Fund – Public Fundraising (OIF-PF)** awarded to selected Affiliates to support infrastructure and development costs to increase public fundraising.
- ix) **Oxfam Investment Fund – Institutional Fundraising (OIF-IF)** awarded to selected Affiliates to support the infrastructure and development costs to increase institutional fundraising.
- x) **The Operational Reserve** reflects unrestricted funds available for the continuation of the Secretariat's charitable activities as agreed by the Board for the following year's budget.
- xi) **The General Reserve** reflects the balance of unrestricted and undesignated funds of the Secretariat.

STICHTING OXFAM INTERNATIONAL

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

18 UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2016 £	Income £	Expenditure £	Transfers (to)/from Other Funds £	Balance at 31 Mar 2017 £
Designated Funds					
i) Membership Growth Grant Fund	293,582	-	-	(293,582)	(0)
ii) Income Growth Fund	278,848	-	-	(278,848)	(0)
iii) Special Projects Fund	199,883	613,261	(706,316)	291,554	398,382
iv) Oxfam 2020	1,521,146	-	-	(1,521,146)	(0)
v) Defined Benefit Pension Reserve	116,000	-	(33,242)	165,771	248,529
vi) Board Contingency Reserve	1,767,522	-	-	1,265,182	3,032,704
vii) OIF - Confederation Development	-	3,235,507	(2,421,724)	543,065	1,356,848
viii) OIF - Public Fundraising	-	4,275,362	(5,312,456)	1,290,028	252,934
ix) OIF - Institutional Fundraising	-	450,725	(24,585)	92,436	518,576
Total Designated Fund	4,176,981	8,574,855	(8,498,323)	1,554,460	5,807,973
x) Operational Reserve	739,907	-	(739,907)	895,484	895,484
xi) General Reserve	-	15,584,169	(11,308,044)	(2,462,406)	1,813,719
Total Unrestricted Income Fund	4,916,888	24,159,024	(20,546,274)	(12,462)	8,517,176

The following transfers have been made to Unrestricted funds:

The following transfers have been made from General Funds			
Transfers to cover deficits on Restricted Funds		(12,462)	
Transfers (to)/from Designated Funds			(12,462)
			<u>(12,462)</u>
Membership Growth Grant Fund - to close the fund		(293,582)	
Income Growth Fund - to close the fund		(278,848)	
Oxfam 2020 - to close the fund		(1,521,146)	
Transfer to new funds			
OIF - Confederation Development		543,065	
OIF - Public Fundraising		1,290,028	
OIF - Institutional Fundraising		92,436	
Transfer to Operational Reserve		168,047	
Net Transfer to Designated Funds			-
			<u>-</u>
Transfers (to)/from Special Funds			
Transfer fund balance as fund close (SAF & LAC)		(9,048)	
Transfer to cover deficit and depreciation for 2017-18 and 2018-19 on Digital WIN		183,303	
Transfer fund related to Geneva donations		54,881	
Transfer to Projects		62,418	
			291,554
			<u>291,554</u>
Transfer to Board Contingency Reserve	2016-17 agreed budget	1,265,182	
Transfer from General Reserve	2016-17 agreed budget	(1,265,182)	
Transfer to Operational Reserve	2017-18 agreed budget	895,484	
Transfer from General Reserve	2017-18 agreed budget	(895,484)	
Transfer from Defined Benefit Pension Reserve		165,771	
Transfer to General Reserve		(165,771)	
			<u>-</u>

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

19 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Year ended 31 March 2017		
	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2017 are represented by:			
Fixed Assets	209,430	-	209,430
Current Assets	13,233,646	971,091	14,204,737
Current Liabilities	(4,201,341)	-	(4,201,341)
Provision for Liabilities and Charges	(48,680)	-	(48,680)
Defined Benefit Pension Scheme	(248,529)	-	(248,529)
Non-current liabilities	(427,350)	-	(427,350)
	<u>8,517,176</u>	<u>971,091</u>	<u>9,488,267</u>

20 RELATED PARTY TRANSACTIONS

Affiliates are trustees as bodies corporate. During the year the Affiliates were:

Oxfam America, Oxfam Australia, Oxfam in Belgium, Oxfam Brazil, Oxfam Canada, Oxfam France, Oxfam Germany, Oxfam GB, Oxfam Hong Kong, Oxfam IBIS (Denmark), Oxfam India, Oxfam Intermon (Spain), Oxfam Ireland, Oxfam Italy, Oxfam Japan, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib (Netherlands), Oxfam Quebec, Oxfam South Africa.

All transactions with Affiliates have been disclosed throughout these financial statements. There are no transactions with other related parties that would require disclosure.

There is no ultimate controlling party for Stichting Oxfam International. Stichting Oxfam International is governed by its constitution as set out in the Trustees' Report.

	Year ended 31 March 2017		As at 31 March 2017	
	Income £	Expenditure £	Debtors £	Creditors £
Oxfam America	2,535,169	813,768	49,375	77,109
Oxfam Australia	1,463,496	663,067	1,735	218,319
Oxfam Belgium	624,006	19,859	170,333	-
Oxfam Brazil	36,642	408,880	3,266	-
Oxfam Canada	263,823	160,354	126,333	90,099
Oxfam France	68,466	(4,317)	12,000	-
Oxfam Germany	308,876	793,680	74,523	204,258
Oxfam GB	11,400,396	959,976	593,861	783,564
Oxfam Hong Kong	960,703	-	6,456	-
Oxfam IBIS	47,541	62,748	45,956	50,994
Oxfam India	62,608	941,831	17,594	118,372
Oxfam Intermon	2,413,428	521,733	592,813	299,267
Oxfam Ireland	244,789	20,000	140,606	-
Oxfam Italy	201,056	1,546,405	113,582	727,116
Oxfam Japan	5,554	-	28,002	-
Oxfam Mexico	140,334	1,981,923	130,961	382,377
Oxfam New Zealand	46,311	81,593	850	-
Oxfam Novib	4,467,217	884,117	246,276	389,223
Oxfam Quebec	307,176	1,093	195,358	-
Oxfam South Africa	33,215	998,471	3,429	118,211
	<u>25,630,806</u>	<u>10,855,181</u>	<u>2,553,309</u>	<u>3,458,909</u>

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

21. COMMITMENTS

a) Operating Leases

As at 31 March the Secretariat had the following commitments under non-cancellable operating leases:

	31 March 2017	31 March 2016
	£	£
Leased property in the UK	44,660	89,320
Leased property outside the UK	208,303	139,510
Equipment operated in the UK	5,609	15,886
Equipment operated outside the UK	3,032	5,602
	261,604	250,318
Amounts due under contracts ending		
within 1 year		
Land and Buildings	182,934	120,827
Other	6,680	12,428
within 2-5 years		
Land and Buildings	70,029	108,003
Other	1,961	9,060
after 5 years		
Land and Buildings	-	-
Other	-	-
	261,604	250,318

b) Pension Scheme Commitments

Details of commitments to the deficit in the multi-employer defined benefit scheme are provided in note 7d.

c) Financial

The Secretariat had no outstanding grants committed to affiliates and observers at 31 March 2017

	31 March 2017	31 March 2016
	£	£
Amounts due under contracts ending within 1 year	-	54,008

STICHTING OXFAM INTERNATIONAL
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

22. FINANCIAL INSTRUMENTS

		Year Ended 31 March	
The Secretariat had the following financial instruments	Note	2017	2016
		£	£
Financial assets that are debt instruments measured at amortised cost:			
Debtors - Affiliates	10	2,490,850	1,749,905
Other Debtors	10	62,388	54,667
Doubtful Debt Provision	10	-	(230,628)
Accrued Income	10	34,694	43,186
Cash at bank and in hand	11	11,426,687	7,226,888
		14,014,619	8,844,018
Financial liabilities measured at amortised cost:			
Amounts owed to Affiliates	12	2,381,626	1,065,451
Other Creditors	12	660,427	377,885
Taxation and Social security	12	178,566	110,148
Accruals for amounts owed to Affiliates	12	609,442	583,961
Other Accruals	12	330,789	525,343
		4,160,850	2,662,788