



OXFAM
America

ANNUAL REPORT 2013

**IN A WORLD
AS RICH AS
OURS, IT'S
WRONG THAT
SO MANY LIVE
IN POVERTY.**

**TOGETHER,
WE AIM TO DO
WHAT'S RIGHT.**

DEAR FRIENDS,

Oxfam America distinguishes itself because we ask the right questions. We ask hard questions. Not just of the US government, corporations, and political leaders in the countries where we work—but of our partners around the globe and, most important, of ourselves. We also pursue answers vigorously and develop innovative approaches to reducing poverty.

This year has been no exception.

In the Sahel, Oxfam America tackled the ongoing food crisis by working with governments and local organizations across Africa to modernize agricultural systems—helping people help themselves and, in so doing, reform their communities. In Senegal, we expanded our Rural Resilience Initiative; and in Peru, we helped herding communities prepare for the impacts of climate change.

On Capitol Hill, we helped pass the Restore Act for survivors of the BP oil spill and launched a campaign to invest more aid dollars in effective local leaders.

We tackle tough challenges.

In the DC District Court, Oxfam America fought for historic advances in our work to ensure greater revenue transparency in the oil, gas, and mining industries. At the United Nations, we had a breathtaking success when our 10-year campaign for an international arms trade treaty helped secure an overwhelming vote to approve the treaty.

And our GROW campaign brilliantly succeeded in obtaining public pledges from three major cocoa-buying companies to improve their policies to help women in their supply chains. Wins like these take years, so posting multiple victories of this magnitude in the final months of fiscal year 2013 was unprecedented.

Moving forward, we continue to face daunting injustices and seek opportunities to make change with and for those suffering around the globe. In particular, we are committed to the growing humanitarian crisis in Syria. We are providing relief to refugees and are advocating forcefully for a peaceful, diplomatic solution to the conflict.

This year we finished our strategic plan for 2013–2019. It reflects both Oxfam’s pragmatism and vision and will focus effort in those areas where Oxfam is uniquely positioned to achieve results through field programs and by influencing public and private institutions to take those programs to scale. Our three goals are:

- **To promote fair, sustainable agriculture and food systems** that ensure that rural communities have the resources they need to thrive
- **To reform the global emergency response system** by strengthening the capacity of governments and citizen groups to prepare for and respond to disasters
- **To fuel the development investment system** by increasing financing from official aid and extractive industry revenues and to improve the effectiveness of funding

As we pursue these three goals, we will ensure women’s leadership and inclusion, because the success of any development effort depends on shifting greater power to women. Ultimately, by 2019 our objective is to bring to scale programs designed to secure the rights of the people we serve. We will do this by expanding influence on national policies and expenditures. This approach is based on our belief that laws, practices, norms, and attitudes at the country level most directly affect the day-to-day lives of people living in poverty.

We look forward to the opportunities and challenges ahead. As we have said before, you give us life and purpose. Thank you.



RAYMOND C. OFFENHEISER
PRESIDENT



JOE LOUGHREY
CHAIR, BOARD OF DIRECTORS

OXFAM'S REACH

OXFAM AMERICA WORKS NOT ONLY THROUGH OFFICES ON FIVE CONTINENTS, BUT ALSO AS PART OF THE OXFAM CONFEDERATION: 17 SISTER ORGANIZATIONS WORKING COLLABORATIVELY IN 94 COUNTRIES. BETWEEN APRIL 1, 2012, AND MARCH 31, 2013, THE CONFEDERATION'S TOTAL EXPENDITURES WERE \$1.3 BILLION.

Determined to ensure greater impact, in 2010, the Oxfam confederation began a new chapter by starting to coordinate the efforts of all the affiliates in each country under a single strategy. By September 2013, 70 countries had begun working under this new alignment.



OXFAM AMERICA'S 2013 INVESTMENTS BY REGION*

12-MONTH FISCAL PERIOD ENDING MARCH 31, 2013

AFRICA AND THE MIDDLE EAST

Total investment in region: \$14.2 million

Top three investments (as percentages of total):

- 49.5% Humanitarian relief in East Africa and Sudan
- 14.0% Agriculture & water management in Ethiopia
- 8.1% Saving for Change

Countries where we funded work: Burkina Faso, Democratic Republic of Congo, Ethiopia, Gambia, Ghana, Guinea Bissau, Mali, Mozambique, Senegal, Somalia, South Africa, South Sudan, Sudan, Uganda, Yemen, Zambia

ASIA AND THE PACIFIC

Total investment in region: \$2.6 million

Top three investments (as percentages of total):

- 19.8% Agriculture & water management
- 14.9% Oil, gas & mining
- 12.9% Saving for Change

Countries where we funded work: Australia, Cambodia, China (Hong Kong), India, Japan, Nepal, Pakistan, Philippines, Russia, Vietnam

LATIN AMERICA AND THE CARIBBEAN

Total investment in region: \$9.9 million

Top three investments (as percentages of total):

- 40.3% Humanitarian response & agriculture in Haiti
- 12.4% Humanitarian response & preparedness in Guatemala and El Salvador
- 10.7% Oil, gas & mining

Countries where we funded work: Bolivia, Brazil, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Paraguay, Peru

NORTH AMERICA

Total investment in region: \$2.9 million

Top three investments (as percentages of total):

- 39.6% Gulf Coast equity
- 20.2% Equitable Food Initiative
- 15.7% Decent work program

Countries where we funded work: Canada, United States (grants made in the following states: California, Florida, Louisiana, Mississippi, North Carolina, Oregon)

OXFAM AMERICA OFFICES

AFRICA

Addis Ababa, Ethiopia
Dakar, Senegal
Khartoum, Sudan

ASIA

Phnom Penh, Cambodia

LATIN AMERICA & THE CARIBBEAN

San Salvador, El Salvador
Port-au-Prince, Haiti
Lima, Peru

NORTH AMERICA

Boston, MA
Washington, DC

OXFAM AFFILIATES

(as of Sept. 1, 2013)

Oxfam America	Oxfam Hong Kong	Oxfam Mexico
Oxfam Australia	Oxfam India	Oxfam New Zealand
Oxfam Belgium	Intermón Oxfam (Spain)	Oxfam Novib (the Netherlands)
Oxfam Canada	Oxfam Ireland	Oxfam Québec
Oxfam France	Oxfam Italy	
Oxfam Germany	Oxfam Japan	
Oxfam Great Britain		

* These numbers reflect our investment in saving lives and programs to overcome poverty and injustice. Because our advocacy spans regional, national, and international boundaries, it is difficult to represent our campaigning expenses geographically. Our US-focused public education and outreach investments are not reflected in these numbers.

HOW OXFAM WORKS

We believe poverty is wrong. Our approach to righting this wrong involves four strands of work: saving lives, programs to overcome poverty, campaigning for social justice, and public education. We use these approaches as individual situations demand to address the root causes of poverty. Below is a scenario of how these strands of work are related.

Imagine that a drought strikes a poor area, triggering a food crisis. With your support, Oxfam is able to get cash and food to people to weather the crisis.

This aid may save lives, but we've only dealt with a symptom. How can we help prevent future disasters? We ask local people. The elders tell us that their crops used to survive the dry season. The climate is more extreme, they tell us. We help them shift to drought-resistant crops and new farming techniques.

Now people have enough food.

Women tell us they wish their children could attend school. If families could grow more crops, they could sell their surplus for school fees. But it is hard to grow more, because women spend so much time carrying water by hand. So, we build an irrigation system and wells. Women grow more cash crops.

Now more kids attend school.

One day children begin to get sick. We learn that a refinery upstream is polluting the water on which the village relies. If people understand their rights, they can hold officials accountable, so we fund local partners to teach people about their rights and how to test water to collect the evidence. They bring proof of contamination to the company. When officials won't listen, the people ask their government to make the company clean up the toxic waste.

Now local people speak out.

Their persistence pays off: the government closes the refinery until it agrees to address the pollution. But it's not over. The refinery is part of a bigger US company that sues the local government for closing the refinery. So Oxfam reaches out to you—the people who gave to help with that food crisis long ago—and asks you to contact the company and hold it accountable. You do.

Now the company backs down.

Oxfam's role: investing in the power of people and helping people get the information they need to exercise their rights. We encourage people to think differently about poverty to recognize that we all have a vital role to play.

APRIL 7

Joyce Banda becomes Malawi's first female president and the second woman to lead a country in Africa.

EARLY APRIL 2012

Coup d'état in Mali

APRIL 2

Macky Sall is inaugurated as fourth president of Senegal.

APRIL 10

Oxfam releases report warning that 15 million people are threatened by a food crisis in Africa's Sahel region.

APRIL 10

UN deadline for Syrian troop withdrawal passes as violence continues.



SENEGAL

WEST AFRICA: RESPONSE, RECOVERY, RESILIENCE

2013 Oxfam America investment in confederation response in Sahel: \$1.3 million

When a serious food shortage ensnared more than 18 million people across the Sahel region of West Africa, Oxfam did more than provide food, water, and sanitation services over the course of 16 months. We helped people find a way to help themselves. All told, our programs reached 1.3 million people, many of them with cash distributions. These programs eased short-term needs for food and medical care and enabled families to return to their fields and invest in the next harvest. Farmers like Senegal's Mariama Ly, who were already participating in Oxfam's Saving for Change initiative, had resources in place to cushion them when the food crisis hit: access to credit provided a lifeline they could use to purchase livestock and goods to sell.

FISCAL YEAR 2013

YEAR IN REVIEW →

APRIL 23

Coalition of aid organizations—including Oxfam—warn of funding gap as malnutrition increases across the Sahel.

MAY 16

Oxfam sues the Securities and Exchange Commission (SEC) for unlawfully delaying a final rule that would require disclosure of payments to US and foreign governments by oil, gas, and mining companies.

MAY 27

The UN Security Council condemns the killings in Syria.

MAY 31

Louisiana Gov. Bobby Jindal signs Louisiana First Hiring Act, which encourages employers to seek local workers for coastal restoration jobs.

MAY 1

Mississippi Gov. Phil Bryant signs the landmark Mississippi Jobs First bill.

MAY 25

More than 100 people are massacred, including women and children, by the Syrian army in Houla.

LATE MAY-JUNE

Early rains trigger planting season in West Africa.

MAY 31

Egypt's military rulers lift the country's 31-year state of emergency.



SENEGAL

SENEGAL: R4 SAFETY NET EXPANDS

2013 investment in Rural Resilience Initiative in Senegal: \$85,000

As farmers began to sow in May, Oxfam, the World Food Programme, and local partners expanded the innovative Rural Resilience Initiative, or R4, to eastern Senegal. Building on success in Ethiopia, R4 reduces climate change risks for poor farmers by providing access to weather index insurance and microcredit. It also helps improve savings and organizes community projects to reduce erosion and improve soil quality, such as building small dams for water management. Before R4 was introduced, about half of the 12 participating communities were already involved in Oxfam's Saving for Change. Oxfam and our partners helped organize savings groups for men and women in the other villages.

US: RESTORING THE GULF COAST

2013 investment in Gulf Coast equity: \$1.1 million

Since 2010's BP oil spill, many Gulf Coast families have struggled to survive; between 2009 and 2011, poverty rates increased by up to 33 percent in some coastal communities. So, by the time Congress passed the Restore Act in June 2012, ensuring that the region would receive up to \$20 billion in fines to help with restoration, two Gulf Coast states—with Oxfam's urging—already had legislation in place encouraging employers to hire local workers first. Oxfam joined forces with The Nature Conservancy and in

July 2012 co-sponsored a forum in Louisiana that drew engineering and construction companies, government agencies, and non-profits interested in restoration projects to provide opportunities for local workers. And Oxfam gathered signatures from more than 120 local businesses to ask governors in the region to invest Restore Act funds in worker training and job-creating ecosystem projects. Oxfam is helping Gulf Coast community nonprofits ensure that coastal restoration benefits the region's most vulnerable people.

YEAR IN REVIEW →

JUNE 18

International leaders gather in Brussels to discuss the deepening Sahel food crisis.

JUNE 26

Syria's President Assad announces a "state of war," directing the newly appointed government to focus all efforts on subduing the uprising.

JUNE 29

US Congress passes law to restore Gulf Coast communities, ecosystems, and economy.

JULY 12

Activists report that the Syrian government has massacred 200 people in the village of Tremseh. Observers could not confirm the death toll. The UN estimates that more than 10,000 people—mostly civilians—have been killed in Syria.

JUNE 18–19

G-20 Summit in Mexico; this is the seventh gathering of the G-20 heads of government.

JUNE 27

Oxfam calls on US to agree to a strong and binding arms trade treaty.

JUNE 30

Mohamed Morsi is sworn in as president of Egypt.

ETHIOPIA: MODERNIZING A FARMING NETWORK

2013 investment in agricultural extension in Ethiopia: \$1 million

As hunger affected countless West Africans during the 2012 food crisis, Oxfam was already putting systems in place in the wake of East Africa's 2011 food crisis to ensure that Ethiopians had resources to overcome future challenges. Oxfam is working closely with the Ministry of Agriculture, the Sasakawa Africa Association, and Ethiopia's Agricultural Transformational Agency to modernize the country's agriculture extension system—a network of training centers and educators designed to promote good farming practices that will ensure greater food security. In its second year, the project equipped 128 training centers across 10 regions with assets such as grain storage facilities, livestock sheds, and demonstration plots. Oxfam has worked with partners to train 645 agents while launching an initiative to reach more women with agricultural services. Realizing the role technology now plays around the globe, the partners launched a pilot project in three districts to capture effective farming methods on video for sharing with local communities and on YouTube.



GLOBAL: A LEAP FORWARD

2013 investment in the Global LEAP program: \$4.2 million

Just when the tide seemed to have turned against foreign aid, Oxfam led a powerful and successful countercampaign during the G-20 meeting in Mexico. There Oxfam helped secure global policy commitments to keep the needs of the poorest people on the agenda. As a result, the 2013 summit included "development for all" as one of its eight priorities, with a subfocus on poverty reduction and food justice. Oxfam America has primary responsibility for these activities through the Global Leaders Empowered to Alleviate Poverty (LEAP) grant from the Bill & Melinda Gates Foundation. The grant of more than \$15 million, which includes 14 affiliates working in almost 100 countries, consolidates Oxfam's global advocacy work for more and better aid by generating solid research and public attention. A key part of this effort during the 2012 summit was strengthening civil society to influence policy within the large emerging economies of Brazil, Russia, India, South Africa, and Mexico.



JULY 27

Obama administration stalls Arms Trade Treaty: during the final hours of negotiations, the US voices opposition, delaying a UN agreement.

AUGUST 22

Two years after the passage of a landmark transparency law, the SEC releases rules for oil, gas, and mining companies listed on US stock exchanges requiring that they disclose their payments to host governments.

SEPTEMBER 18

The European Parliament votes in favor of anti-corruption legislation that would require oil, gas, and mining companies to report what they pay to governments in countries where they do business.

AUGUST 20

Longtime Prime Minister of Ethiopia Meles Zenawi dies at the age of 57.

AUGUST 3

UN General Assembly reproaches the UN Security Council over its lack of action in Syria.

AUGUST 25

Tens of thousands of people are hit by flooding and landslides as tropical storm Isaac passes through Haiti. Many of those worst affected by the storm are among the 400,000 still living in tent camps since the 2010 earthquake that leveled the capital.



GLOBAL: OIL, GAS, AND MINING WORK EXPANDS

2013 investment in oil, gas & mining regions: \$1.7 million

Kenya is on the verge of an oil boom: companies are exploring for oil on northern lands held by Turkana and other ethnic groups, who are among the most impoverished and vulnerable of Kenya’s citizens. To help manage this oil rush, Oxfam America is collaborating with another Oxfam affiliate and Kenyan organizations to establish a civil society platform to help monitor the oil and gas industry, make recommendations for policies that will protect the rights of citizens, and ensure that revenues are managed transparently. Oxfam America helped establish a similar body in Ghana after oil was discovered there in 2007. As the Oxfam confederation continues efforts to align its programs, affiliates—working in 20 countries—are calling on Oxfam America’s expertise helping civil society and governments address the social, environmental, and governance challenges of emerging oil, gas, and mining industries.

YEAR IN REVIEW →

OCTOBER 10

The American Petroleum Institute, a lobby group representing companies such as BP, Exxon, Chevron, and Shell, sues the SEC to overturn a US law that will help prevent corrupt government officials from squandering oil and mineral wealth in resource-rich countries.

NOVEMBER 7

A magnitude 7.4 earthquake in Guatemala kills at least 48 people.

OCTOBER 1–31

Heavy seasonal rains cause flooding in Senegal.

OCTOBER 24–29

Sandy—the largest Atlantic hurricane on record—makes landfall from Jamaica to the US, killing more than 180 and—in the US alone—causing \$50 billion in damage.

SENEGAL: LONG-TERM SANITATION SOLUTION

2013 investment in water, sanitation, and hygiene in Senegal: \$434,000

In the low-lying suburbs of Pikine and Guédiawaye, near Senegal's capital of Dakar, annual rains frequently cause flooding and overflowing sewage, resulting in risks to public health. After responding to repeated emergencies in Pikine, in 2012 Oxfam received funds to create a more durable solution to the sewage problems. Oxfam, Senegal's National Office for Sanitation, local organizations, and international institutes are now researching flood-resistant approaches to sewage management that will be tested with up to 5,000 families. These approaches will help communities maintain latrines and support better hygiene practices. Over the course of three years, the project will develop new methods for sewage management that the government can then provide to the 1.25 million residents of these districts.

HAITI: HURRICANE SANDY

2013 investment in humanitarian response & preparedness in Haiti: \$2.3 million

After Hurricane Sandy battered Haiti with strong winds and torrential rains, Oxfam focused on preventing the spread of cholera. We distributed hygiene and cholera kits, protected drinking water by replacing damaged chlorine dispensers, and worked with communities to raise awareness about safe hygiene practices.

← CENTRAL AMERICA: STRENGTHENING THE LOCAL RESPONSE TO DISASTERS

2013 investment in humanitarian response & preparedness in Central America: \$1.2 million

Although the earthquake of November 2012 was the most powerful to strike Guatemala in decades, the capacity of Guatemalans to respond was also at its strongest. In Central America, Oxfam and our partners are helping communities map hazards, create evacuation plans, and learn the basics of protecting public health in disasters; we are training Salvadoran partners to become experts at providing emergency water and sanitation; we are urging deeper government investment in reducing risks and in effective emergency response; and we are supporting a regional network that promotes disaster risk reduction. The relief and recovery efforts by partners and communities in the wake of the earthquake reflect a commitment by Oxfam and its allies to put local people and their elected officials at the heart of humanitarian response.



EL SALVADOR

DECEMBER 1
Enrique Peña Nieto sworn in as president of Mexico.

NOVEMBER 15
BP pleads guilty to charges related to the Deepwater Horizon oil spill and agrees to pay \$4.5 billion in fines.

DECEMBER 9
Incumbent Ghanaian President John Mahama wins the general election amid allegations of fraud. The election results are later upheld by Ghana's supreme court.

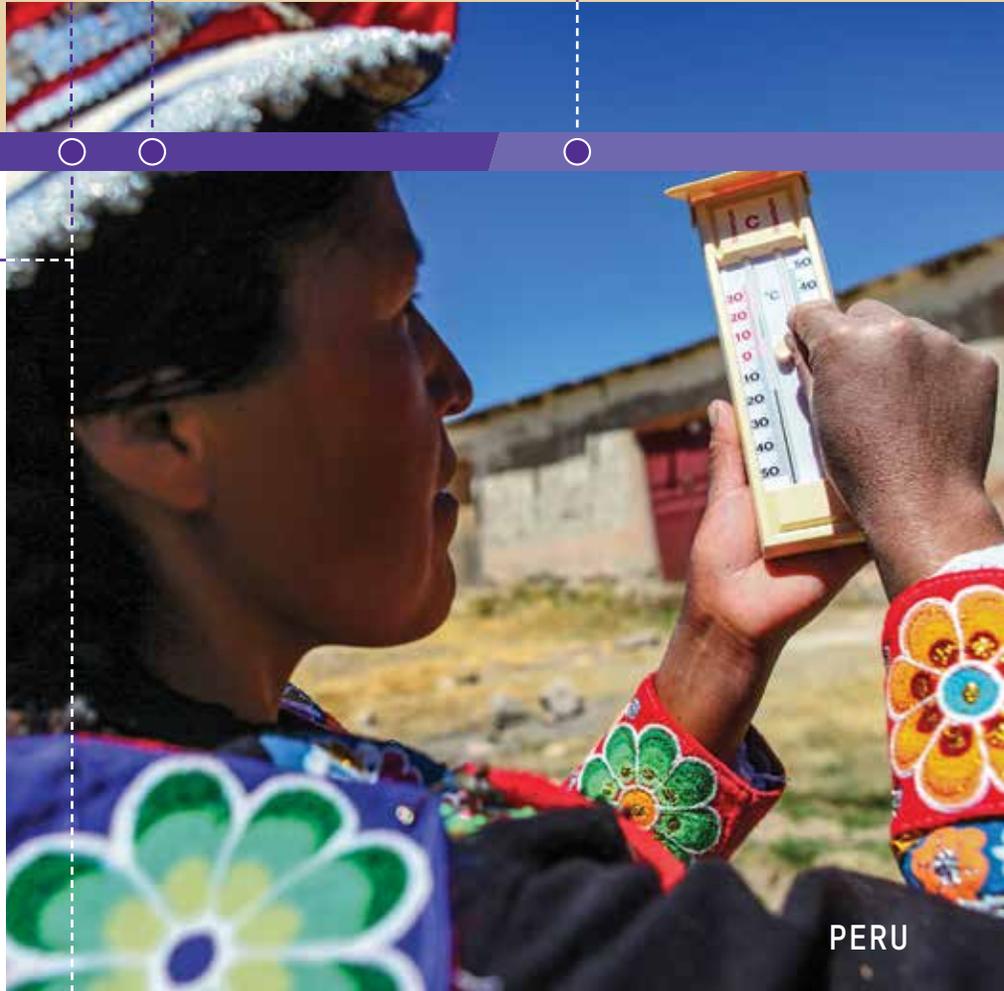
DECEMBER 8
UN climate conference agrees to extend the Kyoto Protocol to 2020.

DECEMBER 14
Gunman kills 28 people, including 20 children, at Sandy Hook Elementary School in Newtown, Conn.

ETHIOPIA: FOR FARMERS, AN UNPRECEDENTED PAYOUT

2013 investment in Rural Resilience Initiative in Ethiopia: \$664,000

Within days of an agreement by nearly 200 countries to extend the Kyoto Protocol on cutting greenhouse gas emissions, Oxfam announced an unprecedented turn of fortune for 12,200 farmers facing climate change in Ethiopia. As participants in a new weather index insurance initiative, each received a share of a \$322,722 payout when an adequate amount of rain failed to fall at the right time. It was the first-ever set of large payouts made directly to small-scale farmers in the country. In some cases the payout was equal to a quarter of a farmer's annual income. The program—now expanding into Senegal—is part of Oxfam's Rural Resilience Initiative, or R4, which also helps farmers improve savings, gain access to credit, and strengthen land management.



PERU

PERU: SURVIVING CLIMATE CHANGE IN THE HIGHLANDS ▲

2013 investment in program services for Peru: \$1.1 million

As global leaders agreed to extend the Kyoto Protocol, communities in one of the world's most vulnerable regions were adapting to climate change with Oxfam's support. Indigenous alpaca herders in mountainous Espinar, Peru—where some villages perch at 14,000 feet above sea level—face water shortages caused by changes in rainfall, as well as periods of extreme cold that threaten the survival of people and animals. Oxfam's local partners helped 22 herding communities become more resilient

by building reservoirs and irrigation systems, replanting alpaca pastures with hardier grasses, and installing solar-heated walls to help homes better withstand the cold. Local people also learned how to monitor and share climate data gathered from 14 weather stations. As the four-year program neared completion in early 2013, Oxfam worked with local governments to raise awareness of the effects of climate change and to call for increased public investment to bring similar solutions to more communities.

YEAR IN REVIEW ➔

DECEMBER 29

Perhaps Syria's bloodiest day since the start of the civil uprising 21 months earlier: at least 397 people reportedly killed.

JANUARY 1, 2013

US bipartisan deal in Congress temporarily avoids the fiscal cliff.

JANUARY 15

Winifred (Winnie) Byanyima is appointed as Oxfam's executive director. Ugandan, aeronautical engineer, member of Parliament, diplomat, and director of the United Nations Development Program's gender team, Byanyima is the first woman and first African to lead Oxfam International.

JANUARY 12

Third anniversary of the devastating 2010 Haiti earthquake.

JANUARY 21

Barack Obama sworn in for his second term as US president.

HAITI



◀ HAITI: INTENSIFYING RICE PRODUCTION

2013 investment in agriculture in Haiti: \$1.7 million

Three years after the devastating earthquake that displaced nearly 1.5 million people in and around Port-au-Prince, Haiti, Oxfam is continuing its efforts to resettle survivors. Of equal importance to survivors is a means of earning a living. Oxfam is working with key agricultural organizations in the Artibonite Valley to help rice growers improve their processing facilities, access markets, and boost production through new growing techniques such as the System of Rice Intensification (SRI). This is the same approach to growing rice that is currently helping 1.3 million farmers in northern Vietnam as part of Oxfam's successful collaboration with the Vietnamese government's agricultural ministry. In 2012, Oxfam and 13 farmer cooperatives and associations started training 218 growers in SRI practices in six communities in Artibonite.

US: "AID HEROES" CAMPAIGN ▶

2013 investment in aid effectiveness: \$3.1 million

When people flooded Washington, DC, during the presidential inauguration and opening session of Congress in January, Oxfam ran ads on 37 billboards in airports and metro stations (see ad at right) to demonstrate the measurable impact that can be achieved when policymakers put more dollars directly in the hands of effective local leaders in developing nations.

Recent reforms in Washington, DC, have set out to ensure countries can lead their own development. In 2012, Oxfam conducted interviews with citizens and public officials in seven countries to find out if practices on the ground have changed. The resulting report, "A Quiet Renaissance in American Aid: How US Reforms Are Making America a Better Partner in the Fight Against Poverty," was released in early 2013. It showed that though the US should accelerate and deepen these reforms, local leaders are noticing—and valuing—these changes.

To view the report, go to oxfamamerica.org/localleaders.

FEBRUARY 26

Behind the Brands campaign launches: Oxfam releases research that the “Big 10” food and beverage companies—that together make \$1 billion a day—are failing millions of people in developing countries who grow their ingredients.

FEBRUARY 17

President Rafael Correa wins the Ecuadorian general election in a landslide victory.

MARCH 5

Oxfam marks the tenth anniversary of the onset of the humanitarian crisis in Darfur.

MARCH 4

Preliminary findings from the largest research study on community-based savings groups is released by Oxfam and Freedom from Hunger.

GLOBAL: THE IMPACT OF COMMUNITY SAVINGS GROUPS

2013 global investment in Saving for Change: \$3 million

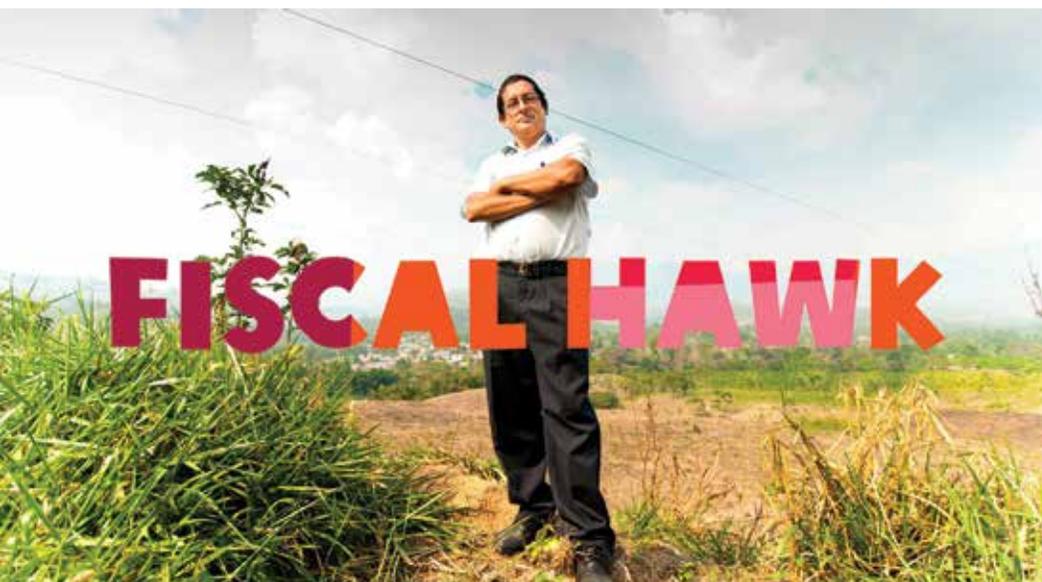
Together with Freedom from Hunger, Oxfam America commissioned external researchers to conduct the largest evaluation of a savings program to date. The project, undertaken in Mali between 2009 and 2012, combined a randomized controlled trial (RCT) with a qualitative longitudinal study. The results showed that participants in Saving for Change increased their savings and food security, and invested more heavily in livestock. The research also confirmed that the program is reaching poor communities effectively. Other findings did not support our hypotheses: during the course of the study, we saw no changes in income or health expenditures and only limited impact on education expenditures. In all, the study illustrates the impact of Saving for Change, but also signals the need for further investigation.

To see a summary of the findings, go to oxfamamerica.org/savingsimpact.

SUDAN: SUSTAINING AID IN A LONG-TERM CRISIS

2013 investment in Sudan: \$3.4 million

Ten years after the Darfur conflict captured the attention of the world, violence is still triggering massive displacement in Sudan: more than 300,000 people have fled their homes since January 2013. Despite huge funding challenges, Oxfam and partners in Darfur have been able to sustain programs for more than 330,000 people while rushing critical aid to many of the families newly uprooted by conflict. In the nearby border state of South Kordofan, an Oxfam partner worked throughout the year to protect public health and improve food security for displaced people and their hosts, with programs that included constructing latrines; distributing seeds, tools, and donkey carts; and promoting safe hygiene practices.



BY LEVERAGING A TINY U.S. INVESTMENT, DOMINGUEZ IS BUDGETING FOR A SOUND FUTURE FOR HIS COMMUNITY.

DON'T CUT FOREIGN AID. IT'S WORKING.
www.oxfamamerica.org/aidworks



YEAR IN REVIEW

MARCH 5

Hugo Chavez, the polarizing, populist president of Venezuela, dies at age 58.

MARCH 21

Less than three months after a 23-year-old Indian woman who was gang-raped on a bus in New Delhi died from her injuries, India's Parliament passes a sweeping bill that imposes stronger penalties for gender violence.

MARCH 22

Chinua Achebe, internationally acclaimed Nigerian author whose fiction offered the story of a continent that had long been told by Western voices, dies at age 82.

MARCH 22

Arguing before the US Court of Appeals, the SEC defends its rules to implement a landmark oil, gas, and mining transparency law.

MARCH 26

In response to international pressure from Oxfam supporters, Mars and Nestlé (followed by Mondelez in April) make public commitments to tackle the poverty and inequality faced by women in their cocoa supply chains.

MARCH 24

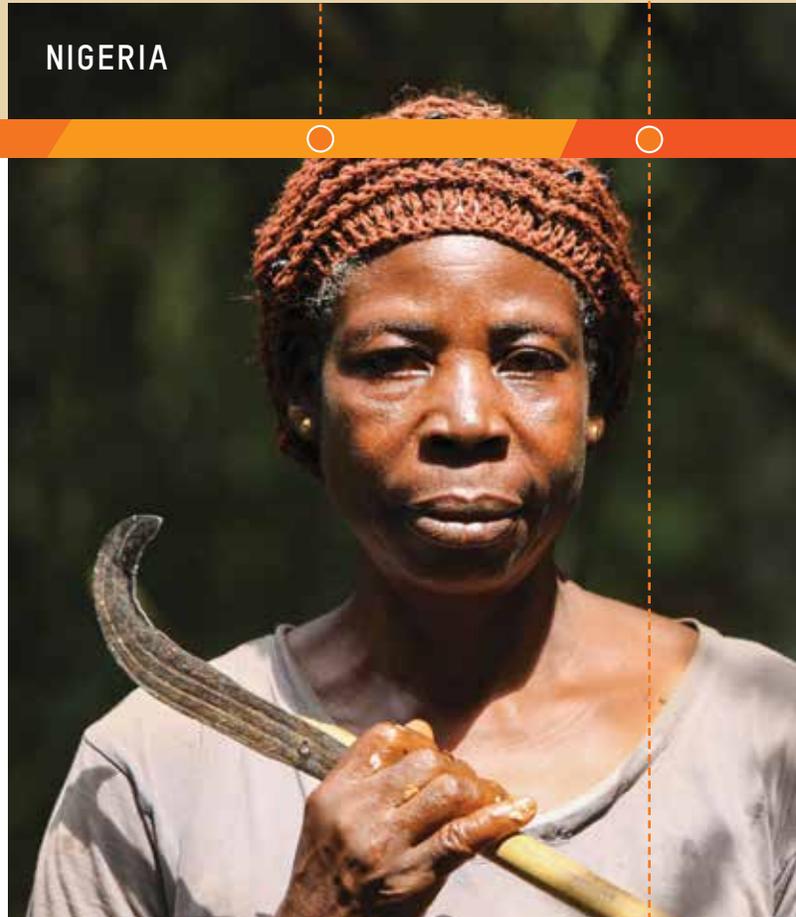
Rebels seize the capital of the Central African Republic.

NIGERIA

GLOBAL: TWISTS AND TURNS ON THE ROAD TO TRANSPARENCY

2013 global investment in oil, gas & mining campaign: \$1 million

Since President Obama signed the 2010 Dodd-Frank Wall Street Reform and Consumer Protection Act, Oxfam has advocated for strong regulations to implement the law's requirement for US and foreign oil, gas, and mining companies reporting to the Securities and Exchange Commission (SEC) to disclose annually the payments that they make to governments in countries where they operate. After urging (and suing) the SEC to issue strong rules, the commission released them in August 2012. Since then, Oxfam has helped the agency defend these rules in a series of legal battles with the American Petroleum Institute and other special interest groups. Oxfam hit a bump in the road to transparency when a federal district court judge vacated the rules, requiring the SEC to reissue them with a stronger justification. The Dodd-Frank provision still stands, and has been joined by a new European Union law passed in the summer of 2013 requiring similar payment disclosures. Canada has also pledged to pass a mandatory disclosure law by 2015.



GLOBAL: GROW CAMPAIGN WIN FOR COCOA FARMERS ▲

2013 global investment in GROW campaign: \$3.1 million

On Feb. 26, 2013, Oxfam's GROW campaign to build a better food system gave consumers a closer look at the world's 10 biggest food and beverage companies. A new online Behind the Brands scorecard ranked these companies' policies on poverty and hunger issues, revealing that all 10 could be doing a lot more to support farmers, communities, and our planet. Inspired by these findings, Oxfam then launched a campaign in support of women cocoa farmers worldwide. Although chocolate is a \$100 billion industry, most cocoa growers earn less than \$2 a day, and women in particular face poverty and discrimination. In the following weeks, more than

100,000 people joined Oxfam in calling on three major cocoa-buying companies—Mars, Mondelez International, and Nestlé—to improve their policies and help women get a fair deal. And when consumers spoke—via online petitions, social media, and more—companies listened. On March 26, Mars and Nestlé announced public commitments to tackle the inequalities facing women in their cocoa supply chains. On April 23, Mondelez International followed suit. All three also agreed to sign on to a set of UN principles supporting women's empowerment. Oxfam celebrated these commitments while pledging to monitor companies' progress on this and other issues.

APRIL 2

Governments at the UN voted in support of the Arms Trade Treaty (ATT) by a resounding majority—creating the first-ever global treaty to bring the international arms trade under control.

GLOBAL: A 10-YEAR CAMPAIGN FOR A SAFER WORLD MAKES HISTORY

2013 global investment in Rights in Crisis campaign: \$356,000

As the atrocities in Syria continued to mount, Oxfam's 10-year campaign to persuade world governments to agree to an international arms trade treaty kicked into high gear for a final push in March. Eight months before—during the last hours of negotiations at the UN—the US government walked away, derailing the agreement. Deeply troubled by the unregulated global trade in weapons and the human suffering it causes, Oxfam and a host of other organizations remained undaunted. Oxfam went to work one more time, marshaling our resources to convince the US government of the treaty's long-overdue benefits. When the moment came—on April 2—the US was among the 154 nations to cast its vote in favor of humanity. The treaty, regulating the multibillion-dollar global trade in conventional armaments, is the first of its kind.

LOOKING AHEAD

Our new strategic plan serves as our road map. At its core, it reflects our belief that change is about righting the wrongs that underpin poverty. We plan to target three specific systems that deny people their human rights.

1. THE GLOBAL FOOD SYSTEM

> WHAT'S WRONG? During the past 30 years there has been a massive reduction in investment in agriculture in the developing world. Up to 80 percent of the people in the world who are chronically hungry are small-scale farmers, yet these are the very people who supply nutritious food to two billion to three billion worldwide.

> WHAT WILL OXFAM DO? We will push for investment in agriculture, fair farm labor practices, greater emphasis on food security, and responsible stewardship of natural resources. We will engage millions of small farmers in effective national food production.

2. THE EMERGENCY RESPONSE SYSTEM

> WHAT'S WRONG? Recent disasters have outstripped the capacity of the UN-led international emergency response system; meanwhile, climate change is intensifying the pace and severity of disasters.

> WHAT WILL OXFAM DO? We will champion investment to strengthen the capacity of local responders and government agencies to deliver timely and high-quality disaster response so that countries need only call for international intervention in the most catastrophic emergencies.

3. THE DEVELOPMENT INVESTMENT SYSTEM

> WHAT'S WRONG? Revenue streams in developing countries are becoming more diverse, but—despite the fact that greater income could alleviate poverty—there are few mechanisms in place for people to hold their governments accountable to disclose how national monies are spent.

> WHAT WILL OXFAM DO? We will fuel investments in development. We will foster broad citizen engagement with governments by facilitating transparent public discussions about public finance and investments. We will empower citizens to hold their governments accountable to ensure that revenues are used wisely and benefit those in need.

Finally, as we target these three systems, we will ensure women's leadership and inclusion, because the success of any development effort depends on shifting greater power to women. Only an organization that has worked for decades on the root causes of poverty can fully understand how interrelated poverty and the rights of women are.

OXFAM'S IMPACT: DOING GOOD WELL

IT'S GREAT WHEN WE GET IT ALL RIGHT FROM THE START, BUT SOME OF OUR MOST EFFECTIVE WORK EMERGES FROM TRIAL AND ERROR. USING DATA, THOUGHTFUL ANALYSIS, AND CONSULTATION WITH A RANGE OF PEOPLE—FROM COMMUNITY MEMBERS TO GOVERNMENT OFFICIALS—A PROBLEM CAN BE A VALUABLE OPPORTUNITY TO ADJUST OUR APPROACH FOR GREATER IMPACT. HERE ARE TWO EXAMPLES FROM OUR RECENT WORK.

EAST ASIA: COMMUNITIES AFFECTED BY MINING AND DRILLING

Development work is all context—and contexts change—which is why monitoring and evaluating our work is critical: so we can change course as needed to increase the possibility of achieving impact.

OUR OBJECTIVE

In 2009, Oxfam began helping Cambodian citizens promote better governance in the emerging mining and oil sector, so that affected communities would be better informed, consulted, and given a chance to reduce harm and maximize the benefits of mining.

EVALUATIVE APPROACH

In 2013, we commissioned a program review of the first four years of work in Cambodia. The review included an external evaluation with input from stakeholders.

WHAT DID WE LEARN?

The evaluation showed that Oxfam has played a central role in helping establish two important coalitions on extractive industries: Cambodians for Resource Revenue Transparency and the Extractive Industries Social and Environmental Impact Network. These citizen groups fill a gap at the national level; they have shifted the public discourse and gained traction with the Ministry of Environment.

In 2009, as we developed Oxfam's program strategy we anticipated an influx of Western multinational mining

companies because the Cambodian government had already granted a number of exploration permits to large corporations in rapid succession. Instead, over the past four years, the increase has been mostly in small-scale Asian operators. These operators have produced little revenue flow, which has reduced pressure on the government to address policy and regulatory gaps. Instead, the notable change during this period has been a rise in government land concessions to companies—especially rubber—making mining a peripheral issue for most communities. The rate of growth and amount of land in concession now threatens the livelihoods of people throughout the most biodiverse and remote provinces of Cambodia.

Based on these findings, we are refining our strategy—building on the foundation that Oxfam has laid for ongoing action. We are exploring engaging with smaller Chinese, Korean, and Vietnamese mining operators; helping local partners on a wider range of land concession issues; and broadening our focus from the Cambodian government to a regional approach across the “development triangle”—the resource-rich border region between Cambodia, Vietnam, and Laos.

GLOBAL: ARMS TRADE TREATY

In mid-2012, the US walked away from an arms trade treaty in the 11th hour. We assessed what had gone wrong, refined our approach, and helped bring the US around. Just over eight months later, the world's first international arms trade treaty was passed.

OUR OBJECTIVE

Oxfam sought an international arms trade treaty (ATT). A robust and effective ATT would establish international standards to ban all arms transfers that could facilitate genocide, crimes against humanity, and serious war crimes.

EVALUATIVE APPROACH

We did an internal review of data from a variety of sources including Google Analytics and webpage and social media analysis; findings from campaign team debriefs and review of media indicators; and reports from the campaign manager.

WHAT DID WE LEARN?

In 2003, Oxfam, Amnesty International, and the International Action Network on Small Arms launched a global Control Arms Campaign for an arms trade treaty. In 2009, the new Obama administration expressed support for a treaty. When UN member states convened in July 2012 to try to agree to a treaty, Oxfam was optimistic. On July 27, 2012, however, the US almost single-handedly derailed the process.

We regrouped. Our team had been focused on challenges over language with Department of State officials. But in the end, election-year politics appeared to play a large role in the US's position. We had not paid enough attention to this possibility because of our focus on the Department of State. So in 2013, we monitored politics more closely.

Treaty opponents had stirred up negative sentiments, and the National Rifle Association instigated a 51-senator letter that opposed the treaty and was sent to the White House the last week of July 2012. In reviewing our failure to secure a win, we recognized that we should have done more to make administration support of the treaty politically viable. Specifically, we needed to pay additional attention to the Senate and do more to discredit misinformation about the ATT in the media and in meetings with policymakers.

By scrutinizing our setback, we created opportunity. On April 2, 2013, the UN General Assembly adopted the ATT with 154 votes in support and 3 against (Iran, North Korea, and Syria). The US played a key role in helping ensure a positive final vote, and in late September, signed the treaty.

ACCOUNTABILITY AND LEARNING

As a development organization we must be accountable not only to our donors, but also to the people on whose behalf we work—the people at the center of our programs. In late 2005, Oxfam America established a department dedicated to learning, evaluation, and accountability. Since that time we have been making increased investments in this area. Now all long-term programs, major campaigns, and key innovation projects have a rigorous monitoring, evaluation, and learning system. Most include:

1. A baseline or assessment of the situation prior to intervention
2. A monitoring system with quarterly or midterm reports documenting progress against plans
3. Annual (or quarterly) reviews that document aggregate evidence, and bring stakeholders into reflection on progress
4. An evaluation every three to four years or when an initiative finishes

In early 2014, we will launch a new area of our web site called "Policy & Practice," at <http://policy-practice.oxfamamerica.org>. Here you will find overviews of our policy and international development work and objectives, research, evaluations, and impact reports—all part of our ongoing commitment to transparency.

FINANCIAL INFORMATION

(April 1, 2012, to March 31, 2013)

Fiscal year 2013 was a solid year financially for Oxfam America. Our total revenue was down by \$9.7 million to \$68.9 million in the 12 months ending March 31, 2013 (as compared with \$78.6 million for the 12 months ending Oct. 31, 2011)—a drop for which we had planned. The difference was primarily attributable to lower restricted contributions owing to fewer major international humanitarian emergencies during FY2013 and the accounting requirements of multiyear grants. Although total revenues were lower, we saw a significant increase in our investment income during this period: from \$407,000 (for the 12 months ending Oct. 31, 2011) to \$4.1 million (for the 12 months ending March 31, 2013).

Although our change in fiscal period (see text at right), makes an exact year-on-year comparison difficult, we can identify trends reliably (see below). Most notably, for the sixth-straight financial period, 79 percent of our expenses went directly to program services. We've realigned our Statement of Activities to more closely reflect the objectives of our work and to reflect the Statement of Program Service Accomplishments in our annual Form 990.

Internally, we are seeing the benefit of the capital investments we made in our IT systems in prior years through better planning, budgeting, financial reporting, and human resource management.

The \$10.1 million reduction in net assets in FY2013 was based in part on the expected spend down of \$5.6 million in restricted funds raised in prior years, including \$4.5 million in Haiti earthquake relief funds. In addition, as planned, we spent \$4.4 million in accumulated unrestricted reserves; these reserves having grown by a healthy

CHANGE IN FISCAL PERIOD

FY2013 was our first fiscal period to end on March 31. Oct. 31, 2011, marked the close of our final Nov. 1–Oct. 31 fiscal year. On Nov. 1, 2011, we began a five-month interim period to transition to a new fiscal year-end of March 31. For this reason—although they are not comparable—we include both a summary of the unaudited financials for the 12-month period ending Oct. 31, 2011, as well as the audited financials for the 12-month period ending March 31, 2013.

margin to \$13.2 million in the prior three fiscal periods. We have budgeted additional drawdowns on our unrestricted reserves in FY2014 to continue support for programs at current levels while we seek replacement contributions. Our stewardship of reserve balances at more than adequate levels ensures that we have the money available to fund our partners and program initiatives on a long-term basis and to bridge fluctuations in revenue.

Oxfam America is in a strong position financially, but we recognize the challenges we face in funding our ambitious, new strategic plan. These are exciting times for all of us as we look hard at what we've done and identify those areas where we feel our efforts can have the greatest impact. We are fortunate to have had strong support from a broad base of donors. We must grow this base if we are to continue our global mission to help people help themselves.



JOE H. HAMILTON
TREASURER AND SECRETARY

SUMMARY COMPARISON

(For the 12 months ending March 31, 2013, and Oct. 31, 2011)

	2013 (AUDITED)	2011 (UNAUDITED)
EXPENSES		
Program Services	\$62,138,000	\$59,718,000
Management and general	5,876,000	5,223,000
Fundraising	10,957,000	10,838,000
Total expenses	\$78,971,000	\$75,779,000
CHANGE IN NET ASSETS		
Change in net assets related to unrestricted funds	(\$4,446,000)	\$679,000
Change in net assets related to restricted funds	(5,607,000)	2,103,000
Total change in net assets	\$(10,053,000)	\$2,782,000
Net assets as of the end of the 12-month period	\$78,313,000	\$89,069,000

CONSOLIDATED STATEMENT OF ACTIVITIES

(Oxfam America and Oxfam America Advocacy Fund | Year ending March 31)

	UNRESTRICTED	RESTRICTED	2013 TOTAL
REVENUE, GAINS, AND OTHER SUPPORT			
Contributions	\$39,217,000	\$23,292,000	\$62,509,000
Contract income	1,664,000	-	1,664,000
Investment & other interest income	3,320,000	741,000	4,061,000
Donated in-kind services	503,000	-	503,000
Other	181,000	-	181,000
Net assets released from restrictions	29,640,000	(29,640,000)	-
Total revenue, gains, and other support	\$74,525,000	(\$5,607,000)	\$68,918,000
EXPENSES			
PROGRAM SERVICES			
Programs to overcome poverty and injustice	\$24,099,000	-	\$24,099,000
Saving lives: emergency response and preparedness	18,399,000	-	18,399,000
Campaigning for social justice	13,871,000	-	13,871,000
Public education	5,769,000	-	5,769,000
Total program services	62,138,000	-	\$62,138,000
SUPPORT SERVICES			
Management and general	5,876,000	-	\$5,876,000
Fundraising	10,957,000	-	10,957,000
Total support services	16,833,000	-	\$16,833,000
Total expenses	\$78,971,000	-	\$78,971,000
CHANGE IN NET ASSETS			
Increase (decrease) in net assets	(\$4,446,000)	(\$5,607,000)	(\$10,053,000)
Net assets, beginning of year	47,186,000	41,180,000	88,366,000
Net assets, end of year	\$42,740,000	\$33,573,000	\$78,313,000

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Oxfam America and Oxfam America Advocacy Fund | Year ending March 31)

	2013
ASSETS	
Cash	\$6,280,000
Investments	63,885,000
Prepaid expenses and receivables	17,132,000
Other assets	2,482,000
Total assets	\$89,779,000
LIABILITIES AND NET ASSETS	
LIABILITIES	
Accounts payable and accrued expenses	\$5,561,000
Grants payable	2,517,000
Other liabilities	3,388,000
Total liabilities	11,466,000
NET ASSETS	
Unrestricted	\$42,740,000
Temporarily restricted	33,777,000
Permanently restricted	1,796,000
Total net assets	78,313,000
Total liabilities and net assets	\$89,779,000



OXFAM RATED HIGHLY

Oxfam America is rated highly by leading independent evaluators, including CharityWatch. Oxfam America has the Better Business Bureau's highest rating for charitable organizations by meeting all 20 of its "Standards for Charity Accountability."

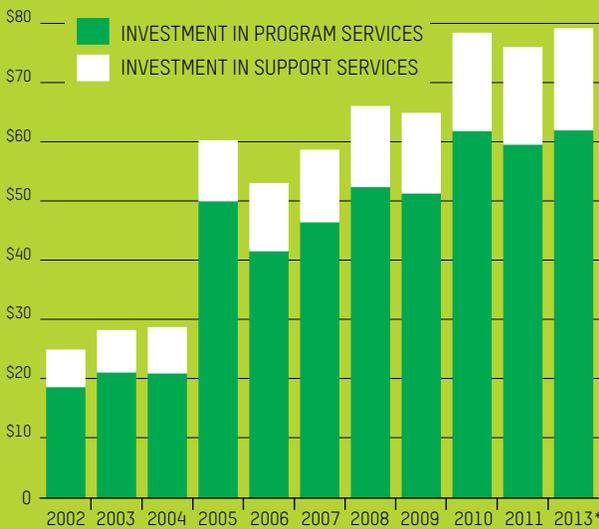
Oxfam received its sixth four-star rating from the nation's largest charity evaluator, Charity Navigator. This ranking places Oxfam among an elite group of charitable organizations nationally.

(as of Sept. 1, 2013)

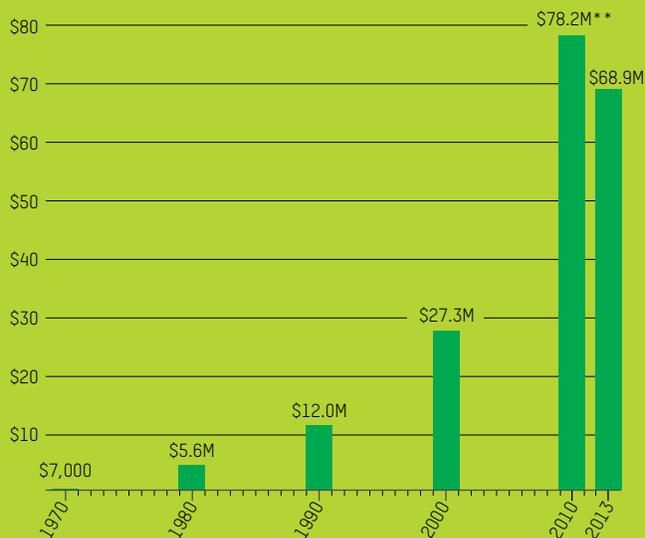
SOURCES OF FUNDS



ANNUAL EXPENSES AND INVESTMENT IN PROGRAM SERVICES (IN MILLIONS US\$)



REVENUE GROWTH (IN MILLIONS US\$)



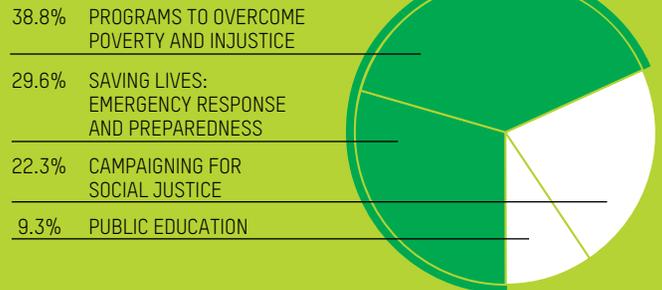
* 2012 does not appear in the graph above because the only fiscal period ending in 2012 was a five-month interim period and therefore not comparable.

** The anomalous spike in 2010 reflects an increase in donations in response to Haiti's 2010 earthquake.

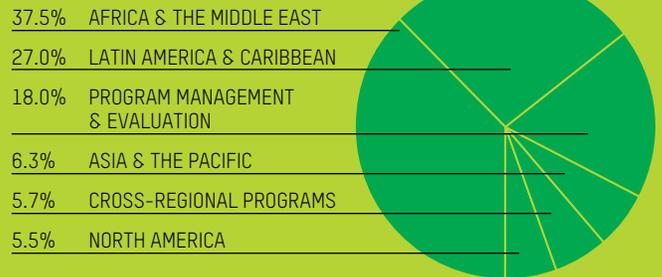
USES OF FUNDS



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For Oxfam America's 2013 financial statements and most recent Form 990, go to oxfamamerica.org/financials.

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This year, we have reduced the pages of this report to conserve resources, so even fewer donors are listed by name. But our gratitude for your kind generosity is not diminished. We offer a special thanks to our 41,000 new donors this year. We especially want to thank our monthly Pledge Partners and three-year Oxfam100 members.

Together, you provide the support that enables us to be there for people living in poverty. We are grateful.

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PHOTOS:

pp4-5: Farmers (left to right) Penda Diamancka and Fatoumata Mballo plant rice seeds in a field near Kolda, Senegal. *Holly Pickett / Oxfam*

p5: Rice farmer in eastern Senegal. Oxfam is helping farmers in Senegal facing increasingly unpredictable growing conditions. *Holly Pickett / Oxfam*

p6: Irrigation, provided with the help of an Oxfam partner, can improve harvests for Ethiopian farmers like Magartu Balcha, who previously depended only on rain to water her crops. *Eva-Lotta Jansson / Oxfam America*

pp6-7: Sadiola Hill gold mine in western Mali. *Brett Eloff / Oxfam America*

p8: In El Salvador, Oxfam partner PROVIDA is helping to provide Grecia Umaña and her family access to clean water, which is especially critical during an emergency. *René Figueroa / Oxfam America*

p9: With Oxfam America's support, alpaca herders in Espinar, Peru, learned how to monitor and share climate data gathered from local weather stations. *Percy Ramirez / Oxfam America*

p10: Rice farmer Kenia Laine in Quatorzieme, a village in Haiti's Artibonite River valley. *Brett Eloff / Oxfam America*

p11: Billboard from an Oxfam ad campaign in Washington, DC, featuring Manuel Dominguez, mayor of San Martin Aleo in the Peruvian Amazon. *Alexis Huaccho Magro / Oxfam America*

pp12-13: Anna Iyiola holds a sickle she uses to harvest cocoa pods on her farm in Ayetora-Ijesa, Nigeria. *George Osodi / Panos for Oxfam America*

pp14-15: Exterior wall at a school in Pikine, a city outside Dakar, Senegal, where Oxfam has responded to annual floods. *Jeff Deutsch / Oxfam America*

opposite: Rice field outside Bobo-Dioulasso, Burkina Faso in April 2013. Local farmers are beginning to work with the West Africa Seed Program (WASP), which launched in 2012. WASP's aim is to develop seeds that are adapted to the changing climate in West Africa, with the ultimate goal of increasing agricultural production, decreasing malnutrition, and improving food security in the region. *Brett Eloff / Oxfam America*



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WHAT WE BELIEVE

Nearly one out of every three of us lives in poverty.
But we see a future in which no one does.

The way we see it, poverty is solvable—
A problem rooted in injustice.
Eliminate injustice and you can eliminate poverty.
We're not saying it will be quick or easy, but it can be done.
We won't patch a problem and then disappear.
We won't stand by silently and watch others suffer.

Instead, we stand together against injustice.
We recognize our responsibility to hold the powerful accountable.
We see people's power to change their lives.

It disturbs us that in a world as rich as ours,
many of us go hungry or don't have clean water.
Many of us can't claim our human rights.

It's wrong.
And together we aim to do what's right.
Oxfam America. Right the wrong.

MANAGING THE ENVIRONMENTAL IMPACT OF OUR ANNUAL REPORT

This year we cut the report's length 37 percent by eliminating 16 pages. Although the report is available digitally, for those who prefer a print version, we printed using soy-based inks at a plant recognized by the Massachusetts Water Resources Authority as a low-discharge site that recycles all spent materials. We chose paper certified by Green Seal that was manufactured with nonpolluting wind energy.

Our use of this recycled paper, rather than virgin stock, yielded the following savings:

-  44 trees preserved
-  18,608 gallons of wastewater flow saved
-  2,059 lbs of solid waste not generated
-  4,054 lbs of net greenhouse gases prevented



COVER: Farmers unload cassava for sale at the Dutch Agricultural Development and Trading Company (DADTCO) site in Nampula, Mozambique. In early 2013, Oxfam America began a research project to identify promising innovations in African agriculture that focus on smallholder farmers. Among those selected was DADTCO's mobile cassava project.

Cassava has been an important staple food in Mozambique for centuries. This root, however, has not been commercialized in large part because rapid spoilage makes transportation of cassava from rural areas to urban centers and processing factories difficult. As a result, farmers have been unable to generate significant cash income through selling cassava.

Peter Bolt, founder of DADTCO, spearheaded development of a new technology that brings the cassava processing factory to farmers. The autonomous mobile processing unit (AMPU) is a small factory that transforms the root into high-quality cassava cake that can be stored for two years. The AMPU operates in a cargo container that can be moved from one rural area to another during harvesting. *Toby Adamson / Oxfam America*



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Right the Wrong

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