DEAR FRIENDS,

Oxfam America enjoyed a very strong year by all measures. We recorded revenues of $95 million, the highest in our history for any 12-month period. We are grateful for the generosity of our supporters. And humbled. So humbled, in fact, that—rather than offer our traditional letter—we thought to yield the floor to a supporter whose piece (excerpted on the facing page) appeared on The Huffington Post just as we were finalizing this annual report for press. We were surprised and delighted to read his words. He gave voice to the things we hold true—and did so with eloquence and wit.

As people living in poverty face growing inequality, civil unrest, market volatility, and natural disasters driven by climate change, Oxfam remains steadfast in its commitment to lasting change. Our mission depends on your generosity—and your willingness to accompany people living in poverty as they work toward a more just world. In you, in them, we have every confidence.

Thank you.

RAYMOND C. OFFENHEISER
PRESIDENT

JOE LOUGHERY
CHAIR, BOARD OF DIRECTORS
WHY I STILL GIVE TO OXFAM

When I’m debating whether to buy something I want but don’t really need, I sometimes have an imaginary conversation. With an imaginary person.

Let’s call her Daliya. She lives in the Balaka District of Malawi. Some of the money I’ve given to the Against Malaria Foundation (AMF) helped to fund the 235,000 anti-malarial nets distributed this year throughout Balaka.

Daliya is grateful for my giving. But that doesn’t soften her scorn when I’m considering an expensive indulgence. “You’ve already got an iPad,” she says. ... She folds her arms across her chest. This, I know from past conversations, is a prelude to The Look, a withering stare that makes me realize how ridiculous my rationalizations appear when stacked up against the reality of her situation. Balaka is one of the poorest districts of Malawi, which itself is one of the poorest countries in Africa.

“Look at what your $700 could do if you gave it to an effective charity instead,” she says. “It could protect another 420 people from malaria, or deworm 7,000 children. Doesn’t that sound better than spending it on a new iPad when you’ve already got one that works?” Gulp.

In recent months, Daliya’s arguments have started taking a different tack. She thinks I’m not devoting enough attention to the longer-term needs of villages like hers. “We’re really happy to have mosquito nets here,” she says. “But the people you’re saving today from malaria could die tomorrow from any of the other problems we’re facing.”

I can understand her concern. Worldwide, hunger kills more people every year than malaria, tuberculosis, and AIDS combined. Lack of access to safe drinking water kills an estimated 1.6 million people annually across the globe. In contrast, malaria kills roughly 600,000 people per year. But with the funds I have available to give, I can protect more people from malaria than I can keep from starving or dying from waterborne diseases. That’s because achieving a sustainable food supply and safe drinking water is a long-term process, requiring lots of money and time.

Daliya’s not buying it.

“Why don’t you give some money to Oxfam?” she says. “They’ve been working here in Balaka District....”

“I’ve been giving to Oxfam for years,” I reply, “but I’m thinking of stopping because it’s hard to know whether my donations have much impact. ... I think I can make more of a difference by giving to ... one of the other charities recommended by GiveWell.”

She glares at me. “Is this about you and your personal effectiveness, or is it about us and our needs? ... You’re focusing on only one piece of the puzzle.” ...

She sighs. “I’m not saying you should stop giving to AMF. I’m saying that you shouldn’t focus exclusively on getting the most near-term bang for your donated buck. ... Some of our biggest problems will take many years to fix. Should you avoid supporting an organization just because it won’t be able to demonstrate the effectiveness of some of its projects until a few decades from now? No, because the benefits could be enormous if those efforts are successful.”

Daliya’s on a roll. “Oxfam has hundreds of thousands of individual donors. It’s not the impact of each donor that matters, it’s the collective sum of their giving that makes longer-term development projects possible. ... Imagine Balaka not only without any malaria but with enough food and clean drinking water, no AIDS, and a prospering economy. That’s huge. We believe we can get there, but we’ll need time and lots of help.”

“But what about opportunity costs?” I ask. ...

“Trust me,” she replies. ... “Oxfam is working on many important issues, and they have a long track record to show that they’re capable of achieving transformative changes. Even if only some of their projects succeed, your donations could end up helping many more families in the future. Sure, it’s a gamble; the outcomes of development projects are rarely certain. But it seems like a pretty good gamble, given Oxfam’s experience.”


The bottom line is that I want to save lives today, but I also want to contribute toward improving the context in which those lives are lived. I want the people whose lives I’m saving to have better lives in the years ahead, and I want their children and grandchildren to have even better lives. In order to play a role in achieving those outcomes, I have to be willing to take a bet on the expected value of longer-term development projects.

That’s why I still give to Oxfam.
WE BELIEVE POVERTY IS WRONG. OUR APPROACH TO RIGHTING THIS WRONG IS TO INVEST IN THE POWER OF PEOPLE TO HELP THEM GET WHAT 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 IN ITS ELIMINATION.

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 over long distances. 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.
TACKLING WORLD HUNGER BY REFORMING THE FOOD SYSTEM

Although the number of hungry people in the world has fallen by 17 percent over the past quarter century, 795 million people still do not have enough to eat. And, despite recent gains, the overall trend during the past 30 years has been a massive reduction in investment in agriculture in the developing world. In FY2015, Oxfam pushed for robust investment in agriculture development, fair farm labor practices, greater emphasis on food security, and responsible stewardship of natural resources.

GLOBAL PROTECTING FARMERS FROM CLIMATE CHANGE

A 2014 Oxfam study found that the world’s 10 biggest food and beverage companies emit so much greenhouse gas through their supply chains that—if they were a single country—they would be the 25th most polluting in the world.

Oxfam’s Behind the Brands campaign takes a closer look at these 10 companies’ policies on poverty and hunger issues, and, when needed, harnesses the power of consumers to help corporations do better. Beginning in May 2014, Oxfam and supporters called on two of these companies, General Mills and Kellogg, to disclose the emissions from their supply chains that contribute to climate change and to commit to clear targets to reduce these emissions.

In July 2014, after more than 230,000 consumers took action, General Mills announced bold new commitments to address climate change and help fight hunger, including pledges to set emissions reductions targets and to put in place stronger safeguards against deforestation. Two weeks later, Kellogg made similar commitments. Oxfam is now closely monitoring the companies’ policies to make sure they follow through.
HAITI

BETTER BREED OF CATTLE HELPS FARMERS

As a breed, not only do Brown Swiss cows produce large quantities of milk, but they are also tolerant of harsh climates. So, in Haiti’s Artibonite Valley, introducing Brown Swiss bulls to herds is one of a number of investments that Oxfam is making to help households increase their income. The project, which will indirectly benefit 63,000 families, supports the breeding, rearing, and long-term care of goats and cattle. Key to that care is the establishment of three new veterinary pharmacies in a region that had had only one.

For dairy farmer Auguste Joseph, his new Brown Swiss bull promises to boost his small herd’s milk production, which serves as a source of income to help him put his children through school and cover family medical expenses. Joseph expects that the offspring sired by the bull could produce up to three gallons of milk a day, substantially more than his current cows.

PHILIPPINES

SRI STRENGTHENS COMMUNITIES AND IMPROVES FOOD SECURITY

In the Philippines, one of the world’s most disaster-prone countries, thousands of farmers are now participating in an Oxfam program designed to help them diversify their crops and withstand periods of drought.

In central Mindanao, Oxfam is funding a local organization to teach farmers the rice-growing method called SRI (System of Rice Intensification). Participants attend Climate Resiliency Field Schools, where they test SRI, learn to produce organic fertilizer, and grow drought-resistant varieties of vegetables. As farmer Jilena Pineda says, “I learned about alternative livelihoods at the field school, and I have discussed this with the [local] farmers’ group.” Pineda plans to expand her use of SRI after an initial trial yielded good results.

The field school and demonstration plot approach is a model Oxfam has used successfully in Cambodia, Haiti, and Vietnam, where there are now more than a million rice farmers using SRI techniques.
Based on Oxfam’s fundamental belief in the power of people to overcome poverty, we support citizens’ efforts to hold their governments accountable. Despite the fact that natural resource revenue streams in developing countries could alleviate poverty, few mechanisms exist to allow people in these nations to hold their governments accountable to disclose how national money is spent. In FY2015, Oxfam continued to build on our proven ability to foster citizens’ engagement with governments to make advances in the fight against poverty.

**GUATEMALA**

**DEFENDING HUMAN RIGHTS ACTIVISTS**

Dairy farmer Teresa Muñoz, 35, is an outspoken critic of plans by US-based Tahoe Resources to expand a silver mine in her community. When the Guatemalan government imposed a military occupation near the mine at San Rafael Las Flores in 2013, Muñoz was among 17 activists indicted on false charges for crimes ranging from attempted arson to attempted murder. She fled the police and hid for months. Others were arrested and held before charges were dropped. In 2015, Oxfam and a coalition of environmental and human rights organizations featured Muñoz in a public campaign in Guatemala to support human rights defenders subjected to persecution by the government and media. Oxfam is funding CALAS, a human rights organization investigating government intimidation tactics as well as the legality of the Tahoe mine. “These people aren’t threatening the security of the state or others,” says Yuri Melini, the founder of CALAS. “The only thing that they are doing to threaten the company, government, and powerful groups in Guatemala is that they are demanding their rights.” Muñoz for one is not deterred from her mission to block the mine expansion: “We have to fight for the truth,” she says.

**CAMBODIA**

**BRINGING CRUCIAL INFORMATION ON RIGHTS TO INDIGENOUS COMMUNITIES**

Phoy Yab—a farmer in northern Cambodia—became a staunch defender of the environment after he heard a radio program about preserving ancient forest lands. His village is surrounded by commercial cassava plantations, but there is still an 18-acre “spirit forest” where villagers can gather medicinal plants and worship their ancestors. Yab mobilized the village leadership and others to form a committee to protect this remaining forest because it is “important to the next generation; if we don’t protect it we will lose our lands and forest for our children.”

The program Yab heard is part of a radio series funded by Oxfam and broadcast in local languages to promote better understanding of land rights and environmental protection among indigenous people in the once-wild far northern provinces. Romas Oeun, a volunteer radio reporter who produces programs in his native language Toumpoun, says these programs are particularly important, because “once natural resources are lost, that can’t be changed. ... We need to report on the impact of losing natural resources so people know the consequences.”

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**LEFT:** Romas Oeun is a volunteer radio reporter for Oxfam’s partner in Cambodia, Radio One. Savann Oeurm / Oxfam America

**ABOVE RIGHT:** The change in Burkina Faso’s mining law doubles the money allocated to development in mining communities, which could mean more primary schools like this one. Pablo Tosco / Oxfam
BURKINA FASO
NEW MINING LAW DOUBLES MONEY FOR COMMUNITY DEVELOPMENT

In 2014, Oxfam—as part of the Publish What You Pay coalition—supported the creation of print, radio, and TV commercials as well as a social media campaign in Burkina Faso. Our objective was to influence members of Parliament. In early 2015, the coalition’s effort bore fruit. Burkina Faso’s Parliament voted to change the country’s mining law to raise taxes on mining companies and increase the share of revenues allocated for development in mining communities from 0.5 percent to 1 percent.

In part, the victory was due to a change in the political landscape in late 2014 when widespread discontent and demonstrations forced President Blaise Compaoré into exile after 27 years in power. The activist coalition running the #Juste1pourcent campaign suspended activity briefly until the country established an interim government. But, come spring, members of Parliament visited mining communities and saw for themselves the poverty that persists in the very region where the mining industry extracted $390 million in profits in 2013. This coalition-led tour spurred Parliament into action.

“This is a great victory for West Africa,” says Pierre Dabire, Burkina Faso’s Publish What You Pay coordinator. “The former mining code, designed to attract investors, is now replaced by a mining code that aims to satisfy the needs of our people.”

SRI LANKA
AT LAST: GOVERNMENT ACCOUNTABILITY

After 10 years of fighting for their rights, Sri Lankans scored a major victory in January 2015 when the government agreed to return land the military had seized during the country’s civil war. Before that conflict ended in 2009, the military had evicted more than 350 families in two villages in the Ampara district.

Oxfam worked with local groups to build a national network called the People’s Alliance for Right to Land—or PARL—and employed a host of tools, from research to advocacy and legal services, to help win relief for families. Through PARL, we worked with members of a community in Paanama to pursue their claims all the way to the Sri Lankan supreme court.

“It is a collective effort and it is truly a people’s struggle we launched amidst life threats,” says Somasiri Punchirala, a community leader who led the campaign. “But we all had the courage and the commitment.”

By raising their voices and understanding their rights, communities have successfully pushed the Sri Lankan government to return the land to its people and offer others affected by the conflict alternative land options.
Disasters have exacted a heavy toll this year. Violence has triggered the worst global refugee crisis since World War II, and the Ebola epidemic devastated three West African nations. And 2014—now known to be the hottest year on record—ushered in Central America’s worst drought in 40 years. As a UN official said in December, “The rising scale of need is outpacing our capacity to respond.” This year, Oxfam and partners were in hotspots around the world, working to save lives. But we were also calling for a new look at how investing in local people and responsible governments could transform humanitarian response.

In Guinea-Bissau, we have supported government Ebola coordination efforts and helped fund medical monitoring teams at the borders. In recent years, Oxfam has worked with partner NADEL—the National Association for Local Development—on preventing and responding to cholera outbreaks. We provided trainings on hygiene promotion, risk assessments, logistics, and project development—all of which were key as the organization geared up for the Ebola fight.

As the disease marched across West Africa, NADEL trained local people, like nurse Maria Cardoso, to go door-to-door in rural villages sharing the basic rules of Ebola prevention. Her strategy? Warmth and humor.

“Because I’m a nurse and I know these communities, people listen to me,” says Cardoso. “Now people are following the rules to prevent … Ebola.”

Though Guinea-Bissau is still vulnerable to the disease, supporting local and national efforts seems to have paid off: as of this writing, Guinea-Bissau remains Ebola-free.
DEMOCRATIC REPUBLIC OF CONGO
COMMUNITY PROTECTION COMMITTEES

The Democratic Republic of Congo (DRC) has been moving toward an era of increased security after decades of conflict. But a 2014 Oxfam report found that civilians—especially women and girls—remain at high risk of violence from armed groups and even government officials. Women still face discrimination and are underrepresented in the legal system and government.

With support from Oxfam and local organizations, people in North and South Kivu provinces are creating protection forums—community groups that stand up for women’s safety. Members vote on the issues they deem most urgent, from inheritance rights to forced marriage. The protection forums give women a means to address problems head-on and to negotiate collectively with authorities. “They are a voice for those who don’t have a voice,” says protection officer Odette Blitsitsi.

Oxfam has been working in DRC for many years, providing aid while advocating for civilians’ rights and an end to violence. That work continues today, but the protection forums reflect another approach: helping vulnerable people create a new means to protect themselves and to take the lead in resolving the huge challenges they face. “[We] support the local population to better manage their [lives] and cope with uncertainty,” says Adél Sasvári, manager of Oxfam’s protection program in South Kivu. “Oxfam simply backs up their efforts because it’s not us who will bring the change—it’s them.”

SUDAN
SHIFTING CONTROL TO LOCAL PEOPLE

Since 2003, conflict has driven millions from their villages in Darfur, Sudan. Many have lived for more than a decade in camps for displaced people, unable to return home in safety. And families continue to stream into camps and towns from the countryside: more than 600,000 people have been driven from their homes since January 2014.

After years of providing clean water, sanitation, and hygiene education, we are taking a crucial step toward sustainability: transferring operations to local people. In the Al Salaam camp in North Darfur, where around 52,000 displaced people live, the handover process is nearly complete. Now, local teams maintain the pipelines, pumps, and generators, and handle the complex logistics of supplying water. Beyond the camps, Oxfam’s partners are helping farmers improve their harvests and the health of livestock, mothers boost their families’ nutrition, women earn incomes with the help of savings groups, and community leaders engage in conflict resolution. Our goal: strengthen resilience, but keep local people in the driver’s seat.

LEFT: Nurse Maria Cardoso has been helping spread the word on Ebola prevention in Guinea-Bissau. Elizabeth Stevens / Oxfam America

ABOVE: Neem Mibimba is president of a women’s forum in Congo working to ensure women’s safety. When farming in isolated areas, Mibimba explains, “I used to have to flee five times a week because women can be raped or beaten.” Thanks to the efforts of her group, the situation is improving: “Now I can farm in peace.” Eleanor Farmer / Oxfam
ENSURING WOMEN’S INCLUSION & LEADERSHIP

Women’s ability to advance depends on their ability to participate fully in the political, social, and economic aspects of their countries and to live without fear of violence. We know that judicious investments in women can be transformative in the battle to reduce poverty. In FY2015, Oxfam continued to champion the rights of women: to participate fully in business and have access to credit, and to live free from violence.

AFGHANISTAN

WOMEN PROTECTING OTHER WOMEN

In the 14 years since the fall of the Taliban, Afghan women have made real gains, but they remain at real risk. Experts estimate that as many as 87 percent of Afghan women suffer physical, sexual, or psychological abuse. The Afghan Independent Human Rights Commission (AIHRC) has accused the national police force itself of abusing women; the AIHRC found that policemen committed nearly 15 percent of the honor killings and sexual assaults recorded between 2011 and 2013. This makes women even less inclined to seek help from police.

So, in 2013, Oxfam and Afghan organizations launched a campaign to raise awareness of the value of policewomen and the crucial role they can play in communities. Oxfam is funding a public education effort (through 2017) to encourage more support for female police officers, including recruitment among school-age girls, a social media campaign, and radio broadcasts in every province. Since the campaign launched, more women are joining the police force, and the Ministry of the Interior has developed a strategy for recruiting even more.

It has been an uphill battle. As The New York Times reported in March 2015, “Good intentions [have] often foundered against the strength of Afghan sexual conservatism.” Tuba—one of the few policewomen in Afghanistan’s Kunduz province—explains, “I am compelled to continue this work. … There is always a need for a female officer so that the respect and dignity of Afghan women is saved. … People must learn the importance and role of policewomen in the society.”

TANZANIA

SWAHILI REALITY TV ELEVATES WOMEN FARMERS

In the village of Kisanga, the voices of 15 women farmers are adding to a chorus the world can no longer ignore: When women are responsible for the majority of food production in developing countries, why do they have restricted access to markets, land, and credit?

Those 15 farmers starred in Oxfam’s popular reality TV show and contest, Mama Shujaa wa Chakula (known as Female Food Heroes in English). Launched in Tanzania in 2011 and now in its fifth season there, the show has inspired similar initiatives that have spread to Ethiopia and Nigeria where Oxfam’s female food heroes have become involved in farmer advocacy at both national and international levels. Their goal is to change the way the world views women farmers—to celebrate them as innovators and a force for progress.

“I want to make agriculture something people value and not say agriculture is only for villagers,” says Edna Kiogwe, a 2015 contestant from Tanzania whose forward-thinking father gave her a gift of land on her wedding day. “It’s not the last alternative. I want to make it a first alternative.”
GUATEMALA
EDUCATING BANKERS TO ENSURE WOMEN’S INCLUSION

Guatemala’s Banco G&T Continental has become the first in the country to join Oxfam in a new effort to boost business opportunities for women long overlooked by a financial industry plagued by gender bias. Through Oxfam’s Women in Small Enterprise initiative, or WISE, G&T Continental is now offering women entrepreneurs enough credit to help them take their businesses to the next level.

But this new direction didn’t come about overnight. It’s been part of a slow awakening at the bank, fostered step-by-step by the WISE team and culminating earlier this year in a training for 28 bank staffers designed to get them to take a hard look at the barriers women face in accessing credit and what the bank could do to make it easier. Education, for bankers and businesswomen alike, is key to WISE’s goal of leveling the playing field for women, celebrating their economic contributions, and helping them to become leaders for other fledgling entrepreneurs.

“Working with women is very different. They have to be considered differently,” says Roxana López, who coordinated the training for the bank. “That was one of the main things we learned in this training: equity and justice.”

For the 20 women who were part of WISE’s first graduating class, the training and one-on-one coaching has set many of them on a path toward steady growth—some with the help of a loan backed by the WISE Fund and some at a slower, self-financed pace.

“We want to support them and create a cohort of really strong women entrepreneurs,” says Mara Bolis, a senior adviser on market systems for Oxfam’s private sector department. “Economic empowerment for women is important in order for them to have a voice politically and for them to be free from violence.”

SENEGAL
BUSINESS TRAINING FOR WOMEN

Membership in a Saving for Change group in eastern Senegal has helped Penda Ndiaye and her family go from being cash-poor subsistence farmers to entrepreneurs running a bakery that serves their entire village. Along with capital she borrowed from her savings group, Ndiaye also got business training that inspired her to invest in a wood-fired oven and ingredients for baking bread. She put her husband in charge of the baking, and she is now bringing in $10 a day—and twice that on holidays. “Since we started the bakery [two years ago], we have saved enough to buy farm equipment and a horse to work our land, some sheep, and goats,” Ndiaye says. “We bought school supplies and covered our family’s medical expenses. We can also buy some rice and other staples to feed our family that we couldn’t buy before.” Oxfam’s Saving for Change program is training 25,000 women entrepreneurs in 1,100 groups in Senegal and Mali, and has expanded its business training to groups in three other countries.

LEFT: Stills from Oxfam video produced to launch an initiative in Afghanistan to increase public awareness of the value of female police officers.

ABOVE: With the help of a WISE loan, Ana Dominga Cuc Baquin bought new materials to increase the variety of the traditional clothes her business can make. Ilene Perlman / Oxfam America
Oxfam’s Impact: Doing Good Well

Oxfam must be accountable to our donors, but even more important, to the people on whose behalf we work: the individuals and communities at the center of our programs.

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.

All of our long-term programs, major campaigns, and key innovation projects have a rigorous monitoring, evaluation, and learning system. Most include:

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

For overviews of our policy and development work, as well as our objectives, research, evaluations, and impact reports, go to policy-practice.oxfamamerica.org.
AFRICA: EBOLA RESPONSE

Oxfam moved quickly to support people’s needs and reached more than 500,000 people.

OUR OBJECTIVE
To prevent and contain the Ebola epidemic in West Africa, as well as prepare people should Ebola reach their community.

EVALUATIVE APPROACH
As of September 2015, Oxfam is midway through a mixed-methods evaluation of our Ebola response. This type of midpoint evaluation is a real-time attempt to improve decision-making and our preparedness and prevention techniques. Increasingly, Oxfam is using mobile phone platforms to conduct surveys and provide timely analysis of our impact.

WHAT DID WE LEARN?
In an effort to support hospitals and health care centers, Oxfam provided medical staff with personal protective equipment. However, one of the most important things that a humanitarian—rather than medical—organization like Oxfam can do is to prevent infection. So Oxfam has also distributed 10,400 hygiene kits, including items like soap, bleach, buckets, and tippy taps (hand washing devices).

We work closely with local communities to help them reduce behaviors that put them at risk. In this case, our aim is to help people avoid touching somebody who might suffer from Ebola, to wash their hands with soap, and to encourage them to call a hotline to report suspected cases.

In some areas, Oxfam’s partners had to overcome the resistance of local people to talking about the disease. The evaluation shows that increased knowledge through formal sessions and informal discussions has helped to reduce these fears and highlight awareness of symptoms and prevention methods.

Oxfam knows that public health campaigns must be grounded in local knowledge and research into behavioral change. In this case, we are in the process of evaluating the effectiveness of different public health promotion strategies in changing hand-washing behaviors. Our results will allow us to invest in a situation-specific campaign.

GLOBAL: POLICIES TO REDUCE POVERTY

Oxfam is working in more than 10 countries to promote political leadership for global development.

OUR OBJECTIVE
To promote government policies and practices that support global development by delivering on commitments to reduce poverty and secure more and better foreign aid.

EVALUATIVE APPROACH
Oxfam commissioned an external evaluation of the first three years of the project. The evaluators used a variety of methodologies, including interviews with stakeholders in Brazil, France, Spain, South Africa, the US, and in Pan-African and European Union (EU) institutions, as well as case studies.

WHAT DID WE LEARN?
The evaluation indicated that Oxfam, with allies, has succeeded in improving foreign aid policies and practices, development cooperation, and transparency.

Although it is difficult to attribute results directly to advocacy efforts, the evaluation showed that without Oxfam’s work, certain issues would not have been placed on policy agendas; some aid budgets could have eroded further; less coherent pro-poverty policies would have been adopted; and, perhaps most important, civil society would have been in a weaker position in development debates.

For example, working with allies:
- Oxfam helped to ensure that the EU budget for development aid wasn’t cut, and secured an agreement to benchmark 20 percent of the EU budget for foreign social services.
- Oxfam helped the US Agency for International Development (USAID) uphold its commitment to provide 30 percent of its funds to local organizations in developing countries by 2015.

The evaluation concluded that Oxfam is in a strong position to take on broad-based advocacy efforts such as this one. Oxfam can build on previous advocacy experience, is seen as a credible partner, and has a global network and presence—yet is able to “lead from behind” by putting other organizations forward.

Our collaborative approach was seen as a strength, but the evaluators raised an interesting question: Are there risks to Oxfam collaborating with governments to achieve policy changes? Yes. But Oxfam maintains that these risks are worth taking. In order to be effective and maintain independence, Oxfam must be willing to both challenge and collaborate with governments—as individual cases demand.
This was a record-setting year for Oxfam America. In FY2015, we recorded revenues of $95 million, the highest in our history for any 12-month period. This performance exceeded our plan with 32 percent topline growth over last year. Both restricted and unrestricted contributions grew at a strong rate of 71 and 16 percent, respectively. The primary driver of growth in restricted revenues was the Campaign for Oxfam America, which—along with other major contributions—raised $30 million in restricted revenue to be spent over the next five years. Unrestricted contributions of $48.5 million grew as the result of an extraordinary $6.8 million bequest and return on the investments we have made since 2013 to improve our fundraising efforts. Contract income is an increasing source of revenue and grew from $2.4 million to $3.9 million. Contract income now funds programs in Central America, the Horn of Africa, Haiti, and Sudan.

Our investment in program services was consistent with last year. During FY2015 there were no sudden-onset humanitarian disasters of the scale we saw in FY2014 (when we provided $5.7 million in relief response related to Typhoon Haiyan). Consequently, we spent $3.9 million less in the saving lives category than in FY2014. All other program services increased from prior year levels. Investment in programs to overcome poverty and injustice grew $1.6 million with additional investment in our rural resilience programs in Ethiopia and Senegal. In order to deepen our work on government expenditure accountability and our Behind the Brands campaign, we increased our investment in campaigning for social justice by $1.8 million (14.2 percent) over our 2014 level. We also invested slightly more this year in public education (i.e., media and volunteer outreach) on issues of poverty and injustice.

Although we continued to increase our investment in donor acquisition and stewardship, overall fundraising expenses were marginally lower in 2015 i.e., $12.4 million versus $12.6 million in FY2014. This savings reflects the end of costs associated with the implementation of our new constituent relationship system in FY2014. Management and general expenses were up slightly in FY2015 due primarily to legal work in support of the evolving structure of the global Oxfam confederation, and these costs were covered with generous pro bono services from Goulston & Storrs.

Our reserves increased by $12.8 million, ending the year at $80.3 million with growth in both unrestricted and restricted reserves. We will spend down these reserves in the coming three to five years as we put to work the Campaign for Oxfam America contributions made to support our program and advocacy work. Our strong reserve position allows us to make longer-term commitments to programs, our partners, and the people we serve, ensuring reliable funding despite potential short-term fluctuations in revenues.

Oxfam America is very fortunate to enter 2016 in a sound financial position, with a promising fundraising campaign, and continued growth in our long-term development and advocacy programs.

Oxfam America is rated highly by leading independent evaluators, including Charity Navigator, the nation’s largest charity evaluator. Oxfam has the Better Business Bureau’s highest rating for charitable organizations, meeting all 20 of its “Standards for Charity Accountability.” Oxfam is also a “Top Rated Charity” and recipient of an “A-” rating from CharityWatch. These rankings place Oxfam among an elite group of charitable organizations nationally.

(as of Sept. 15, 2015)
### CONSOLIDATED STATEMENT OF ACTIVITIES

**Oxfam America and Oxfam America Advocacy Fund | Years ending March 31**

#### REVENUE, GAINS, AND OTHER SUPPORT

<table>
<thead>
<tr>
<th>Source</th>
<th>2015 UNRESTRICTED</th>
<th>2014 UNRESTRICTED</th>
<th>2015 TOTAL</th>
<th>2014 TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$48,511,000</td>
<td>$38,743,000</td>
<td>$87,254,000</td>
<td>$64,691,000</td>
</tr>
<tr>
<td>Contract income</td>
<td>$3,880,000</td>
<td>–</td>
<td>$3,880,000</td>
<td>$2,361,000</td>
</tr>
<tr>
<td>Investment &amp; other interest income</td>
<td>$2,502,000</td>
<td>665,000</td>
<td>$3,167,000</td>
<td>$4,203,000</td>
</tr>
<tr>
<td>Donated in-kind services &amp; materials</td>
<td>$619,000</td>
<td>–</td>
<td>$619,000</td>
<td>$451,000</td>
</tr>
<tr>
<td>Other</td>
<td>$117,000</td>
<td>–</td>
<td>$117,000</td>
<td>$184,000</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$28,222,000</td>
<td>(28,222,000)</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

**Total revenue, gains, and other support**: $83,851,000 $11,186,000 $95,037,000 $71,890,000

#### EXPENSES

**PROGRAM SERVICES**

- Programs to overcome poverty and injustice: $26,630,000
- Saving lives: Emergency response and preparedness: $16,785,000
- Campaigning for social justice: $14,447,000
- Public education: $5,580,000

**Total program services**: 63,442,000

**SUPPORT SERVICES**

- Management and general: $6,439,000
- Fundraising: $12,403,000

**Total support services**: 18,842,000

**Total expenses**: $82,284,000

#### CHANGE IN NET ASSETS

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (decrease) in net assets</td>
<td>$1,567,000</td>
<td>$11,186,000</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>36,308,000</td>
<td>31,248,000</td>
</tr>
</tbody>
</table>

**Net assets, end of year**: $37,875,000 $42,434,000 $80,309,000 $67,556,000

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

**Oxfam America and Oxfam America Advocacy Fund | Years ending March 31**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$5,640,000</td>
<td>$13,504,000</td>
</tr>
<tr>
<td>Investments</td>
<td>57,292,000</td>
<td>49,581,000</td>
</tr>
<tr>
<td>Prepaid expenses and receivables</td>
<td>28,277,000</td>
<td>14,121,000</td>
</tr>
<tr>
<td>Other assets</td>
<td>3,398,000</td>
<td>2,010,000</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$94,607,000</td>
<td>$79,216,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LIABILITIES AND NET ASSETS</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$6,440,000</td>
<td>$5,321,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>1,596,000</td>
<td>2,234,000</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>6,262,000</td>
<td>4,105,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>14,298,000</td>
<td>11,660,000</td>
</tr>
</tbody>
</table>

| **NET ASSETS**                |         |             |
| Unrestricted                  | $37,875,000 | $36,308,000 |
| Temporarily restricted         | 40,637,000  | 29,451,000  |
| Permanently restricted         | 1,797,000   | 1,797,000   |
| **Total net assets**          | 80,309,000  | 67,556,000  |

**Total liabilities and net assets**: $94,607,000 $79,216,000
DATA DEPICTED IS FROM PERIOD ENDING MARCH 31, 2015

SOURCES OF FUNDS

- 43.5% INDIVIDUALS
- 32.0% FOUNDATIONS
- 11.2% BEQUESTS & LEGACIES
- 4.1% CONTRACT INCOME
- 3.5% INVESTMENT & OTHER INTEREST INCOME
- 2.3% CORPORATIONS
- 1.7% OTHER OXFAM AFFILIATES
- 1.7% OTHER CONTRIBUTIONS

USES OF FUNDS

- 77.1% PROGRAM SERVICES
- 15.1% FUNDRAISING
- 7.8% MANAGEMENT & GENERAL

ANNUAL INVESTMENT IN PROGRAM & SUPPORT SERVICES (MILLIONS US$)

- 42.0% PROGRAMS TO OVERCOME POVERTY & INJUSTICE
- 26.4% SAVING LIVES: EMERGENCY RESPONSE & PREPAREDNESS
- 22.8% CAMPAIGNING FOR SOCIAL JUSTICE
- 8.8% PUBLIC EDUCATION
- 41.9% AFRICA & THE MIDDLE EAST
- 22.3% LATIN AMERICA & CARIBBEAN
- 7.9% ASIA & THE PACIFIC
- 5.8% NORTH AMERICA
- 22.1% CROSS-REGIONAL PROGRAMS

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

FOR OXFAM AMERICA'S 2015 FINANCIAL STATEMENTS AND MOST RECENT FORM 990, GO TO OXFAMAMERICA.ORG/FINANCIALS.
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(as of Sept. 15, 2015)

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UNLOCKING THE POWER OF PEOPLE AGAINST POVERTY

In 2013, Oxfam America launched a $75 million campaign to fund a multiyear expansion of some of our key programs. In April 2015, we moved from the opening phase of that campaign with a public announcement. We are extremely grateful to the more than 125 donors who, by September 10, 2015, made commitments totaling $63.2 million.

We recognize and deeply appreciate that supporters are making campaign commitments in addition to their annual gifts. These funds will provide extra support for programs that tackle world hunger, empower citizens, save lives, and ensure women’s inclusion and leadership. Commitments of $25,000 and more are recognized here.

We also want to thank the members of the campaign executive committee who have worked tirelessly to build campaign momentum. We welcome all gifts to the campaign and hope that you will help us exceed the goal during 2016.

For more information, contact Lisa Tellekson at (800) 776-9326, x2474, or ltellekson@oxfamamerica.org.

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THE MANY GENEROUS DONORS WHO SUPPORT US YEAR IN AND YEAR OUT ARE CRUCIAL TO OUR WORK RIGHTING THE WRONGS OF POVERTY, HUNGER, AND INJUSTICE. WE OWE TREMENDOUS THANKS TO OUR FRIENDS LISTED ON THE FOLLOWING PAGES AND TO THE TENS OF THOUSANDS WE DON’T HAVE SPACE TO INCLUDE HERE. YOU PROVIDE THE SUPPORT THAT EMPOWERS PEOPLE LIVING IN POVERTY TO IMPROVE THEIR LIVES.

WE ARE GRATEFUL.

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MANAGING THE ENVIRONMENTAL AND FINANCIAL IMPACT OF OUR ANNUAL REPORT
This report is available to download online: oxfamamerica.org/annual2015. For those who prefer a print version, we still provide one but are making every effort to save costs and reduce the environmental impact of our print publications. Two years ago we cut the report’s length by eliminating 16 pages. Last year we shaved off an additional four pages and selected a different paper stock to achieve greater savings. This year, we cut our print run by more than 40 percent. We continue to use soy-based inks at a plant recognized by the Massachusetts Water Resources Authority as a low-discharge site that recycles all spent materials.

Our choice of paper containing post-consumer fiber (rather than 100 percent virgin stock) yielded the following savings:

- 9 trees preserved
- 4,207 gallons of water saved
- 281 lbs of solid waste not generated
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OUR MISSION
To create lasting solutions to poverty, hunger, and social injustice.

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.
Success begets success: Women belonging to the Sabati (“success” in the local language of Bambara) Saving for Change group meet in Bougouni, Mali, on March 12, 2015. There are more than 500,000 women in Mali in groups like this one. Now in its 10th year, Saving for Change (SFC) has expanded to Senegal, Guatemala, El Salvador, and Cambodia.

SFC was initially lauded as a uniquely low-cost approach to savings and credit for some of the world’s poorest people. More recently, Oxfam has begun to use this platform to help women get what they need to make bigger changes in their lives. Oxfam now offers additional training after savings meetings to deepen women’s business acumen (to help them start and improve small business ventures) and their agricultural knowledge (to train them to plant trees to improve soil health). The third area of instruction—on citizenship—can have unexpectedly far-reaching impact; these trainings encourage women to apply for government-issued identification that qualifies them to vote, and to get birth certificates for their children (to prove their ages, ensuring eligibility for school, and to help discourage underage marriage of girls).

Jane Hahn / Oxfam America