“Traditional global humanitarian responses to emergencies do not strengthen our communities or local organizations. They weaken us and make us dependent. Oxfam believes in building on local capacity. Instead of bringing in international staff to do things for us, they have taught us how to do the things ourselves.”

— KAREN RAMÍREZ

Ramírez (see photo on page 9) is the program manager for Oxfam partner PRO-VIDA and is a powerful voice for community water rights in El Salvador. Through advocacy, trainings, and coordination, she has helped boost the capacity of Salvadoran organizations and government agencies for humanitarian response and leadership.
DEAR FRIENDS,

Oxfam America hit a significant milestone in fiscal year 2016: we recorded our highest dollar investment in program services in our history. The primary drivers for this increase were the devastating earthquakes in Nepal in April 2015 and our response to the tragic global refugee crisis. We are grateful for the generosity of our supporters in funding these and other crucial efforts.

Our record investment draws attention to an aspect of our work that we want to highlight for you. While Oxfam continues to respond to disasters around the world, in FY16 we intensified our efforts to change the international humanitarian system in fundamental ways. Each day we feel the system’s failings more deeply as climate-driven emergencies and armed conflicts stretch our resources beyond their limits. Meanwhile, local humanitarians are being overlooked and underfunded. Oxfam is on the leading edge of a movement to shift disaster assistance closer to home. Our vision: a world in which the international community supports local humanitarian leadership wherever and whenever possible.

By the close of FY16, Oxfam was ramping up its work to influence the first-ever World Humanitarian Summit—a UN-sponsored event in May 2016 aimed at improving the global humanitarian system. We published research, brought local leaders to the summit to make their voices heard, and made the case for change. The results from the summit: strong and unprecedented commitments from the global community to boost local humanitarian leadership.

Why do we want to call your attention to this one strand of our work? Because it is a reminder of the values that underpin all we do. Oxfam’s way is not to do things for local people, but to ensure that responsibility, decision making, and power lie where they should: in the hands of the people most affected by poverty and disasters. As Karen Ramírez reminds us, to do otherwise “weakens” communities and makes them “dependent.”

In a year as painful and turbulent as this one—on both the international and domestic fronts—we must not be distracted. We must not waver in our belief that reducing poverty and injustice is an achievable goal. Oxfam remains committed and inspired not only by individuals like Karen Ramírez, but by each of you.

Thank you.

RAYMOND C. OFFENHEISER  
PRESIDENT

JOE LOUGHERY  
CHAIR, BOARD OF DIRECTORS
OUR WORK


WHERE

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Niger  
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Occupied Palestinian Territory  
Pakistan  
Papua New Guinea  
Paraguay  
Peru  
Philippines  
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Samoa  
São Tomé and Príncipe  
Senegal  
Sierra Leone  
Solomon Islands  
Somalia  
South Africa  
South Sudan  
Spain  
Sri Lanka  
Sudan  
Syria  
Tajikistan  
Tanzania  
Thailand  
Timor-Leste (East Timor)  
Tonga  
Tunisia  
Turkey  
Uganda  
United Kingdom  
United States of America  
Uruguay  
Vanuatu  
Vietnam  
Western Sahara  
Yemen  
Zambia  
Zimbabwe

HOW

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 what they know. The elders tell us that their crops used to survive the dry season. The climate is more extreme, they tell us. So, 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 these rights and train village residents to test their water. 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 turns out that the refinery is part of a bigger US company that sues the local government for closing the refinery. That’s when 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. And you do.

Finally the company backs down.

As an organization, Oxfam’s role ranges from providing simple support in an emergency to campaigning for social justice. We use different approaches as situations demand.
Change is possible. Since 1990 the number of hungry people on earth has fallen by 21 percent. In order to feed the 795 million people who still do not have enough to eat, Oxfam is working toward systemic change. During the past several decades the trend around the world—despite recent gains—has been a massive reduction in agricultural investments in developing countries. So, in FY16, Oxfam pushed for greater investment in small farmers as well as for climate reform, fairer food labor practices, and farmer education and outreach.

CAMBODIA AND VIETNAM
SRI: STRONG RETURNS ON INVESTMENT
In 2015, Oxfam reviewed a decade’s worth of data to assess the impact of our work promoting the System of Rice Intensification [SRI] in Cambodia and Vietnam. The numbers tell a compelling story. Oxfam’s partners have taught more than 58,000 farmers in Cambodia how to use SRI. Oxfam’s investment of $3.7 million during the past decade has returned $3 for every $1 invested in the program. Results in Vietnam are even more impressive. Collaboration with the agriculture ministry has helped Oxfam reach 800,000 small-scale farmers and through them added $100 million to the rural economy. The agriculture ministry on its own has reached 1.8 million farmers and contributed $286 million to the farming economy through promotion of SRI. Oxfam estimates that over the same 10-year period we have invested $3.5 million in SRI in Vietnam, which has returned $30 for every $1 invested.

RWANDA
HELPING ENTREPRENEURS WORK THEIR WAY OUT OF POVERTY
Damien Mbatezimana has big dreams for his cassava leaf-drying company. He wants to make it the leading food-processing factory in Rwanda. And with Oxfam’s help, he may be on his way. Called SHEKINA Enterprises, the factory is part of Oxfam’s enterprise development program, which works with local businesses to create opportunities for small-scale farmers and to empower women economically. The program’s mission is to invest where the potential for social impact is highest—and that’s often where other investors don’t go. Through a mix of loans and grants to small and medium-sized businesses, Oxfam’s goal is to help people work their way out of poverty.

Having developed a reliable market for cassava leaves, which it now sells internationally, SHEKINA has created new jobs, and nearly 2,000 people are benefiting from the business. Many are women farmers who now have a steady buyer for their harvests.

“There was a time when I didn’t have enough money to pay school fees. … When you are a single parent, it is hard,” says a farmer named Madeleine. “Now [that] I have started to sell cassava leaves, my life has changed.” Newly empowered, she doesn’t plan to stop there. Her goal is financial security for her family—a goal that Oxfam is helping small-scale farmers around the world achieve. Together, these farmers are producing the vast majority of the food and agricultural raw materials on which our planet depends.
GLOBAL
THE CLIMATE-FOOD CONNECTION
The climate is rapidly changing, and this year has been the hottest on record. For some of us, this means less quality food, fewer food choices, and higher prices. For nearly a billion people already living in poverty, it means more hunger. That’s why Oxfam’s fight against climate change is a crucial piece of our work to build a stronger food system.

In December 2015, over 190 countries took a critical step toward a low-carbon future by reaching a historic climate agreement at the Paris Climate Conference (COP21). Oxfam worked to push for higher climate finance levels in the agreement and will continue to put pressure on world leaders to strengthen their commitments and turn them into action so that the world’s poorest people are able to adapt to the changing climate. And that global pressure translates domestically, too. Oxfam advocates for continued US climate leadership after the Paris agreement, and we are working to influence climate policy commitments and ensure that the US follows through on its $3 billion pledge to the Green Climate Fund.

UNITED STATES
CALLING ON BIG POULTRY: TREAT WORKERS WITH RESPECT

The highly lucrative US poultry industry has a dark side: it’s built on the backs of 250,000 workers who endure low pay, high rates of injury, and a climate of fear. In late 2015, Oxfam launched a campaign to mobilize the US public to get industry leaders to make changes. Oxfam stepped up to coordinate a coalition of organizations that had many years’ experience advocating for poultry workers. Our focus was on the four companies that control roughly 60 percent of the US market: Tyson Foods, Pilgrim’s, Perdue, and Sanderson Farms.

To educate consumers, we released a report and created an interactive website to expose the realities of life for workers on the poultry line. In response, more than 150,000 people signed a petition calling on companies to undertake reforms to ensure better worker treatment. We engaged directly with the top four companies, filing shareholder resolutions and attending annual meetings. We’ve placed numerous op-eds across the country, and dozens of high-profile media outlets have covered the story. We’ve met with members of Congress, White House staff, and experts at OSHA and the USDA.

Among the early indicators of change: Tyson announced pay increases for a third of its workers and a pilot project to improve worker health and safety. Members of Congress signed a letter to OSHA urging action, and OSHA announced a new program to monitor the poultry industry in Southern states, where most of the industry is based.

ABOVE: Poultry workers process more than eight billion chickens every year, a job that requires standing for hours on end while repeating the same motion up to 20,000 times per shift.

John D. Simmons / The Charlotte Observer

OPPOSITE: After a year working for SHEKINA, a factory that is part of Oxfam’s enterprise development program in Rwanda, Uwere Gisele has managed to save enough money to buy a cow—which means her family now has a reliable supply of both milk and fertilizer.

Eleanor Farmer / Oxfam
EMPOWERING CITIZENS TO HOLD THEIR GOVERNMENTS ACCOUNTABLE

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 FY16, Oxfam continued to build on our proven ability to foster citizens’ engagement with governments to make advances in the fight against poverty.

PERU CALLING ON POLITICAL CANDIDATES TO RESPECT CITIZENS’ RIGHTS

Years of booming commodity prices for oil, gold, and silver, and natural gas have boosted Peru’s GDP growth to more than 6 percent in recent years. But there’s a hidden price to Peru’s so-called economic miracle: most of the benefits have been funneled to the country’s business elites in Lima, and there has been widespread environmental damage and conflict in rural communities affected by oil, gas, and mining projects.

In February 2016, Oxfam released a report titled *Agenda against Inequality: Five Critical Issues to Close the Gaps* that called on candidates in the presidential election to address the pervasive poverty and inequality across the country. Oxfam’s social media and advocacy campaign resulted in broad coverage in mainstream media in Peru, and 8,000 citizens signed an electronic petition calling on the presidential candidates and Congress of Peru to respect the rights of indigenous communities to protect their land and resources from destructive oil, gas, and mining projects.
CAMBODIA

TRAINING ENVIRONMENTAL DEFENDERS ON THE POWER OF INFORMATION

When the elders of a remote community in northern Cambodia found a group of Chinese miners searching for gold on their communal land without their consent in 2015, they asked them to leave. When they didn’t, the elders called Ping Chamroeun, who came and took photos of the mining exploration activity and posted them on her Facebook page. “I showed them [the miners] the photos I took and I explained to them what I would do with the information, and they left the area,” she says.

Chamroeun, 26 and the mother of an infant boy, is part of a network of indigenous young people trained by Oxfam’s partner Media One as community reporters who share information about natural resources, how to protect their land from illegal logging and mining, indigenous land rights, and other topics crucial to indigenous communities in northern Cambodia. They produce radio programs and network with others to share their experience and help communities speak out and defend their right to communal land and natural resources. “When we collect stories we meet together and share information, and the other young reporters and I talk about ways to spread what we’ve learned,” Chamroeun says. Since starting in 2015, Media One has trained more than 20 reporters from seven ethnic groups, produced nearly 30 radio programs, and reached more than 50,000 people through its Facebook pages.

EL SALVADOR

MINING ACTIVISTS AWAIT CRUCIAL COURT DECISION

In April 2015, Vidalina Morales and other activists from the northern Cabañas department of El Salvador traveled to Washington, DC. They were there to hand deliver a petition to the International Centre for Settlement of Investment Disputes (ICSID) at the World Bank, urging the body to dismiss a lawsuit against the country brought by the OceanaGold Corporation of Australia. Citing numerous studies that show that mining in El Salvador will be bad for farmers and the environment, Morales says, “El Salvador could suffer dire consequences if extractive industries operate in its territory.”

Oxfam has been supporting the work of a coalition called the National Roundtable against Metallic Mining that is proposing an all-out ban on mining for metals in the country for seven years. OceanaGold is suing the government of El Salvador for $300 million because it was denied a mining permit. Critics of the company proposal say that it included neither an approved environmental impact study nor proper feasibility studies, and that it lacked title for the concession land in question. El Salvador has been waiting for the ICSID decision on the case for over a year. Salvadoran activists are hopeful; a decision (expected in September 2016) in favor of the government could help the country become one of the few to ban metal mining, and it would show that communities have the right to determine if and how their natural resources can be developed.

ABOVE: Activists in El Salvador—led by Hector Berrios from one of Oxfam’s partner organizations—call for OceanaGold to drop its $300 million case against the Salvadoran government. James Rodriguez / Oxfam America

OPPOSITE: Ping Chamroeun uses her smartphone and Facebook account to document illegal activities on the communal lands of her indigenous community in northern Cambodia. Patrick Brown / Panos for Oxfam America
Saving lives by changing the nature of emergency response

There is a growing movement to “localize” disaster aid—and Oxfam and our partners are at the forefront. At forums across the world, we are calling for a shift in power and resources that will enable responsible national governments and organizations to mount effective emergency responses without having to rely heavily on international aid providers. Our goal: locally led disaster aid that is quicker, more efficient, more sustainable, and more empowering to disaster-affected communities. But while we build on a new model of emergency management, the Syria crisis and the Nepal earthquakes are reminders that when it comes to emergencies, one size doesn’t fit all.

Guinea-Bissau
Keeping deadly diseases at bay

In Guinea-Bissau, no news is good news. Ebola hasn’t crossed its porous land border with Guinea or landed on its shores with fishermen from Liberia and Sierra Leone. And cholera, which used to arrive with every rainy season—infecting more than 10,000 people some years—hasn’t made an appearance since 2013. Oxfam’s investment in a dynamic local partner and in the government’s public health capacity is one big reason why Guinea-Bissau wasn’t making headlines in 2016. For years, we’ve supported the National Association for Local Development (NADEL) to reduce the threat of cholera through its network of local health outreach workers; when Ebola reared its head, NADEL pivoted to Ebola-prevention messages, intensified its hand-washing campaign, and provided trained staff to identify Ebola cases at border checkpoints. Meanwhile, we helped the government improve coordination with international aid providers, get the country’s new emergency operations center off the ground, and develop a set of protocols to ensure that future responses will be quicker and more effective. “Local groups and authorities,” says Dr. Dam Zora Nangomde, a regional health director, “should be ready to handle emergencies immediately, and not have to wait for help to arrive from other countries.” We agree completely.

Syria
“We are best able to reach people”

A few years ago, Hazem Rihawi was a manager at a pharmaceutical factory in Syria. Then war came, upending the lives of more than 20 million Syrians, nearly five million of whom—Rihawi among them—have fled their homeland. Still, their hearts remain in Syria, and that’s why Rihawi has been working to bring global attention to the health care needs of families trapped there and to provide life-saving care to more than a million people inside the country. Based in Turkey, Rihawi recently served as advocacy manager for the Syrian American Medical Society, a relief organization led by the Syrian diaspora that Oxfam has been working with both in the US and in the region. And Syrians are the right people to be leading this effort. As Rihawi attests, “We are best able to reach people. ... The local NGOs are carrying the big load, and the big risks.”

Guinea-Bissau

LEFT: Biro Balde, a community outreach worker with NADEL, prepares to check people’s temperatures as they cross the border from Guinea to Guinea-Bissau. “Even if it puts you at risk, you will work to protect your community and your country,” he says. Jane Hahn / Oxfam America

OPPOSITE: Karen Ramirez, of Oxfam partner PRO-VIDA, meets with humanitarian colleagues in Las Salinas, El Salvador, to ensure a coordinated, locally led response to an emergency caused by a storm surge. Elizabeth Stevens / Oxfam America
EL SALVADOR
LOCAL LEADERS TAKE AIM AT EL NIÑO AND ZIKA

El Salvador faces more than its share of challenges. It sits in a region susceptible to earthquakes and hurricanes, and it is vulnerable to the effects of climate change. This was made vividly clear in 2015–16 as the global weather phenomenon El Niño—one of the strongest on record, exacerbated by climate change—hit El Salvador. Crops withered in the fields and farmers struggled to feed their families.

Steady investments in local people, however, are helping El Salvador cope with the deadly hazards it faces every year. This vulnerable country has shown a disproportionately strong ability to respond to humanitarian emergencies. For more than a decade, Oxfam has been helping strengthen Salvadoran capacity to manage disasters and minimize the need for international assistance. There are now approximately 15 local organizations trained and ready to provide food, water, and sanitation during and after emergencies, and a national commission made up of NGOs and government representatives has just taken over a key emergency function of the UN in El Salvador. The results in FY16: locally led and coordinated action to handle the aftermath of a storm surge and provide food vouchers to drought-stricken farmers, and a nationwide campaign to prevent the spread of Zika.

NEPAL
AFTER THE EARTHQUAKES

When a massive earthquake struck Nepal in April 2015, followed by a second one less than a month later, the destruction was devastating: close to 9,000 people died, 22,000 were injured, and 750,000 houses were damaged or destroyed. In all, nearly a third of Nepal’s population was affected.

Oxfam and its local partners responded immediately—and with ingenuity. Early on, when helicopters were in short supply and some of the highest villages were virtually unreachable, we sought the experience of Nepal’s famous mountain guides and porters to ensure aid got through. Carrying enormous packs and hiking four hours from the epicenter of the first quake, a team delivered 2.5 tons of relief supplies to Laprak, 7,054 feet above sea level. All told, Oxfam reached close to half a million people, constructed 50,000 emergency shelters, supported 54,000 families with hygiene kits, and built more than 7,200 latrines.

But our response went deeper than that. In the months following the quakes, we worked with villagers to help them rebuild their livelihoods. Multipurpose grants allowed more than 2,300 families to restart their businesses and restore community infrastructure. And we paid keen attention to the needs of women by helping to establish women’s centers that have provided group counseling and one-on-one sessions to some of the most vulnerable survivors.
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 FY16, Oxfam continued to champion the rights of women.

GLOBAL SAVINGS AS A PLATFORM FOR ACTION

The year 2015 marked the tenth anniversary of the launch of Oxfam’s Saving for Change (SfC) program in Mali. In this first decade, SfC has reached 730,000 people (who are saving $55 million) in Cambodia, El Salvador, Guatemala, Mali, Senegal, and Timor-Leste.

What began as a unique approach to help the poorest rural women to create community savings and lending groups has matured into a platform for social change. SfC groups have started to ask for health, hygiene, entrepreneurship, and business training—and for agricultural support. Groups in West Africa have helped communities learn to prevent the spread of Ebola and other waterborne diseases, improve soil health with special nitrogen-fixing trees, and get birth certificates so children can register for school.

As women save money and become more successful business owners, they gain confidence and begin to expand their horizons beyond the confines of their family. Citizenship training helps women understand their right to vote and the importance of doing so, and teaches them how to hold officials accountable for local services. As SfC continues to grow, Oxfam will help women enrich their SfC groups, creating platforms from which women can advocate for their rights, become leaders—even run for public office—and influence laws and policies that affect women and girls.

LEFT: Da Sophea, 18, sits with her father in front of her roadside food stand. Sophea joined a Saving for Change (SfC) group in northwestern Cambodia, where she received business training and developed a plan to expand her roadside business. With the help of her father and a loan from her SfC group, she plans to build a store.

OPPOSITE: Unidos(as) contra el Dengue! United against dengue! Working together, Cathrin Roque and other local women leaders in Peru won a battle against dengue in their community. “When dengue broke out here, people didn’t know where to go. Now, they know that there are people willing to defend their rights.”

Elizabeth Stevens / Oxfam America
GUATEMALA

WISE: MAKING SMARTER CHOICES

In Guatemala, when it comes to helping women expand their small businesses, the learning curve has been steep—both for the owners and for Women in Small Enterprise (WISE), Oxfam’s innovative loan and financial education initiative. But, like all good learning, the lessons have informed next steps, allowing us and the women we work with to make smart choices.

Take Carmen María Can Pixabaj, for example. The training she received through WISE helped her increase the size of her poultry business threefold. It also gave her a clear understanding of the financial obligations in carrying a loan—a responsibility she ultimately decided her business was not yet ready to absorb despite having rare access to that opportunity through WISE.

And Oxfam learned a pivotal lesson. Our assumption that many women entrepreneurs would be creditworthy proved untrue: a host of factors holds them back, including overindebtedness due to the prevalence of unethical lending practices and acute lack of financial literacy. With that knowledge, we are now retooling. We are exploring new partnerships with financial institutions more closely aligned with our social values, and we are restructuring elements of the program to ensure that we achieve our original objective: to allow hard-working women entrepreneurs in Guatemala access to the capital they need to grow their businesses.

PERU

“WOMEN MUST HAVE A LEADING ROLE”

Fears of the Zika virus have swept the world, but before there was Zika in South America, there was dengue—a painful and sometimes fatal disease carried by mosquitoes. When the Peruvian town of Batán Grande became a hot spot for dengue in 2015, Oxfam partner CEPRODA MINGA helped community members organize, learn about dengue prevention, distribute mosquito nets and cleaning materials, clear out mosquito breeding grounds, and advocate for better health care. Initially, men took on the most visible leadership roles in the public health campaign, but as they drifted away from the work over time, women stepped up to take their places—with a powerful incentive. “If you’re sick, who takes care of the kids? Who takes care of the parents?” asks community leader Cathrin Roque. “Even if they are sick, women cook for and take care of their husbands. We have no time to rest, no time to be sick.” The women faced ridicule at first in their new roles as community movers and shakers, but they earned respect as their dedication and knowledge helped reduce the number of dengue cases to near zero. “Through CEPRODA MINGA, we’ve finally understood the concept of gender equality—that men and women have the same abilities,” says Carlos Olazabal, a municipal civil defense official in Batán Grande. “Now, people understand that women must have a leading role.”
OXFAM’S IMPACT: DOING GOOD WELL

OXFAM MUST BE ACCOUNTABLE NOT ONLY TO OUR DONORS, BUT ALSO TO 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.
Oxfam’s work to prevent gender violence in Central America is progressing, but, as an external evaluator concluded, the program is at a crucial juncture.

**OUR OBJECTIVE**
To help to reduce violence against women through systemic changes—from changing cultural attitudes to reforming the national judicial and legal system.

**EVALUATIVE APPROACH**
Oxfam commissioned a strategic review of its program activities (2013–15) at the national level with a focus on the judicial and legal system. The review was based primarily on interviews with government officials, collaborating organizations, and three partner organizations in El Salvador and Guatemala.

**WHAT DID WE LEARN?**
The reviewer concluded that Oxfam had made concrete progress institutionalizing laws that protect women and facilitating their implementation. She commended Oxfam for its commitment, because advocacy organizations “often fail to follow through once a policy victory is achieved.”

She found the program sustainable and efficient: despite a very modest budget, it was successful at making the most of these resources through cofinancing and collaboration.

Since a primary objective of Oxfam’s work has been to ensure that public officials faithfully support laws that protect women, it was seen as a strong sign of progress that “an increasing number of sensitized officials are in positions of authority.” These include justices on the Salvadoran Supreme Court and higher-ups in key divisions in ministries. This is especially true in El Salvador, given the longer duration of our program there.

Overall, there is evidence that the program’s earlier legislative and policy wins have been significant and that the program has had impact on individual judges, lawyers, students, and teachers. What is disappointing—although certainly not a criticism of Oxfam’s efforts—is that there is not yet any “clear evidence of greater access to gender justice for women, especially when national statistics are considered.”

The reviewer went on to say that the program has had to overcome “enormous challenges given the level of societal violence and the extent of reforms needed in the judicial and legal systems in both countries. Even under the best of circumstances, trying to bring about a major cultural shift is a generational struggle.”

In considering the future of the program and what role Oxfam should play, the reviewer identifies this as a pivotal moment. She recommended that Oxfam think hard about how to translate “training to action on scale.” In El Salvador, she recommended a big push over the next three years.

In Guatemala, despite strong work thus far, the program is small and has not been effectively integrated with other gender justice work by Oxfam. The reviewer’s thinking on this was unequivocal: “This is a lost opportunity, if we take the El Salvador case as a strong ‘proof of concept.’”

**VIOLENCE AGAINST WOMEN IS A FULL-SCALE CRISIS IN CENTRAL AMERICA, BUT IT IS NOT REPORTED AS SUCH.**

Evidence in Guatemala to date suggests that there is both support from the government and communities for this work. The program could potentially move from incremental progress to more accelerated change, especially if it can achieve greater scale. Oxfam has been undergoing review of all our programs and moving money into strategic priorities by cutting smaller projects. The reviewer’s recommendation was as much financial as theoretical: she highlighted the importance of funding to allow Oxfam to invest in growing the program in Guatemala. To do otherwise, she concluded, “would be inconsistent with the gender justice focus of the Oxfam strategic plan … and Oxfam’s profile as a reliable and committed advocate for gender justice.”

Muthoni Muriu, Oxfam America’s director of international programs, explains: “The initial investment in Guatemala’s program to prevent violence against women was tiny, but the need is great. Attracting funding in order to accelerate the pace of change has been difficult; violence against women is a full-scale crisis in Central America, but it is not reported as such.”
FY16 marked an important milestone for Oxfam America. We recorded our highest dollar investment in program services in the history of the organization, reaching $71.4 million—a rise of 13 percent over FY15. This increase was due primarily to a 41 percent rise in our funding for emergency response and preparedness efforts ($24 million as compared to $17 million in FY15). This increase was triggered by the devastating Nepal earthquakes in April 2015 (Oxfam America relief funding of $6.2 million) and by our response to the global refugee crisis ($1.8 million). We also prioritized campaigning for social justice, spending $16.8 million (a 14 percent increase over FY15) with a focus on initiatives to improve the effectiveness of foreign aid from G20 countries.

Investments in fundraising increased only 1.3 percent from FY15, in line with FY14. Responding to changes in the overall Oxfam organization, we reduced our management and general services expenses by 10 percent through lower personnel and legal costs.

Our contributions exceeded our target again this year, although down $15.6 million from our record-setting levels in FY15. The anomalous spike in FY15 was thanks to two extraordinary contributions: a $14.2 million restricted grant to fund programs for three years starting in FY16 and a generous unrestricted bequest of $6.8 million. Excluding the effect of the extraordinary bequest, unrestricted contributions increased $1.7 million, or 4 percent, in FY16. Restricted contributions were lower after the FY15 spike and also as the Campaign for Oxfam America enters its final phase, with many large donations already accounted for. We are approaching our campaign goal of $75 million.

In FY16, we had a 17 percent increase in contract-related income; since FY14 this income has nearly doubled. Contract income has played an increasingly important role in funding long-term humanitarian programs in areas such as Darfur, Sudan, where lack of media coverage results in less public attention and fewer contributions. We incurred a small loss on investments ($208,000) in FY16, consistent with overall market behavior for the same period.

Although we ended FY16 with a strong reserve position, our unrestricted net assets decreased by a greater-than-plan $5.4 million compared with an increase in FY15. Restricted net assets were also reduced as we carried out the programs envisioned under funding raised and recorded in prior years, including as part of the Campaign for Oxfam America. The expected drawdown of total reserves reflects the year-to-year fluctuation in our fundraising in relation to our relatively constant program and administrative expenses.

We are fortunate to enter 2017 in a sound financial position. Thanks to the generosity of our supporters and the strength of our current reserves, we are confident that we can weather future economic uncertainties and—most importantly—that we can honor our long-term commitments to our partners and the people whom we serve around the world.

JOE H. HAMILTON
TREASURER AND SECRETARY

OXFAM HIGHLY RATED

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, 2016)
### CONSOLIDATED STATEMENT OF ACTIVITIES

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

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th>RESTRICTED</th>
<th>2016 TOTAL</th>
<th>2015 TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE, GAINS, AND OTHER SUPPORT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$43,421,000</td>
<td>$31,221,000</td>
<td>$74,642,000</td>
<td>$87,254,000</td>
</tr>
<tr>
<td>Contract income</td>
<td>4,541,000</td>
<td>–</td>
<td>4,541,000</td>
<td>3,880,000</td>
</tr>
<tr>
<td>Investment &amp; other interest income</td>
<td>(163,000)</td>
<td>(45,000)</td>
<td>(208,000)</td>
<td>3,167,000</td>
</tr>
<tr>
<td>Donated in-kind services &amp; materials</td>
<td>384,000</td>
<td>–</td>
<td>384,000</td>
<td>619,000</td>
</tr>
<tr>
<td>Other</td>
<td>95,000</td>
<td>–</td>
<td>95,000</td>
<td>117,000</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>36,141,000</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total revenue, gains, and other support</strong></td>
<td>$84,419,000</td>
<td>($4,965,000)</td>
<td>$79,454,000</td>
<td>$95,037,000</td>
</tr>
</tbody>
</table>

|                      |              |            |            |            |
| **EXPENSES**         |              |            |            |            |
| **PROGRAM SERVICES** |              |            |            |            |
| Programs to overcome poverty and injustice | $26,101,000 | –          | $26,101,000 | $26,630,000 |
| Saving lives: Emergency response and preparedness | 23,965,000 | –          | 23,965,000  | 16,785,000  |
| Campaigning for social justice | 16,815,000 | –          | 16,815,000  | 14,724,000  |
| Public education      | 4,528,000    | –          | 4,528,000   | 5,303,000   |
| **Total program services** | 71,409,000 | –          | 71,409,000  | 63,442,000  |
| **SUPPORT SERVICES** |              |            |            |            |
| Management and general | 5,793,000 | –          | 5,793,000   | 6,439,000   |
| Fundraising           | 12,568,000   | –          | 12,568,000  | 12,403,000  |
| **Total support services** | 18,361,000 | –          | 18,361,000  | 18,842,000  |
| **Total expenses**    | $89,770,000  | –          | $89,770,000 | $82,284,000 |

|                      |              |            |            |            |
| **CHANGE IN NET ASSETS** |              |            |            |            |
| Increase (decrease) in net assets | ($5,351,000) | ($4,965,000) | ($10,316,000) | $12,753,000 |
| Net assets, beginning of year | 37,875,000 | 42,434,000 | 80,309,000 | 67,556,000 |
| **Net assets, end of year** | $32,524,000 | $37,469,000 | $69,993,000 | $80,309,000 |

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$8,151,000</td>
<td>$5,640,000</td>
</tr>
<tr>
<td>Investments</td>
<td>54,361,000</td>
<td>57,292,000</td>
</tr>
<tr>
<td>Prepaid expenses and receivables</td>
<td>19,759,000</td>
<td>28,277,000</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,665,000</td>
<td>3,398,000</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$84,936,000</td>
<td>$94,607,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LIABILITIES AND NET ASSETS</strong></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$6,698,000</td>
<td>$6,440,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>1,614,000</td>
<td>1,596,000</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>6,631,000</td>
<td>6,262,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>14,943,000</td>
<td>14,298,000</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$32,524,000</td>
<td>$37,875,000</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>35,672,000</td>
<td>40,637,000</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>1,797,000</td>
<td>1,797,000</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>69,993,000</td>
<td>80,309,000</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$84,936,000</td>
<td>$94,607,000</td>
</tr>
</tbody>
</table>

PLEASE NOTE: The Oxfam America Advocacy Fund became the Oxfam America Action Fund as of April 1, 2016.
DATA DEPICTED IS FROM PERIOD ENDING MARCH 31, 2016

SOURCES OF FUNDS

- 61.0% INDIVIDUALS
- 13.8% FOUNDATIONS
- 6.9% OTHER OXFAM AFFILIATES
- 6.3% BEQUESTS & LEGACIES
- 5.7% CONTRACT INCOME
- 4.3% CORPORATIONS
- 2.0% OTHER INCOME

USES OF FUNDS

- 79.5% PROGRAM SERVICES
- 14.0% FUNDRAISING
- 6.5% MANAGEMENT & GENERAL

REVENUE GROWTH (MILLIONS US$)

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

NOTE: FY12 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.

For Oxfam America’s 2016 financial statements and most recent Form 990, go to oxfamamerica.org/financials.
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In 2013, Oxfam America launched a $75 million campaign to fund a multiyear expansion of key programs tackling world hunger, empowering citizens, saving lives, and ensuring women’s inclusion and leadership. We are deeply grateful to the more than 140 donors who (by August 31, 2016) made commitments totaling $72 million. Regrettably, we only have space below to recognize those who made commitments of $25,000 and more, but we are equally indebted to the generosity of those not listed.

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Stephen Land
Shigeki Makino
Paul A. Moses
Ann Silver Pozen
Roger Widmann, Vice Chair
Kim Williams, Vice Chair

We welcome all gifts to the campaign and hope that you will help us exceed the goal this year. For more information, contact Lisa Tellekson at (800) 776-9326 x2474, or at lisa.tellekson@oxfam.org.
THANK YOU

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.

LIFETIME DONORS

The list below recognizes those supporters who, over the course of their years as donors, have contributed a cumulative $250,000 or more. The generosity of these lifetime donors has provided the foundation for our efforts to eradicate poverty.

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Bill & Melinda Gates Foundation
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Not On Our Watch Inc.
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United Nations Development Programme
USA for Africa
Visa Inc.
The Walton Family Foundation
Weil, Gotshal & Manges LLP
World Food Programme

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Climate and Land Use Alliance
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The Kaphan Foundation
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John and Barbara Schubert
David and Nancy Smith
Michael E. Soloff and Sue L. Himmelrich
The Spurlino Foundation
Jeanne Steig
Ward Family Foundation
Zynga Inc.

*Deceased

Thank you, 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.
LIFETIME DONORS OF $250,000–$499,999
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ABN AMRO Bank
Susan W. Almy
Dr. Ann Alpern and John E. Laird
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Robert Amory
The Anbinder Family Foundation
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Estate of Clara T. Howard
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The Nathan Cummings Foundation
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Norwegian Agency for Development Cooperation
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The Trustees’ Philanthropy Fund of Fidelity Charitable
United Nations Children’s Fund
United Nations Development Programme
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Weissman Family Foundation

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Estate of Tobi Douglas
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Hollywood Foreign Press Association
JL Foundation
The Kaphan Foundation
Adam Keith Charitable Remainder Trust
Alicia Keys Family Foundation
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The Spurillo Foundation
Dain S. Sundstrom
Sidney Sutter
Tides Foundation
Van Ameringen Foundation Inc.
Vibrant Village Foundation
The Wasily Family Foundation
Estate of Edith Jean Werts
Estate of Helen B. West
Josephine C. Wilkinson Charitable Lead Trust
Estate of John and Carolyn Woodbridge
World Resources Institute

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AnSara Family Fund at the Boston Foundation
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Margaret Brandon Charitable Gift Fund
Adean A. and Jim Bridges
Buddhist Global Relief
Rev. Frederick and Judith Buechner
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Members of the Legacy Circle ensure the continuation of Oxfam’s work by naming Oxfam as a beneficiary in their wills, retirement plans, and life insurance policies, or by planning a life income gift.

*Deceased
HOW TO HELP

DONATE
To support Oxfam’s work globally or learn more about a specific program, contact Lisa Tellekson at (800) 776-9326 x2474. Or donate online at oxfamamerica.org.

GIVE STOCKS, BONDS, OR MUTUAL FUNDS
To transfer securities to Oxfam, contact Kylah Monroe at (800) 776-9326 x2446.

CREATE A LEGACY
To name Oxfam in your estate plan, contact Andrew A. Morrison at (800) 776-9326 x2723.

JOIN THE OXFAM IMPACT CIRCLE
To learn more about this special group of supporters who play a pivotal role in advancing Oxfam’s life-changing initiatives, contact Victoria Smith at (800) 776-9326 x2502 or visit oxfamamerica.org/impactcircle.

GIVE GIFTS THAT GIVE BACK
Celebrate birthdays, holidays, and other special occasions with meaningful gifts from our Oxfam catalog. Shop now at OxfamGifts.com.

MANAGING THE ENVIRONMENTAL AND FINANCIAL IMPACT OF OUR ANNUAL REPORT

This report is available as a PDF at oxfamamerica.org/annual2016. 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. Over the course of 2013 and 2014, we cut the report’s length by eliminating 20 pages, and we selected a different paper stock to achieve greater savings. Last year, we reduced 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 postconsumer fiber (rather than 100 percent virgin stock) yielded the following savings:

- 6 trees preserved
- 5,559 gallons of water saved
- 569 lbs of solid waste not generated
- 5,209 lbs of CO₂e of net greenhouse gases prevented
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.
Khaled—sheltering one of his children in a coarse woolen blanket against the cold and rain—crossed the border into Serbia from Macedonia on February 8, 2016. Macedonia had become one of the major transit countries for thousands of refugees. Many—like Khaled, his wife, and children—had fled violence in Syria. The temperatures on this February day were in the 30s and 40s—dropping below freezing each night. According to Macedonian law, Khaled had only 72 hours to travel across the country—a distance of about 115 miles. Once he entered Serbia, the clock began ticking again: this time he and his family had another 72 hours to make their 300-mile trek across the country.

By late 2015, there were roughly 8,000 refugees and migrants entering Serbia daily—most on their way to Europe. After crossing the border with Macedonia in the south, refugees like Khaled typically left via Šid, a town in the northwest, heading toward Croatia. They made this journey by bus or on trains arranged by the Serbian government. We don’t know how Khaled’s family fared; many migrants who made this journey fell victim to abuse and criminal gangs. As part of our response to the refugee crisis in Europe, in 2015 Oxfam launched a program in Serbia to help people like Khaled: we installed water points, latrines, and showers at intervals along the route. We also distributed basic hygiene kits and provided information and advice to travelers.

Pablo Tosco / Oxfam