



OXFAM

OXFAM SUSTAINABLE SUPPLY POLICY

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POLICY STATEMENT.....2

PURPOSE.....2

PRINCIPLES.....2

1. VALUE FOR MONEY2

2. QUALITY AND EFFECTIVENESS3

3. INTEGRITY3

 3.1. Transparency and Accountability.....3

 3.2. Ethical practice4

 3.3. Equal Opportunity and Non-Discrimination4

 3.4. Sustainable Supply Chain5

 3.5. Paying taxes5

 3.6. Compliance and Due Diligence.....5

 3.7. Confidentiality6

 3.8. Health and Safety6

4. STRIVING FOR POSITIVE IMPACTS IN LOCAL MARKETS AND COMMUNITIES6

5. BUILDING POSITIVE RELATIONSHIPS6

 5.1. With Suppliers6

 5.2. With Partners.....7

 5.3. With External Stakeholders7

TERMS AND DEFINITIONS.....7

RELATED DOCUMENTS.....9

VERSION CONTROL.....9

ANNEX 1 – SCOPE AND ELIGIBILITY 10

POLICY STATEMENT

Oxfam is committed to [sustainable supply chains](#) that strive to do no harm and create positive social, economic, and environmental impacts on the communities, suppliers and other stakeholders we work with.

PURPOSE

This policy aims to establish fundamental principles to govern [procurement](#) in Oxfam¹, and is designed to align with Oxfam core values, sector best practice and international standards including the UN Guiding Principles on Business and Human Rights and the UN Global Compact, the Universal Declaration of Human Rights (UDHR) and the International Labour Law Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. The policy outlines Oxfam's commitment to align our business decisions with our values so that we meet these principles in Oxfam [supply chain](#) activities; establish organizational commitment to meet these principles in Oxfam supply practices through working towards implementation of a comprehensive human rights and environmental due diligence process; empower staff to be able to identify, prioritise, prevent and mitigate harmful impacts on people and planet and improve the quality of their ethical decisions; and ensure that [Goods](#), works and services used by Oxfam are sourced responsibly.

This policy is intended for all stakeholders involved in, or connected to Oxfam [supply chain](#) activities including [sourcing](#), supplier selection, purchasing, contracting, and supplier relationship management. Standards and detailed procedures implementing this policy can be found in the [Oxfam Supply and Logistics Manual](#) and Toolkit

Oxfam is committed to designing procurement processes that are responsive and proportionate to risk, need and operational context, while ensuring a transparent and efficient use of resources. We endeavour to ensure participatory design of Oxfam procurement processes, ensuring effective and inclusive collaboration with stakeholders across Oxfam.

Compliance with these principles is expected of all those involved in or related to Oxfam's [procurement](#) and supply processes in Oxfam country, region and cluster programs.

PRINCIPLES

The following principles are integral to ensuring supply practices that seek the best economical, efficient and effective use of the funds that have been entrusted to Oxfam, whilst also respecting human rights, protecting the environment and upholding our organisational values.

1. VALUE FOR MONEY

Oxfam adopts supply strategies and processes which aim to achieve best [value for money](#) in procuring [goods](#), works and services that meet Oxfam and end user needs through efficient and effective [procurement](#) processes.

We recognise the importance of competitive processes as an effective means of achieving [value for money](#) and ensuring that contracts have been awarded fairly. For Oxfam, [value for money](#) includes decision-making based on ethical and environmental criteria and we affirm that ethical principles and human rights should never be compromised by price.

¹ This policy can be endorsed and implemented by any Oxfam affiliate. This policy is approved by Oxfam International, Oxfam GB (application only in international operations, not UK), Oxfam Intermón and Oxfam Novib

Oxfam determines the [procurement](#) procedures to be followed proportionate to the value of the contract and the associated risks. The higher risks or the expected value of [goods](#) or services, the more detailed, extensive, and documented the process of [sourcing](#) and selection needs to be.

2. QUALITY AND EFFECTIVENESS

We are committed to providing quality products and services, and locally appropriate solutions that meet the needs of our [end users](#) and are 'fit for purpose'.

Our supply specifications are adequately detailed and well considered. Every effort is made to ensure that the supply requirements for Oxfam are clearly defined, enabling suppliers to react to our needs, while ensuring that human rights are respected and the environment is protected.

We are committed to high quality, standardised procedures and tools which enable our field offices globally to manage, monitor and improve the overall performance and efficiency of their supply.

We are committed to taking a collaborative approach with our stakeholders, leveraging Oxfam's technical expertise and our power within procurement activities to prevent harm and do good. This ensures the products and services provided continue to meet optimal technical standards, enabling Oxfam to deliver quality programs, in changing environments and in complex market conditions.

Our procurement staff are experienced professionals, who understand and apply good [procurement](#) practices. We are committed to championing innovative ways of working to improve the quality and effectiveness of our [supply chain](#) performance.

3. INTEGRITY

Oxfam is committed to [integrity](#) in its operations and [supply chain](#). This means that we comply with applicable legal requirements; we run our operations in accordance with a strict set of ethical standards and we follow [integrity](#) principles in our relationships with suppliers. We actively promote these principles and standards, and expect all persons involved in processes on behalf of Oxfam's [supply chain](#) to demonstrate commitment towards them.

3.1. Transparency and Accountability

Oxfam is committed to openness, communication and [transparency](#) in its [sourcing](#) activities.

We ensure [transparency](#) and accountability of decision-making by implementing [segregation of duties](#) and by providing traceability in all stages of the [procurement](#) process, with sufficient and accurate documentation of activities and a clear and complete documentary record.

We pro-actively share information with our stakeholders and strive to improve communication, effective collaborative working to ensure [transparency](#) and accountability.

3.2. Ethical practice²

Oxfam is committed to **integrity in its supply chain** and working against corruption in all its forms including fraud, theft, bribery, nepotism, money laundering, terrorism financing, abuse of an undeclared conflict of interest, counterfeit money, cyber-crime, extortion and other forms of financial crime.³

Everyone involved in [supply chain](#) processes on behalf of Oxfam **must**:

- **Be impartial** and must not use their authority or status for their own benefit⁴, but seek to uphold and enhance Oxfam's standing in any business operation.
- **Maintain integrity** in all business relationships and reject business practices that may reasonably be considered improper or illegal⁵.
- Try to achieve the highest standard of **professional competence** within the areas under their responsibility.
- **Optimise the use of resources** under their responsibility, to ensure maximum benefit for Oxfam, stakeholders, and communities we work with.
- Pro-actively declare any potential [conflicts of interest](#).⁶

Anyone involved in [supply chain](#) processes on behalf of Oxfam:

- **Must not** accept, promise, offer or give any gifts or other reward or advantage⁷.
- **Must not** engage in any activity with [suppliers](#) or buyers that could be considered anti-competitive, or that breaks any statutory requirement in the country or region, or that of Oxfam affiliates, or donors.
- **Must not** deliberately mislead nor take advantage of inadvertent errors made by [suppliers](#) and will take all necessary actions to remedy the situation and minimise the impact of errors on both Oxfam and our [suppliers](#).
- **Must not** use their power or position of authority to use or engage in, nor allow others to use or engage in physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation (bullying, inappropriate language etc.).

3.3. Equal Opportunity and Non-Discrimination

Oxfam is committed to ensuring that its workplaces and processes promote and enable fairness, inclusivity and diversity, where everyone feels safe, comfortable and accepted.

We will promote and support [supply chain](#) and [procurement](#) processes and practice that avoid any form of discrimination on the basis of race, caste, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation for example.

Oxfam strives for a diverse [supply base](#) and is committed to enabling more [equitable](#), fair and open access to [procurement](#) opportunities, especially for [SMEs](#), cooperatives, businesses that are owned by women, people from minority ethnic communities, people from indigenous communities, people with disabilities, or members of the [LGBTQIA+](#) community. We encourage [suppliers](#) to build inclusive and diverse workforce

² Refer to Oxfam Code of Conduct

³ Refer to Oxfam Anti-Fraud and Corruption Policy

⁴ This includes both direct and indirect benefit, for example: for the benefit of friends, family, and associates.

⁵ Refer to Oxfam Code of Conduct and Oxfam Supplier Code of Conduct

⁶ Refer to Oxfam Conflict of Interest Policy

⁷ Refer to Oxfam Code of Conduct and Oxfam Anti-Fraud and Corruption Policy

and [supply bases](#). We endeavour to communicate clearly and effectively with [suppliers](#) about opportunities and the [procurement](#) process, through various channels, to ensure adequate [competition](#) and equitable opportunity to bid.

3.4. Sustainable Supply Chain

We are committed to creating positive social, economic and environmental impact in our [supply chains](#); and we actively work to minimise and mitigate the actual and potential adverse impacts of our [sourcing](#) decisions and operational activities. Oxfam is committed to considering the environmental impact of products throughout their full life cycle and minimising the impacts associated with end-of-life disposal of products by ensuring right size procurement⁸, favouring products with greater durability and high recycled content, reducing packaging, and planning for product end-life.

We manage our supply operations in accordance with internationally recognised standards in the areas of human rights, labour rights, [safeguarding](#), anti-corruption and environmental sustainability. We proactively encourage our suppliers to meet the expectations laid out in the Supplier Code of Conduct, and we strive to address potential and actual impacts throughout our supply chains.

Oxfam expects its suppliers to respect the protection of internationally proclaimed human rights and to ensure that we are not complicit in human rights abuses.

Oxfam will not knowingly enter into contract or partnership with suppliers that participate in: tax evasion; extractive industries; the sale, export or manufacture of arms, adult entertainment industry; the sale of pesticides; the sale of baby milk outside World Health Organisation Code of Conduct; the production and sale of tobacco; illegal logging operations; any illegal activity; or operate in illegally occupied territories.⁹

Oxfam is committed to preventing its funds being used for illicit purposes¹⁰. Oxfam will not knowingly or recklessly provide funds, economic goods or material support to any entity or individual designated as “terrorist”¹¹.

3.5. Paying taxes

Oxfam is a strong advocate of fair taxation and believes that all organizations and individuals must pay their fair share of taxes in all countries where economic activities take place. Oxfam is committed to paying all applicable taxes in all jurisdictions it works on – and expects the same level of tax compliance from its suppliers and partners.

3.6. Compliance and Due Diligence

Oxfam will respect and comply with any specific [procurement](#) rules and reporting requirements agreed with donors when using donated funds.

We are committed to comply with both the letter and the spirit of all applicable international and local laws and regulations and with all contractual obligations incurred on behalf of Oxfam.

⁸ *Accurately calculate and plan the number of items needed, size and frequency of procurement and distribution in order to prevent unnecessary waste and environmental impacts from overproduction and over-procurement.*

⁹ *See Supplier Code of Conduct.*

¹⁰ *E.g. terrorist financing, sanctions, money laundering and export control regulations.*

¹¹ *Designation by the international community or Oxfam Affiliate domestic governments.*

Oxfam is committed to undertake a risk-based, adequate and proportionate [due diligence](#) process with suppliers prior to entering into contracts. Next to legal registrations, financial solvency and screening against international sanctions lists¹² our due diligence process includes requirements to address the ethical, human rights and environmental impacts of our work.

3.7. Confidentiality

We are committed to the appropriate handling of commercially sensitive and confidential [supplier](#) information (including pricing), particularly prior to the award of contract.

3.8. Health and Safety

Oxfam is committed to providing a safe and hygienic working environment in its [supply chain](#) particularly in hazardous environments such as warehouses.

4. STRIVING FOR POSITIVE IMPACTS IN LOCAL MARKETS AND COMMUNITIES

We are committed to achieving positive impacts and avoid harm through our procurement activities, such as building local market capacity and supporting local suppliers to respond to our needs as well as building awareness of international standards for human rights and sustainability.

We are committed to working with local producers, manufacturers and [suppliers](#) with the aim of developing [sustainable](#) products and [supply chain](#) solutions that meet the needs of Oxfam and of our stakeholders today and in the future.

Where the supply, durability, adequacy and environmental sustainability can be ensured, locally-produced items are preferred.

5. BUILDING POSITIVE RELATIONSHIPS

Oxfam aims to build positive relationships with all stakeholders, build strategic partnerships¹³ and support when needed programmatic partners.

We strive to work with others to share resources and knowledge to add value, increase efficiency and minimise negative human and environmental impacts.

5.1. With Suppliers

Oxfam [supply chain](#) must be built on trust, mutual accountability, [transparency](#), respect and managed through contracts, performance monitoring, and feedback for continuous improvement.

We strive to engage reliable [suppliers](#) capable of delivering on time and to the right standards.

¹² Refer to Oxfam Anti – Terrorism Financing and Financial Crime Policy

We monitor performance of [suppliers](#) and Oxfam [supply chain](#), and we strive to work with [suppliers](#) and stakeholders to ensure continuous improvement and a positive impact for people and the planet.

We treat [suppliers](#) fairly providing clear requirements and expectations, realistic lead-time and paying them on time (Oxfam recognises the importance of cash flow for smaller and medium sized enterprises).

We will ensure [suppliers](#) understand and are aware of Oxfam’s [whistleblowing](#) channels

5.2. With Partners

We strive to create open and respectful environments for staff from Oxfam and partner organisations to jointly grow their supply chain knowledge and expertise, with the objective to create greater accountability and impact for the programmes we work on. We commit to providing opportunities for continuous improvement through mutual training, learning and support.

5.3. With External Stakeholders

We actively collaborate and meaningfully engage with external stakeholders¹⁴ to increase our impact, ensure continuous improvement, mutual learning and accountability.

TERMS AND DEFINITIONS

For the purpose of this document, the following terms and definitions apply:

TERM	DEFINITION
Competition	Competition is a tool used to fairly select suppliers for example collecting multiple quotations or a tender. Suppliers compete for business.
Conflict of interest	A situation in which a person’s loyalties or interests are, might be, or might be perceived to be, in conflict with those of their organisation. This could be as a result of a private relationship or association with a person, group or entity with whom you might also have a professional relationship or association. It could also be as a result of a private interest, or activities conducted during or outside of working hours.
Due diligence	Process of actively assessing, preventing, mitigating and being accountable for actual or potential adverse impacts on human rights and the environment as a part of procurement decision-making.
End users	The people in the communities we work with and our teams who will use and benefit from the goods and services we source.
Equity	The process of taking positive action to account for different circumstances and remove systemic barriers to ensure equal outcomes and opportunities for every individual.
Fit for purpose	Services and goods procured are able to perform the tasks or functions that they were designed, meet end users’ needs (inclusive of different needs e.g., age, disability, religion and gender), compliant with technical and legal requirements and do not expose the end-users to any avoidable risks (e.g., safety). Acceptable and appropriate quality and design in eyes of end users.
Goods	Physical items, materials or equipment that are required by the organisation.
Integrity	“ <i>Doing what is right, even when nobody is watching</i> ” Integrity is the quality of being honest, having strong values and ethical principles, and acting upon them. At Oxfam we believe that integrity encompasses, all the elements that shape appropriate behaviours and guide the way in which we act, both individually and collectively, in line with our institutional culture, values and identity.

¹⁴ Examples: Suppliers, private sector actors, government, UN agencies and INGOs, clusters, academic sector; local authorities, etc.

TERM	DEFINITION
LGBTQIA+	People with diverse sexual orientation, gender identity, gender expression and sex characteristics.
Manufacturer	A manufacturer is a person or business that makes finished goods to sell.
Procurement	Activity to acquire goods or services from suppliers.
Producer	A person or organization involved in producing basic agricultural commodities consisting of raw unprocessed materials including agriculture, livestock farming, fishing, and forestry.
Safeguarding	Safeguarding is the prevention, reporting and responding to any forms of sexual exploitation, sexual abuse, sexual harassment and/or any form of child abuse perpetrated by any person/s representing Oxfam in our work.
Segregation of duties	The clearly defined nature of roles and responsibilities, with authority for decision-making being overseen based on checks and balances. It is important for accountability purposes to ensure that key supply activities (expenditure authorisation, procurement , reception, and payment of goods) are separated between staff members and not conducted by a single person, even in areas where there are few staff employed.
SME	Small and medium sized enterprise.
Sourcing	Assessing the market to identify viable suppliers that can meet an organisation's needs and requirements. Responsible sourcing is actively and consciously sourcing and procuring products and services for operations in an ethical, sustainable and socially conscious way.
Supplier	Suppliers can range from independent market traders, individuals (i.e.: consultants) and small local companies to large international companies from which Oxfam procures goods or services.
Supply chain	The sequence of activities and operational processes that integrate, coordinate and control the movement of materials, goods and related information; from suppliers (including raw materials) distributors and donors to end users to meet program and operational requirements.
Supply base	The network and range of suppliers used and engaged by an organization.
Sustainable procurement	<p>Procurement that considers environmental, social and economic impacts over the entire life cycle</p> <ul style="list-style-type: none"> • Economic pillar: Strives for best value for money and, in particular, the whole life costs of a product or service as well as wider support for economic development. • Environmental pillar: Strives for reduction of the negative environmental impact a product or service has over its whole life-cycle, including issues such as greenhouse gas emissions, preservation of natural ecosystems, waste reduction and management, and air and water pollution. • Social pillar: Strives for the promotion of human rights, elimination of child labour and modern slavery, the promotion of local markets, fair labour conditions and wider ethical issues in supply chain.
Stakeholders	<i>Internal stakeholders</i> refers to the different departments, teams and functions that need to be involved, consulted and informed in procurement activities for example: end users of products and services, staff responsible for procurement, project and technical staff, finance staff, and budget holders. <i>External stakeholders</i> can include Oxfam partners, the local community, suppliers, private sector actors, government, UN agencies, INGOs, Clusters (WaSH cluster, Logistics Cluster etc.) , academic sector; local authorities, etc.
Transparency	Transparency is demonstrating openness about who decided what, based on what information; ensuring complete and accurate documentation of activities; and a clear and complete paper trail. Transparency is important for improving accountability, reducing risk of fraud, and enabling learning so that we can improve our impact over time.
Value for money	The best mix of quality and effectiveness for the least cost. Optimal use of resources to achieve desired outcome and maximise impact. It is not about buying at the lowest price.
Whistleblowing	The act of disclosing information to the public or to some higher authority about wrongdoing, which could be in the form of fraud, corruption, sexual harassment, etc

TERM	DEFINITION
	The affiliates whistleblowing channels are included in Oxfam Staff Code of Conduct and Supplier Code of Conduct.

RELATED DOCUMENTS

- [Operational Handbook](#)
- [Supply and Logistics Manual](#)
- [Supplier Code of Conduct](#)
- [Oxfam Staff Code of Conduct](#)
- [Non-staff Code of Conduct](#)
- [Sustainable Procurement Guidelines](#)
- [Anti-Fraud and Corruption Policy](#)
- [Anti – Terrorism Financing and Financial Crime Policy](#)
- [Safeguarding policies](#)
- [Conflict of Interest Policy](#)
- [UN Guiding Principles on Business and Human Rights](#)

VERSION CONTROL

This policy will be reviewed and updated every four (4) years or as required e.g. to comply with legislation.

VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE
V.1		DD/MM/YYYY	



ANNEX 1 – SCOPE AND ELIGIBILITY

SCOPE

This policy applies to the supply chains and operations where Oxfam operates. This includes all staff, including volunteers, temporary workers and any external contractors working on behalf of Oxfam.

APPLICATION ACROSS OXFAM AFFILIATES

As part of the Transforming Business Support process, this policy underpins a framework for the further harmonisation of standards and processes within the single, unified EA structure under OI, which aims to provide more focussed and efficient support for Countries and Regions. Accordingly, this policy is applicable to all countries where OES, OGB and ONL are Executing Affiliate. In addition, this policy will apply to operations within the Netherlands and Spain.

We invite other Home or Executing Affiliates to discuss how this framework might apply in their context and encourage them to adopt this policy.

List of affiliates where this policy applies:

AFFILIATES	EFFECTIVE START DATE IN AFFILIATE HEAD OFFICE LOCATION	EFFECTIVE START DATE IN LOCATIONS WHERE AFFILIATE IS EA (EXECUTING AFFILIATE)	COMMENTS
Oxfam Intermón	01/04/2024	01/04/2024	Applicable in Spain and where OES is EA
Oxfam Novib	01/01/2024	01/01/2024	Applicable in The Netherlands and where ONL is EA
Oxfam Great Britain	Not applicable for procurement originating in UK – see comments	01/04/2024	Applicable where OGB is EA. UK procurement teams comply with OGB Ethical and Environmental Policy, which is UK-specific

APPLICATION OF POLICY TO OXFAM PARTNERS

Whilst this policy applies to the Oxfam's supply chains and operations, partners are encouraged to explore and understand the principles in relation to their own supply chain activities. Oxfam commits to engage with partners in sharing information and resources related to supply chain and logistics, to contribute to mutual learning and development. Where needed and agreed as part of partner conversations, Oxfam can provide further support and capacity building in implementing mutually relevant principles of this policy.

QUESTIONS & ANSWERS

If you want to get more information raise concern and/or propose changes, please contact the person responsible for Supply and Logistics in your affiliate or write to: logadvise@oxfaminternational.org