



OXFAM
America

ANNUAL REPORT 2011-12



DEAR FRIENDS,

It was concerned citizens like you, moved by the massive migration and starvation in the aftermath of the Bangladesh Liberation War in 1971, who gathered in a church basement in Boston to create Oxfam America. Church folk, academics, students, those who gathered were moved to take action by human suffering and the indifference of their own government to the scale of tragedy. John Kenneth Galbraith, Harvard economist and former ambassador to India, lent his name to Oxfam's public appeals for support. We were born of this generosity.

PERHAPS MOST IMPORTANT, WE SEE A WAY FORWARD. WE DO NOT ACCEPT THAT INJUSTICE IS INEVITABLE.

We have learned a great deal over these decades. We have learned that change—not charity—is the key to lasting impact. We have learned that change takes time and requires patience and committed local partners: citizens must own their development process. We have learned that markets are critical for building livelihoods, but are often rigged against poor people. We have learned that sound policies are as important as programs and good ideas as important as money. We have learned that there are no magic bullets or technologies that are right for all places and problems.

As we look to the next decade, we must reflect on the challenges we see and ask: *Are we fit for purpose for what lies ahead?* We see a world in which climate change will reshape the livelihoods of tens of millions of rural families; droughts in the Horn of Africa, West Africa, and the US Midwest are harbingers. We see global food shortages and a race to secure resources by those who can invest. We see escalating energy prices driving up production costs for farmers. We see accelerating urbanization, and growing inequality. And we see unstable financial markets creating uncertainty; volatility seems to have become our constant.

But, perhaps most important, we see a way forward. We do not accept that injustice is inevitable. Although we are grappling with thorny issues as part of a confederation-wide planning process, this year we will put the finishing touches on our strategic plan for the coming decade.

As we look to the future, we feel fortunate to do so with a sound financial base and remarkable donor loyalty. And we are grateful to have earned the confidence of generous institutional supporters. Increasingly, foundations are identifying Oxfam as a global leader. After an independent evaluation of major policy organizations, in May 2011 the Gates Foundation endorsed Oxfam's policy and advocacy skills by awarding us \$13.5 million—one of the foundation's largest grants of this kind.

In the end, however, we rely primarily on the hundreds of thousands of Americans who support us through their gifts, emails, and presence at public events. Citizen action is what drives change. At Oxfam, our role is in large part one of public education: we help connect the dots, offering understanding about complex problems, and then offering real solutions that give citizens the power they need to advance a grievance to a positive change. We value the support of each and every person who joins us in this enterprise. You give us life and purpose.



RAYMOND C. OFFENHEISER
PRESIDENT



BARRY D. GABERMAN
CHAIR, BOARD OF DIRECTORS

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HOW WE WORK

OXFAM 101

At Oxfam, we believe poverty is wrong—and not inevitable. Our approach to “righting” this wrong involves four broad categories of work. The first three—saving lives, developing programs to help people overcome poverty, and campaigning for social justice—are our primary tools. We draw on these different approaches as individual situations demand to address the root causes of poverty and injustice. The fourth part of our work involves changing how people think about poverty. As anyone who has ever grown a garden knows, if you want a plant to flourish, it’s not enough to sow a seed; you have to enrich the soil. It works the same way with ideas. To overcome poverty, we need to educate people to think differently about poverty and its causes.



Fishing boats along Ghana's coast.
Jeff Deutsch / Oxfam America

HARD FACTS

About a decade ago, Oxfam America stepped back and examined several key facts about development work. First, most one-off “aid projects”—those created to deliver goods or respond to a symptom of poverty—leave little lasting trace on people’s lives. Second, access to markets and economic growth are largely the reason that the number of people living in poverty has been halved since 1990. Yet data shows that rapid economic growth creates problems too; invariably, some categories of people—like women and girls or indigenous communities—consistently fall behind others.

These facts led us to deepen our institutional commitment to get at the root causes of poverty. It is hard to distinguish between symptoms and root causes. We know we’re getting to root causes when we ask questions like, “Why are certain people systematically denied access to opportunities and capital that others have?” An old analogy—with a new twist—may help.

A FISH TALE

Imagine a woman is hungry. We give her a fish. She’s less hungry.

This is the simplest definition of our humanitarian or emergency work: We save lives. We offer immediate access to lifesaving resources. Water, shelter, food.

If we leave, however, that woman is hungry again. We’ve only dealt with a symptom.

We all know the better approach, right? We teach the woman to fish. Now the woman can feed her family and teach others.

But have we gotten to root causes? Doubtful. Other people—men—fish in her community. Why didn’t that woman have the necessary skills or knowledge already? Maybe we discover that fishing is taught in local schools but girls are excluded, and women cannot access the lake because fishing is considered “men’s work.” So, we work with community members to change these informal institutional rules. This is how our efforts developing programs to help people overcome poverty begin. And this is where emergency aid often morphs into longer-term development. When Oxfam does humanitarian work, we do it by empowering people affected to make changes in the way they interact. We help them organize and claim their rights. We recognize that the upheaval that crises bring can also provide opportunities for deeper change, like, for example, the way men and women relate to each other.

Imagine, after five years, women are permitted to fish. Have we reached the root causes yet?

Maybe. And that would be progress. But what if we still aren’t seeing a drop in poverty? We investigate. We may discover that fishing is the only source of income for community leaders to pay government taxes. We could find out that taxes are high because the government is paying down a loan used to build the dam that created the lake. And we might discover that the river is badly polluted and the fish are contaminated because of gold mining upstream.

MOVING UPSTREAM

This story illustrates why development driven by symptoms rarely creates lasting change. At every juncture there is a “development project” ready to be implemented: Let’s teach fishing, do gender awareness training. Let’s clean the water, fine the mining company, lower taxes. Each of these things is necessary—but insufficient. At the heart of this situation is longstanding social inequality. Certain people, often urban elite, have the means to control resources. These and other distant decision makers can act with relative impunity. The people affected are usually those in rural and poor communities—far from the corridors of power.

It turns out that poverty and injustice in our hypothetical fishing village aren’t just “local” after all: they’re tied to the policies of distant governments and private sector actors. This is the idea of moving upstream. The goal of our long-term programs to end poverty often overlaps with our advocacy work because this is where campaigning for social justice often really begins.

ROOT CAUSES

The expression “root causes” refers to an interwoven system of relationships. Poverty is about power, and power is about how people relate to each other. Thus, simply providing goods or services—like food or training—can be counterproductive unless we also help people raise their voices and claim the right to hold their leaders accountable.

This is how Oxfam works. Often we enter a community because of an emergency, and we address immediate and urgent needs initially. When we commit to reducing poverty, our business model shifts. And, if we want to change people’s lives in a lasting way, that means working to understand local conditions and what is happening upstream. Finally, our work is to help create an environment where poverty cannot persist. We encourage people to think differently about poverty—to ask questions, to challenge assumptions, to recognize that we all have a vital role to play. This is where public education begins and taps into the widest possibilities for change.

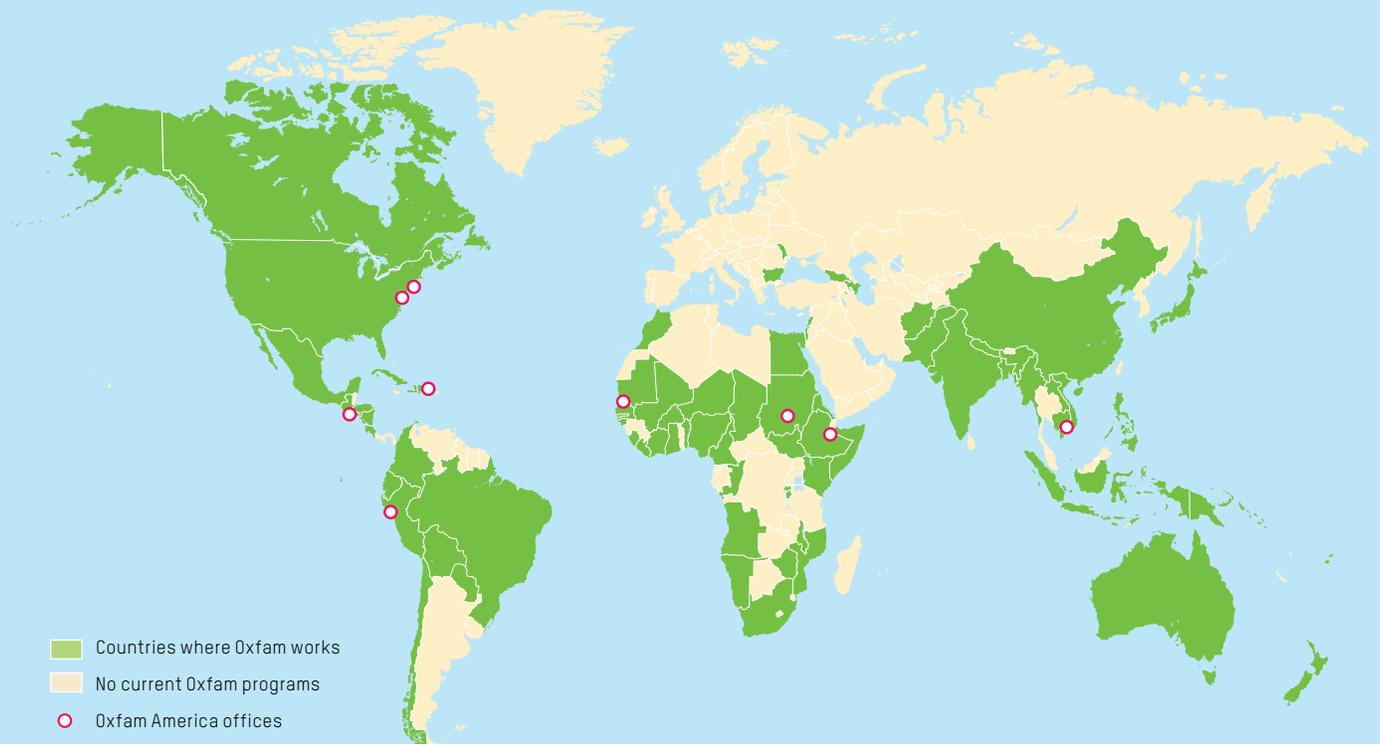
WHERE WE WORK

OXFAM'S REACH

Oxfam America works not only through offices on five continents, but also as part of the Oxfam confederation: 17 sister organizations working collaboratively in more than 90 countries. Between April 1, 2010, and March 31, 2011, the confederation's total expenditures exceeded \$1.1 billion.

Each affiliate in the confederation has traditionally worked in multiple countries, so there are many countries in which more than one Oxfam operates. Determined to ensure greater impact, in 2010, the Oxfam confederation began a new chapter by starting to coordinate the efforts of all the

affiliates in each country under a single strategy. Throughout 2011–12 we continued this effort. By March 31, 2012, 30 countries had begun operating under this new aligned strategy. Our aim is for all countries to be integrated by late 2013.



OXFAM AMERICA'S 2011-12 INVESTMENTS BY REGION*

17-MONTH FISCAL PERIOD ENDING MARCH 31, 2012

AFRICA AND THE MIDDLE EAST

Total investment in region: \$23.7 million

Top three investments (as percentages of total):

- 43.3% Humanitarian relief in East Africa and Sudan
- 10.4% Agriculture & water management in Ethiopia
- 8.1% Saving for Change

Countries where we funded work: Democratic Republic of Congo, Ethiopia, Gambia, Ghana, Guinea-Bissau, Liberia, Kenya, Mali, Occupied Palestinian Territory, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Uganda

ASIA AND THE PACIFIC

Total investment in region: \$8 million

Top three investments (as percentages of total):

- 48.3% Humanitarian relief in Pakistan
- 11.4% Saving for Change
- 11.0% Agriculture & food security

Countries where we funded work: Afghanistan, Cambodia, India, Japan, Laos, Pakistan, Vietnam

LATIN AMERICA AND THE CARIBBEAN

Total investment in region: \$19.8 million

Top three investments (as percentages of total):

- 35.9% Earthquake response in Haiti
- 10.0% Indigenous communities
- 7.8% Oil, gas & mining

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

NORTH AMERICA

Total investment in region: \$4.6 million

Top three investments (as percentages of total):

- 36.3% Gulf Coast equity
- 33.5% Decent work program
- 4.1% Advocacy related to the southeastern US

Countries where we funded work: US

States where we funded work: California, Florida, Louisiana, Mississippi, North Carolina, Oregon

OXFAM AMERICA OFFICES

AFRICA

Addis Ababa,
Ethiopia
Dakar, Senegal
Khartoum, Sudan

ASIA

Phnom Penh,
Cambodia

LATIN AMERICA & THE CARIBBEAN

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

NORTH AMERICA

Boston, MA
Washington, DC

OXFAM AFFILIATES (as of Oct. 1, 2012)

Oxfam America
Oxfam Australia
Oxfam Belgium
Oxfam Canada
Oxfam France
Oxfam Germany

Oxfam Great
Britain
Oxfam Hong Kong
Oxfam India
Intermón Oxfam
(Spain)
Oxfam Ireland
Oxfam Italy

Oxfam Japan
Oxfam Mexico
Oxfam New
Zealand
Oxfam Novib
(the Netherlands)
Oxfam Québec

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

A SAFER WORLD

SAVING LIVES | We knew it was coming. Following poor rains in 2010 and early 2011, we knew a crisis in East Africa was on the horizon. What we couldn't predict was the scale of suffering: a food crisis that affected 13 million people. Within months, the warning sounded again—this time in West Africa. As we go to print, millions in the western Sahel are struggling to get enough to eat. In 2011-12, hunger became perhaps the gravest concern of our humanitarian team. As we helped families access food, Oxfam also focused on the lives of people affected by flooding in El Salvador, Senegal, and Pakistan; the earthquake and cholera outbreaks in Haiti; and conflict that continues to disrupt the lives of hundreds of thousands of people in Sudan.

EXPENSE: DEVELOPMENT AND HUMANITARIAN RELIEF PROGRAMS

TOP LEFT: Health volunteers prepare to distribute Oxfam hygiene materials and information at the Jamam refugee camp in South Sudan—a temporary home for people who have fled armed conflict in neighboring Sudan. Many of the displaced remain in Sudan; an Oxfam America partner is there to help. *John Ferguson / Oxfam*

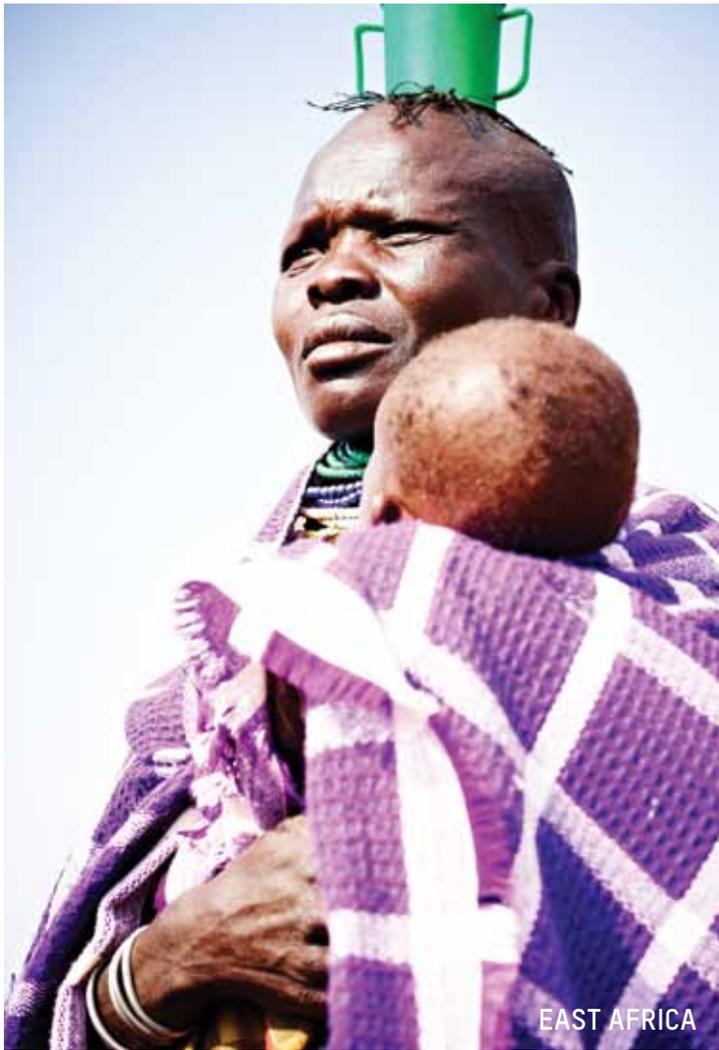
TOP RIGHT: In the Turkana region of Kenya, where Amuria Lorumor lives with her daughter, Ekovinyang, there were just two good rainy seasons between 2004 and early 2011. Land that was once pasture had turned to dust, and the price of food and water spiked. Oxfam distributed food to help families weather the drought. *Rankin / Oxfam*

BOTTOM: When massive floods hit Pakistan in 2010, Oxfam was able to reach 2.4 million people with humanitarian aid. The recovery was far from complete when heavy rains began again in 2011. By mid-September of that year, floods had destroyed 1.5 million homes and 1.9 million acres of crops. *Andy Hall / Oxfam*



SUDAN





EAST AFRICA

EAST AFRICA: FOOD CRISIS

2011–12 humanitarian investment in food crisis: \$2.4 million

Despite Oxfam’s early action, it wasn’t until the UN declared famine in two areas of Somalia that the severity of the 2011 drought and food crisis across East Africa fully registered with the public and international community, galvanizing support for a scaled-up response. By then, 13 million people were struggling. Following the largest public appeal in our history, Oxfam and our partners were able to help 2.8 million people in Somalia, Kenya, and Ethiopia. By providing clean water and hygiene education, organizing cash-for-work initiatives, and distributing food to some of the neediest people, Oxfam and its partners unquestionably saved lives. But the lesson from this crisis, and others before and after, is that the world needs a new approach to breaking the cycle of food insecurity—an approach built on political will and sustained investment.

WEST AFRICA: HUNGER A DAILY REALITY

2011–12 investment in local humanitarian capacity: \$51,300

As Kenya, Somalia, and Ethiopia worked to recover from a drought and food crisis in 2011, similar challenges began to grip West Africa, where a poor harvest and rising food prices have made hunger a daily reality. By March 2012, an estimated 13 million people in Chad, Niger, Mali, Burkina Faso, Mauritania, Senegal, and Gambia were facing food insecurity as Oxfam quickly put programs in place to meet the most urgent needs. This effort launched as our fiscal year was ending; moving forward our focus will be on improving access to water and food, and building resilience to future crises.

SUDAN: CONFLICT AND DISPLACEMENT

2011–12 investment in humanitarian relief in Sudan: \$3.5 million

In 2011, when fighting erupted in two border states in Sudan, one of Oxfam’s partner organizations was quickly able to reach 30,000 people with relief supplies—the start of an assistance program that is still unfolding. Meanwhile, Oxfam continued its work in Darfur, providing water, sanitation facilities, public health initiatives, fuel-efficient stoves, and assistance in starting small businesses to people living in and around the camps for displaced people. By March 31, 2012, Oxfam had reached more than 400,000 people with aid in Sudan.



PAKISTAN

Mirian Elías tests water quality in a flood-affected village in El Salvador. Elías is a nurse and team member who is now trained as an emergency responder. "The strength of Oxfam's partner approach is that the capacity [for disaster response] stays here. It is installed here." And, she adds, "we have encouraged the leadership of women." *René Figueroa / Oxfam America*



2011–12 SPOTLIGHT

EL SALVADOR: FLOODS

In El Salvador, the rains of October of 2011 were catastrophic: in the course of nine days, a slow-moving tropical depression dropped five feet of rain and wreaked havoc across the country. But the emergency response was swift and effective—the culmination of years of advocacy and training in preparedness.

Hazards like hurricanes and earthquakes are inevitable in El Salvador, but their most dreaded outcomes—death, disease, and deeper poverty—are not. Nor is it inevitable that members of affected communities must wait passively for outside aid. Acting on those principles, Oxfam has for the past 10 years invested in the capacity of communities, local agencies, and government authorities in El Salvador to reduce the impact of disasters—particularly on poor people.

Together with our partners, we have fought for—and won—a comprehensive civil-protection law that requires the government to invest in local preparedness and empowers community members to take charge in crucial ways. We have set up a warehouse in a strategic

location and stocked it with emergency supplies. We have helped community members in vulnerable areas become experts in preparedness and response. And we have helped train a group of dedicated volunteers—a team whose specialty is water, sanitation, and hygiene—who can act quickly at times of emergency to protect public health.

As a result, when the October storm struck, the country's readiness was unprecedented. The civil-protection system kicked into gear, authorizing community leaders to evacuate their towns and villages. Community volunteers trained by Oxfam partners took action to ensure the safety and health of their neighbors. And the water, sanitation, and hygiene team reached thousands of people with aid before

the government had even declared a national emergency.

Helping El Salvador chart a new path forward on managing disasters is a significant achievement and one we would like to replicate elsewhere. So, while we continue to improve our humanitarian work in El Salvador, we are also supporting Salvadoran water, sanitation, and hygiene teams to develop counterparts in Guatemala, Honduras, and Haiti.

In the historic Hurricane Mitch of 1998, 239 people died. In the storm of 2011, which dropped nearly twice the rainfall of Mitch, fewer than 40 people lost their lives. Behind the numbers is a story of dedication—to partnership, community empowerment, and the right to secure and dignified lives.

TOTAL 2011–12 INVESTMENT

Humanitarian response in El Salvador: \$570,600

EXAMPLES OF INVESTMENTS

- Funded 26 preparedness workshops and field trainings for community members, partners, and government agencies
- Mobilized partners to respond to the 2011 storm, reaching more than 100,000 people with aid
- After the 2011 floods, restocked our warehouse for future emergencies
- Deployed Salvadoran field staff to assist in emergency response and to train counterparts in Honduras, Guatemala, and Haiti

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

Although swift evacuations and clean water save lives and protect health, they won't change the fact that poverty has placed countless Salvadorans in harm's way. They won't address imbalances of power and wealth. But our approach to humanitarian work is about change from the grassroots up—promoting community empowerment, supporting women's leadership, and communicating about rights. We see evidence of these changes taking root. When the 2011 flood struck the village of La Pelota, not only did residents evacuate safely, they conveyed a strong message to local authorities who failed to deliver appropriate aid (i.e., the water provided was unfit to drink): they sent it back. We see evidence that women who are part of the water and sanitation teams are being recognized as leaders in their communities. And the hard-won civil-protection law resulted in something clear and lasting: thanks to the work of Oxfam and our partners, community members have the space to step forward and take charge.

Oxfam has commissioned an independent evaluation of our 2011 flood response that will help us learn lessons from the response not only in El Salvador, but also in Honduras, Nicaragua, and Guatemala. We expect evaluation results later in 2012.

A WORLD WITHOUT POVERTY

DEVELOPING PROGRAMS TO HELP PEOPLE OVERCOME POVERTY | Oxfam America invests in programs to help people assert and defend their basic human rights so they can improve their own lives. Accessing these rights is essential because it unlocks the potential to change the conditions that trap people in poverty. In 2011-12, our biggest areas of investment were in Saving for Change (\$5.5 million), programs to strengthen communities affected by gas, oil, and mining (\$3.5 million), agriculture and water management (\$2.5 million), work to support the rights of indigenous people in South America (\$2.0 million), and our decent work efforts in the US (\$1.6 million).

EXPENSE: DEVELOPMENT AND HUMANITARIAN RELIEF PROGRAMS

TOP LEFT: Vuong Hoang was one of the first farmers in her village in Vietnam to start using the System of Rice Intensification. After seeing significant increases in her rice yields, she became a trainer to help others learn the same techniques in farmer field schools, run by Vietnam's ministry of agriculture with help from Oxfam.
Chau Doan / Oxfam America

TOP RIGHT: In southern Ethiopia, many families are dependent on their livestock—goats, sheep, cattle—for both food and income. Making a living as a herder can be challenging, especially when the rains fail. Oxfam often works with herding communities by helping to provide veterinary care and improved water sources for their animals.
Eva-Lotta Jansson / Oxfam America

BOTTOM: Alima Mariko (left) keeps the records for her Saving for Change group in southern Mali, as Rockia Doumbia (right)—who is in charge of the key to the group's cash box—watches. Saving for Change not only teaches people how to save money, but also teaches them entrepreneurial skills to help them work their way out of poverty.
Rebecca Blackwell / Oxfam America





VIETNAM: REFORMING AGRICULTURE

2011–12 investment in farmer-led innovation: \$391,700

Oxfam's work to support rice farmers in Vietnam reached a milestone in 2011: more than one million growers are using the System of Rice Intensification (SRI) on nearly 500,000 acres. Oxfam has been supporting farmer training with the nation's ministry of agriculture to promote SRI since 2006, as it helps the poorest farmers on the smallest farms to grow more rice (sometimes twice as much) using less seed, less water, and fewer expensive inputs like fertilizer and pesticides. Recognizing Oxfam's role in promoting innovation, in 2012 the Vietnamese government requested that Oxfam's associate country director Le Minh make formal recommendations for restructuring Vietnam's agricultural sector.

ETHIOPIA: AGRICULTURAL EXTENSION

2011–12 investment in agricultural extension: \$1.5 million

For farmers and herders struggling to make a living in Ethiopia, help is on the horizon. Oxfam, together with the Ethiopian ministry of agriculture and the Sasakawa Africa Association, has launched a four-year initiative to inject new life into the country's agricultural extension system—the network of training centers and extension agents charged with helping to improve crop and livestock productivity. A kickoff workshop, held in December 2010, drew more than 100 high-level participants from all regions of Ethiopia. Among the goals of the project are to improve farmers' productivity and income by strengthening 215 pilot training centers and improving the knowledge and skills of 645 extension agents.



US: RESTORE THE GULF COAST

2011–12 investment in Gulf Coast equity: \$1.7 million

Two and a half years ago, the worst environmental disaster in American history—the BP oil spill—left coastal communities in Louisiana and Mississippi staggering. Fishing families found themselves out of work, and seafood enterprises were hobbled. Oxfam and its local partners have been advocating for communities struggling to get back to work, and the Restore the Gulf Coast States Act has been a key part of their focus in 2011. Signed into law in July 2012, the measure could send as much as \$20 billion in civil fines to the Gulf Coast.

GLOBAL: SAVING FOR CHANGE

2011–12 investment in Saving for Change: \$5.5 million

Oxfam's savings-led microfinance program has expanded to more than half a million members who now have \$11.6 million in savings. Early results from research funded by the Bill and Melinda Gates Foundation indicate that the Saving for Change approach is sustainable. A survey of the majority of groups established by Oxfam's partners in Mali indicate that 95 percent continue to run themselves. After a successful test of an innovative business training program for groups in Mali, Oxfam is expanding the business training to Senegal in 2012.

Luz Sinarahua, of Chirikyacu, Peru, spreads freshly harvested red beans to dry in the sun. Sinarahua leads a group of 18 women who work together to cultivate traditional Kichwa crops—part of an Oxfam pilot project that helps indigenous communities in San Martin use their ancestral knowledge to combat climate change. *Percy Ramírez / Oxfam America*



2011–12 SPOTLIGHT

PERU: SUPPORTING THE RIGHTS OF INDIGENOUS PEOPLE

Centuries of discrimination have left most of South America’s indigenous people in poverty, with few opportunities to participate in the political decisions that shape their lives. In 2011–12, Oxfam’s long-term work with indigenous communities bore fruit in Peru.

In the northeastern Amazon region of San Martin, the Peruvian human rights organization Paz y Esperanza trained 50 indigenous leaders to defend their fundamental rights, including the right to be consulted before the government grants companies permission to extract oil, timber, or other resources from their land. The organization developed a training program that taught leaders about advocacy and the legal process while incorporating elements of their traditional culture and values.

In early 2011, Oxfam and Paz y Esperanza successfully brought indigenous leaders

to the table with representatives of San Martin’s regional government. Together, they drafted an ordinance that formalizes the right of communities to be consulted about projects that affect their territories—the first legislation of its kind in Peru. That process, with its emphasis on dialogue and consensus, led to an ongoing roundtable discussion forum about indigenous rights in San Martin. And by successfully negotiating with the government on their own terms, “communities have learned to believe in themselves,” says Paz y Esperanza’s Arturo Ramos.

Then, in August 2011, Oxfam and partners celebrated the passage of a landmark national law guaranteeing the same right to consultation for communities throughout Peru. Although Oxfam and partners advocated for the law’s passage as a way to protect indigenous rights and reduce violent conflicts over resources, some indigenous groups have rejected the language in the current law, saying it needs to do more to strengthen their decision-making power. Oxfam’s lessons learned in San Martin will inform what happens next.

TOTAL 2011–12 INVESTMENT

Indigenous people’s rights in South America: \$2.0 million

EXAMPLES OF INVESTMENTS

- Supported two key indigenous groups to develop a climate change and biodiversity strategy, resulting in a proposal that was formally adopted in 2012 at Rio+20, the UN Conference on Sustainable Development
- In 29 communities supported implementation of indigenous people’s collective land rights as recognized by Bolivia’s new constitution
- Helped indigenous people gain title to more than 440,000 acres in the Ecuadorian Amazon
- Built 20 reservoirs and irrigation systems in Peru to support climate change adaptation

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

Since 1984, Oxfam’s efforts to see that the rights of indigenous people are recognized and respected have been integral to our work. Our strategic focus is to support indigenous advocacy, enhance collective land rights, and fight ethnic discrimination. Oxfam was the first nongovernmental organization in the region to support recognition of indigenous identity and claims to collective land rights—rights that are now recognized by both the Bolivian and Ecuadorian constitutions. In Peru, our advocacy efforts and collaboration with partners on land rights have also produced demonstrable success, such as in San Martin.

Our work as we move ahead is to ensure that these wins have an impact on the lives of individuals, so we are focusing on collective land management and climate change adaptation. In Ecuador, Oxfam’s efforts have resulted in the titling of vast tracts of land. In Bolivia, we are working locally for autonomous governance to support the viability of indigenous territories. In Peru, we are helping communities affected by climate change to develop technologies for water and livestock management.

In 2012, Oxfam is conducting research to understand how our long-term work in support of the indigenous movement has led to social change and recognition of indigenous rights at the constitutional level. As part of this study, we will also be gathering testimonies to assess the impact of these broader changes on people’s daily lives.

Photograph taken of workers in a farm labor camps around Dudley, North Carolina. For laborers in the tobacco fields of North Carolina, many of whom are undocumented immigrants, a strong sense of fear dominates their lives—not only a fear of deportation, but also of losing their jobs, getting sick from toxins in the tobacco and pesticides, and facing retaliation from their employers. *Steve Liss / Oxfam America*



2011–12 SPOTLIGHT

US: RESISTING ‘A STATE OF FEAR’

With Oxfam’s support, the Farm Labor Organizing Committee pushed RJ Reynolds to talk to them about improving working conditions for migrant farmworkers. Armed with research, in 2012 they sat down face-to-face.

In the tobacco fields of North Carolina, stories of suffering and hardship abound—subpoverty wages, nicotine poisoning, heat stroke, deplorable living conditions. The Farm Labor Organizing Committee (FLOC), Oxfam’s partner, knew the stories well, but had no hard evidence to back them up. Proof is what FLOC needed to convince RJ Reynolds that widespread human rights abuses plagued its supply chain. For years, FLOC, a labor union for migrant workers, had pushed for a face-to-face meeting with company officials—to no avail.

Starting in 2010, FLOC took a different approach: using a new tool—a community-based human rights assessment—FLOC conducted one-on-one interviews with 103 farmworkers, as well as growers, government officials, nongovernmental

organizations, and multimillion-dollar manufacturers. From the overcrowded rooms where workers often sleep, to the lingering symptoms—vomiting, nose-bleeds, headaches—of green tobacco sickness that many endure, what is the real story behind one of North Carolina’s most valuable cash crops? The answer is “A State of Fear: Human Rights Abuses in North Carolina’s Tobacco Industry,” a joint study published in 2011 by FLOC and Oxfam. The report details some of the most dangerous conditions workers in our nation face.

Armed with the evidence, FLOC and Oxfam were prepared to present their findings at a May 2011 shareholders’ meeting of Reynolds American Inc. when the company’s chief executive officer, in his opening remarks, announced he had

read the report and agreed on the need to establish an industrywide council that would help ensure accountability for conditions in the fields. From there, the door to dialogue finally creaked open. Following Oxfam’s request to online supporters—in which more than 14,000 people called on Reynolds to meet with farmworkers—the company held its first face-to-face meeting with FLOC in June 2012.

“For years, Reynolds wouldn’t even acknowledge farmworkers as stakeholders in its supply chain,” says Irit Tamir, a senior advocacy adviser for Oxfam. “The campaign has forced them to recognize farmworkers as stakeholders and actually talk with them about the effect of Reynolds’ purchasing practices on their lives. That’s impact.”

TOTAL 2011–12 INVESTMENT

US decent work program: \$1.6 million

EXAMPLES OF INVESTMENTS

- Funded FLOC’s human rights research and RJ Reynolds campaign
- Convened farmworkers, growers, and retailers to develop a certification system to ensure fair wages and working conditions for farmworkers, food safety, and environmental sustainability
- Supported partner Student Action with Farmworkers to coordinate national Farmworker Awareness Week, which included more than 90 events in 13 states that reached 30,000 people

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

FLOC’s vision of an industrywide council to address issues of working conditions and compensation practices in the tobacco industry is finally about to become a reality. This is just the beginning; growers and manufacturers need to make concrete commitments, and implementation will have to be monitored closely. A supply chain campaign—like this work with FLOC—to target companies at the top of the supply chain to take responsibility for their treatment of farmworkers, is only one part of Oxfam’s decent work program. The other two strands are (1) a multistakeholder collaboration of retailers, growers, and consumers to develop a certification system for fair, safe, and healthy produce; and (2) policy initiatives to give farmworkers the same protections enjoyed by other workers.

A 2011 evaluation indicated that we were helping create real shifts in power relations using both carrots and sticks, primarily with the private sector. We see evidence of changes in the material and social well-being of farmworkers as a result of our work. Our evaluation highlighted some gaps in data: evidence is very detailed for some workers (e.g., those under FLOC contracts) and only anecdotal for others. Moving forward, we will be more systematic about filling these gaps.

A close-up photograph of a young girl with dark skin and hair, smiling broadly. She is carrying a large, blue, textured plastic water container on her head, which has a red circular cap. Her arms are raised to support the container. She is wearing a green and brown patterned top with pink trim. The background is a blurred outdoor setting with green foliage and a dirt path.

In rural Ethiopia, farming families who depend on rain to feed their crops face uncertainty, especially as climate change is making the weather more erratic. But for Loomi Ture and her family, a water delivery system constructed with the help of Oxfam has brought some security to their community. The system is providing water not only for people and animals to drink, but to nourish nearby fields.
Eva-Lotta Jansson / Oxfam America

2011–12 SPOTLIGHT

ETHIOPIA: WATER FEEDS PROSPERITY

In a drought-prone nation where most people earn their living from agriculture, Oxfam's work to help people gain access to water can make a crucial difference.

Next to the home of Bertukan Girma and Tufa Midhakso, a blanket of onion seedlings grows green and velvety. But in other backyards in their village of Kentery, Ethiopia, there is only hard-packed earth. What accounts for the difference? A well, outfitted with a simple hand pump funded by Oxfam. With a few cranks of the wheel, Girma and Midhakso have water—enough to make their onions flourish and their entrepreneurial spirit soar: two harvests have provided them enough income to build a small home with a metal roof, purchase a cow so their children will have milk, and plan for the future. It's a story repeated again and again. Where there's

water, there's life—even prosperity. That's the thinking behind Oxfam's strategy to change the lives of 280,000 more people by enabling the cultivation of thousands of acres of land by 2020. In its first 12 years (1998–2010), our water program in Ethiopia has already helped 237,000 people.

Because most Ethiopians earn their living from agriculture, access to water can make a crucial difference by allowing them to get a better return on their efforts. Working with local government and partner organizations, Oxfam has been developing small-scale pump and gravity-driven systems that provide water for irrigation—and for livestock and

villagers to consume. Managed by the communities themselves, the projects are helping families improve their food and income security.

For farmer Obbo Begna Soressa, irrigation, thanks to Oxfam, recently helped him net a profit of more than \$1,600 on 1.2 acres of tomatoes and onions, and other produce he planted in Oromiya's East Shoa Zone—an impressive return in a country that has a gross national income of \$400 per person. It wasn't Soressa's first success: his orchard—also planted with Oxfam's support—produced enough fruit to allow him to buy the small pump that funneled the water into his onions and tomatoes.

TOTAL 2011–12 INVESTMENT

Agriculture & water management in Ethiopia: \$2.5 million

EXAMPLES OF INVESTMENTS

- Constructed a series of ponds and water catchments, and rehabilitated a traditional well, benefiting 15,288 people in Oromiya
- Designed and built 15 wells and pump houses, equipping them with motors, so that 183 households could have access to irrigation
- Provided “water use” training to 400 households in Tigray—90 of them headed by women

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

The beauty of Oxfam's water program is that it has significant impact on individual lives almost immediately. But is the program sustainable? In 2012, Oxfam asked the International Water Management Institute (IWMI)—a respected research center—to identify potential obstacles to the sustainability of our water program in Ethiopia.

IWMI highlighted three challenges: (1) consistent access to irrigation water (e.g., water associations dependent on a single pump are not prepared for equipment failure), (2) long-term water availability given increasing demand on regional water sources, and (3) successful market access. This third issue is common among small farmers globally. Irrigation increases income potential, but horticultural crops are perishable. Because Ethiopian farmers lack cold storage and forward/future contracts, they have little bargaining room when crops mature or prices drop; they are “at the mercy of middlemen.”

These are formidable challenges, but IWMI found them “to be surmountable, provided that appropriate policy measures ... [and] market support initiatives are implemented.” IWMI recommends that Oxfam advocate for policies and investments that promote pro-farmer water use management and access to viable markets, and that increase access to agricultural insurance, affordable credit, and inputs such as fertilizer. IWMI's report is being finalized as we go to press, so we have not yet charted our next steps. This is nonetheless the sort of hard-nosed assessment that is integral to strengthening our work. We will have more to report soon.

JUSTICE FOR ALL

CAMPAIGNING FOR SOCIAL JUSTICE | In 2011–12, Oxfam America won major policy reforms. We successfully defended US foreign aid from Congressional cuts that would have been catastrophic for key programs, and we helped ensure BP oil spill fines would go to Gulf Coast communities. We spurred public opposition to the inefficiencies built into the delivery of food aid, and persuaded the US Senate to support reform to the farm bill. We worked to speed aid delivery during the East Africa food crisis. We sued the Securities and Exchange Commission (SEC) in federal court to compel release of oil transparency rules to help enforce our Right to Know, Right to Decide campaign victory in the 2010 Dodd-Frank Wall Street Reform Act. We collaborated with 124 civil society organizations in Ghana working to ensure that oil revenues be used responsibly. Finally, in Cambodia, Oxfam's partners and allies successfully pressured the government to reform a law that would potentially restrict work on development and human rights.

EXPENSE: POLICY AND ADVOCACY

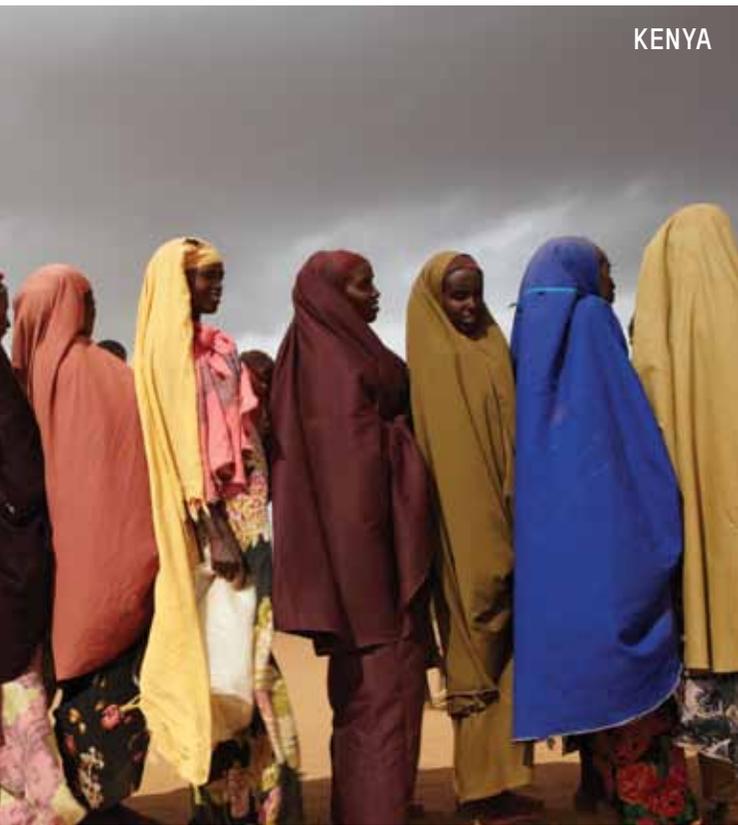
TOP: Under a heavy sky, women line up for a food distribution at the Dadaab refugee camp in Kenya. Thousands of Somalis streamed into the camp each week during the height of the 2011 drought and food crisis in East Africa. Part of Oxfam's emergency response included cash-for-work initiatives that allowed refugees to earn some income while working on community projects. *Andy Hall / Oxfam America*

BOTTOM: Haitian community leader and advocate Jacqueline Morette is pictured here as she appeared in Oxfam's series of billboard ads in Washington, DC's Reagan National Airport. To demonstrate the importance of US foreign aid funding, the ads showcased the accomplishments of women like Morette, who co-founded an organization that helps women farmers in central Haiti.



US: FOREIGN AID FUNDING

KENYA



AFRICA: THE POWER OF ADVOCACY

2011–12 global investment in humanitarian policy: \$1.7 million

When the food crisis hit East Africa in 2011, it became clear that US law prohibiting aid delivery to parts of Somalia controlled by an armed opposition group would mean terrible suffering for local people. Oxfam led a successful push with other organizations to loosen those restrictions—aided in part by our reputation as an independent voice because we accept no US government funds. In the process, Oxfam became known as a go-to group in Washington for information and policy advice and was asked to testify before the House Subcommittee on Africa. It was in part because of direct and early contact with Oxfam staffers that the US State Department’s Bureau for Population, Refugees, and Migration began to focus critical attention on the complexities of the Somali refugee situation in Kenya, where the Dadaab refugee camp had become the largest in the world.

US: WISE FOREIGN AID FUNDING

2011–12 investment in aid effectiveness: \$2.7 million

In November 2011, when Congress threatened cuts to poverty-fighting assistance, Oxfam employed a broad strategy to defend it. Given that less than 1 percent of the US budget is dedicated to foreign aid, we worked to show just how much 1 percent can get. Our strategy? Showcase the people on the ground who—with US aid dollars—are successfully fighting poverty. We ran print ads and billboards in Washington’s Reagan National Airport, which highlighted “aid heroes”: figures like Haitian farmer Jacqueline Morette and Malian business owner Fatou Doumbia who are using aid to accomplish amazing feats. Although Oxfam does not accept US federal funds, we worked behind the scenes to galvanize supporters, allies, veterans, and high-level Oxfam ambassadors to urge Congress to protect US investments in effective development. In the end, our efforts to highlight the people at the center of the foreign aid story prevented cuts to international health initiatives, emergency aid, and vital economic development programs.

CAMBODIA: FIGHTING REPRESSION

2011–12 investment in policy & advocacy in Cambodia: \$123,600

In December 2011, the Cambodian government agreed to defer a new law—legislation that threatened to restrict development and human rights work. The delay gives Cambodian organizations more time to help develop legislation that will allow them to carry out their work without repression. This deferral was thanks to the strong efforts of Cambodian civil society, including many of Oxfam’s local partners, working through the Cooperation Committee for Cambodia (CCC) and NGO Forum (NGOF) on Cambodia. Meanwhile, Oxfam staffers in Washington, DC, helped create a coalition of international development and human rights groups to engage governments and other international agencies—which contribute about half of Cambodia’s annual budget—to press the government for more local consultation on the law. The government acquiesced.





Oxfam activists participate in an action in front of the Securities and Exchange Commission (SEC) in Washington, DC, for Valentine's Day 2011. Oxfam staged the event to highlight concerns about the petroleum industry's influence on the SEC as it developed revenue transparency rules.
Keith Lane / Oxfam America

2011-12 SPOTLIGHT

GLOBAL: REVENUE TRANSPARENCY

In 2011-12, using a range of tactics and drawing on the strength of civil society, Oxfam fought for oil, gas, and mining revenue transparency—with major wins from Capitol Hill to Ghana.

Oxfam continues its long-term work for transparency of natural resource revenues in countries rich in oil, gas, and minerals like gold and silver. Through most of 2011-12, Oxfam has been pushing for implementation of disclosure requirements for oil, gas, and mining companies mandated in the 2010 Dodd-Frank Wall Street Reform Act. After Congress passed the act and President Obama signed it, we waited for the Securities and Exchange Commission (SEC) to release its new rules requiring companies to disclose payments to governments, as mandated in the legislation.

With no movement by early 2012, Oxfam called on our community for help. More than 17,000 Oxfam supporters signed an online petition to keep up the pressure for strong SEC rules, calling on US oil companies not to oppose the rules

needed so that their payments to governments of resource-rich nations would become a matter of public record.

Meanwhile, in one such nation, Ghana, Oxfam has been working with 124 organizations—known collectively as the Civil Society Platform on Oil and Gas—to ensure that new wealth from oil is used responsibly. By 2011, the Platform had persuaded Ghana's parliament to pass a strong petroleum revenue management bill, which required regular disclosure of government payments from oil companies, and made provision for a citizen-led Public Interest and Accountability Committee (PIAC) to monitor the flow of oil money into the treasury and then out to infrastructure projects.

A popular campaign in Ghana using social media and text messaging to generate 41,000 signatures routed a

late challenge by some members of Parliament attempting to eliminate provisions such as the PIAC from the bill. The petition was delivered to the speaker of Parliament and generated wide press coverage before the bill was passed in 2011. The Platform also succeeded in getting the government to disclose its major petroleum contracts—a level of transparency seldom seen in other resource-rich countries.

"If it were not for the Platform, the revenue transparency bill would have been very porous," says Richard Hato-Kuevor, Oxfam's advocacy officer in Ghana.

"Ministers of Parliament acknowledged the role of civil society. Our proposals were thoroughly researched. The 124 groups in one organization was a huge force the government could not ignore."

TOTAL 2011-12 INVESTMENT

Global oil, gas & mining campaign: \$1.4 million / Oil, gas & mining program in Ghana: \$406,700

EXAMPLES OF INVESTMENTS

- Provided training on advocacy and understanding petroleum agreements for members of Ghana's Civil Society Platform on Oil and Gas
- Held 304 meetings with IMF, World Bank Group, US government, companies, and others on revenue transparency and various national oil, gas, and mining issues
- Helped draft regulations for Ghana's Petroleum Revenue Management Act

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

In light of these massive legal and legislative victories, there is no doubt that Oxfam has been instrumental in helping launch a new era that will foster active citizens, effective states, and transparent companies.

The nature of advocacy work is that the wins at the national and international levels usually take time to affect people's daily lives. Oxfam and our partners, like Ghana's Civil Society Platform on Oil and Gas, are now monitoring revenue flows and how they are being spent.

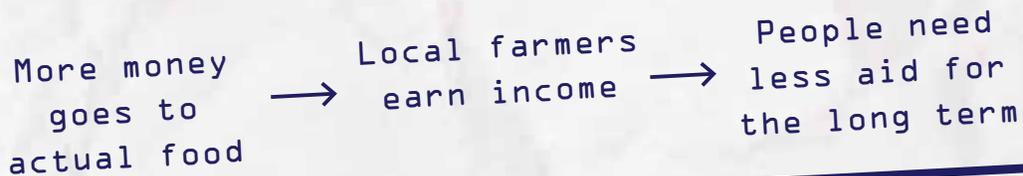
To ensure that changes are felt at the community level, we are supporting partners in Ghana's Western Region working directly with district assemblies and citizen watchdog groups to track oil and mining revenue spending. Using our internal evaluation system, we will be monitoring citizens' participation in budget deliberations, their access to government-funded goods and services, and changes in their material conditions. We hope to have good news to report.



U.S. FOOD AID

Make our dollars count!

BUY FOOD AID LOCALLY
IN DEVELOPING COUNTRIES



FOOD AID TO ETHIOPIA⁵:

For the same price we could buy...

2,200
TONS OF WHEAT
SHIPPED FROM THE U.S.

OR

5,400
TONS OF WHEAT
PURCHASED LOCALLY

\$

\$

IF WE REFORM COSTLY U.S. REGULATIONS:

We can respond to crises up to
14 WEEKS FASTER⁶

And for the same price
we can reach up to

**17.1 MILLION
MORE PEOPLE**

with lifesaving food aid.



\$

2011–12 SPOTLIGHT

US: MAKING FOOD AID COUNT

In early 2012, widespread public debate on food aid inefficiencies—led by Oxfam’s GROW campaign—motivated key policymakers in the US Senate to support reform for the farm bill.

Our message was simple: food aid regulations protect special interests at the expense of hungry people—and they cost US taxpayers up to \$417 million annually.

Oxfam got word out using an infographic (*featured opposite*) and satirical video developed to produce moral outrage in the general public. The graphic was published in several media outlets including Forbes, Bloomberg, and Reuters AlertNet. The video received more than 50,000 YouTube views in about two months, more than three million social media impressions, and brought in over 300,000 views by households who saw it during two popular nightly programs.

Key opinion makers also shared the video, including Marion Nestle of Food-politics.com, Iron Chef Mary Sue Milliken, actor Djimon Hounsou, ONE.org, Avaaz.org, and the band Coldplay.

The infographic and video outreach was complemented by work with allies. For example, American Jewish World Service—another international development organization—collaborated with Oxfam to produce the infographic and the report “Saving Money and Lives” to show that cutting red tape in the farm bill could allow us to reach up to 17 million more people with lifesaving aid—all at no additional cost to taxpayers.

Thanks to this combination of Oxfam’s public education efforts and meetings with Congressional staff, just as our fiscal year closed, US Senate legislative aides sought Oxfam’s advice in drafting the Senate farm bill. The resultant proposal included Oxfam’s key policy asks: creating permanent authorization for local and regional purchase of food aid within developing countries (instead of requiring that all food aid be shipped from the US); stricter regulations regarding the sale of food aid; and added flexibility to the program, including greater cash resources.

TOTAL 2011–12 INVESTMENT

Global GROW campaign: \$3.3 million

EXAMPLES OF INVESTMENTS

- Funded research to produce six major reports, and created and distributed more than 90 videos, brochures, fact sheets, and reports to target audiences
- Organized and covered travel costs of representatives, including farmers, from developing countries to the US as part of a national tour and series of discussions about food security with key congressional staff and policy makers
- Organized 127 visits with congressional offices as part of our International Women’s Day celebrations in March 2011 and 2012

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

The Senate-approved farm bill is still moving through Congress as we go to press, but we’re hopeful that the reforms Oxfam has helped secure will be part of the final version. Although we know that the farm bill that we have been fighting for could affect the lives of up to 17 million more people by getting them aid in moments of crisis, we’re not there yet. Mobilizing funds for effective development is only the first step toward our goal of seeing that these funds are well-spent and reach those people who are in most need. We will have to wait to see what happens.

Over the next several years, Oxfam and our partners will monitor how aid monies flow from the US. We hope to see US assistance supporting governments’ efforts to invest in rural resilience and humanitarian preparedness and response. Our program evaluations will assess whether these investments are farmer- and community-driven, and whether they are making a difference in people’s lives. Moreover, we are planning to develop a “resilience index.” This tool will allow us to understand whether investments are helping to reduce vulnerability among communities in selected countries and will help us build evidence to allow us to advocate for more effective aid.

To view the full version of Oxfam America and American Jewish World Service’s food aid infographic, go to www.oxfamamerica.org/foodaid.

A GLOBAL MOVEMENT FOR CHANGE

CHANGING THE WAY PEOPLE THINK ABOUT POVERTY

This is the first annual report to include a section devoted to our public education efforts. Although this work represents only 7 percent of our overall expenses, it is an increasingly important component of our efforts. If Oxfam were only a charity, public education would not be critical to our mission. Because our goal is to eradicate the conditions that allow poverty to persist, we seek social change. As one nonprofit explains, "Social change involves making significant changes on a systemic level. The power that social change organizations bring to the table is their ability to organize, to educate and to mobilize" (Funding Exchange/Change not Charity, www.fex.org).

EXPENSES: PUBLIC EDUCATION

TOP LEFT: As part of World Food Day in 2011, Oxfam brought together farmers at the World Food Prize celebration in Iowa. At the Des Moines Farmers' Market, grower Jennie Smith from Butcher Crick Farms shows her produce to Selas Samson Biru, a farmer and participant in an Oxfam project in her community in Tigray, Ethiopia. *Ilene Perlman / Oxfam America*

TOP RIGHT: Women dancing in Ngorongoro, Tanzania. This was among the images featured on International Women's Day cards that Oxfam created to highlight the disproportionate impact of poverty on women. *Geoff Sayer / Oxfam*

BOTTOM: Oxfam had a strong presence at the UN Climate Conference in Durban, South Africa, in late 2011, including a stunt to illustrate how climate change is threatening global food security. *Ainhua Goma / Oxfam*

MASS ACTION AGAINST HUNGER



GETTING THE MESSAGE OUT





MOBILIZING FOR WOMEN

GETTING THE MESSAGE OUT

In 2011–12, Oxfam made great strides in getting our message out. Our online community grew by 34 percent to reach more than 500,000 members. Our activist base grew by 43 percent. Our websites and blogs had an average of 12,275 page views per day. We launched a new blog to highlight our policy work, which has gotten national media pickup. We published 17 research reports and created more than 40 videos. Our work was presented in venues from Capitol Hill to the UN Climate Summit in South Africa. We looked for unexpected opportunities to reach new audiences with issues of poverty and injustice: music videos, textbooks, and billboards. We won design awards, technology awards, storytelling awards, and an Emmy Award for a music video that we produced with an indie rock band to raise awareness about the lingering issues for coastal communities following the BP oil spill.

MASS ACTION AGAINST HUNGER

Expanding upon a decades-long tradition of grassroots action around Thanksgiving, fall 2011 marked Oxfam's first effort to engage US supporters in a season-long campaign to fight hunger. We co-produced a 30-minute TV show for World Food Day in October with LinkTV's ViewChange.org. At our request—using tools we developed for them—Oxfam supporters hosted 449 World Food Day dinners, drawing more than 9,700 people into a conversation about food, farmers, and fairness. Volunteers and staff raised awareness about global hunger at 61 local farmers' markets. Closer to Thanksgiving, our supporters hosted 358 *Oxfam America Hunger Banquets* around the country—up from 244 events the previous year, thanks to targeted outreach to educators and student leaders nationwide.

MOBILIZING FOR WOMEN

On International Women's Day in 2011 and 2012, Oxfam brought together disparate groups to call attention to the female face of world poverty. In March 2011, 7,000 supporters; visiting women leaders from Mali, Haiti, and Cambodia; and Sisters on the Planet ambassadors—a group of powerful women leaders who support Oxfam's work—organized 234 community events. These events attracted 6,500 new supporters in 42 states. In 2012, when Oxfam convened 70 influential women in Washington, DC, including Senior Advisor to President Obama Valerie Jarrett, to urge Congress to invest in women farmers, celebrity supporters like actor Kristin Davis and media coverage on networks like MSNBC helped put the issue in the national spotlight. Meanwhile, an online campaign mobilized more than 6,500 people to honor inspiring women in their lives with Oxfam e-cards and awards. For its effective use of blogger outreach and social media sharing, the effort was honored as a notable online campaign by the news web site Mashable.

In this section, you'll note that much of the work we profile does not have a cost associated with it. This is because the majority of our public education work is done in support of our development and humanitarian programs or our policy and campaigning efforts. The result is that most of public education is "cross-cutting" and cannot be isolated by event or product.





Oxfam volunteer John Du serves rice to participants in an *Oxfam America Hunger Banquet* event in New York City. After attending Oxfam's CHANGE Training in summer 2010, Du returned to CHANGE the following year to help train and mentor a new group of student leaders. He now works as an intern at his US senator's office and continues to volunteer with Oxfam in New York. *Nicole Kindred / Oxfam America*

2011–12 SPOTLIGHT

US: YOUTH FUEL LASTING CHANGE

Oxfam’s outreach to students is a strategic investment. As one longtime supporter says, “Today’s college student is tomorrow’s opinion leader.”

Michael Soloff first encountered Oxfam as a Brown University student in the late 1970s. “I liked Oxfam’s basic message that people [in poverty] were able to help themselves,” he says. “It was smart: thinking about what people really need, listening to them.” As a leader of the campus Oxfam Club, Soloff organized several fundraising events. To create awareness, he would walk through dormitories and talk with fellow students.

After graduating from law school, Soloff used the same approach at Munger, Tolles & Olson LLP, a law firm he chose in part because of its strong ethos of giving back. “I emulated the model that I used in college. ... I walked

the halls, talked to people,” says Soloff of his first effort to raise money for an Oxfam project in the Philippines. He raised \$6,000 that year and sparked the interest of colleagues, especially that of partner Joe Lee. Soloff and Lee have led an Oxfam fundraising drive each year since then. In early 2012, the law firm announced a cumulative total of \$1 million raised for Oxfam programs.

For Soloff—now a member of Oxfam’s Leadership Council—this year is memorable for another reason: his daughter Molly, a student at Bowdoin College, was accepted into Oxfam’s CHANGE Initiative. Founded in 2000 with a goal of transforming US college students into global citizens, CHANGE is a national program

that trains 50 students annually. Past graduates have gone on to work for members of Congress, start their own nonprofit organizations, and pursue social justice careers worldwide.

Soloff says he hopes Molly, who has already helped him organize an Oxfam event at their home in Los Angeles, would come away from CHANGE with a deeper understanding of the issues and the ways she can give back. “On a pragmatic level, today’s college student is tomorrow’s opinion leader or financial supporter,” says Soloff. “And from an idealistic perspective, young people are open to both the desire to help make the world a better place and the belief that it can happen.”

TOTAL 2011–12 INVESTMENT

Youth engagement: \$410,000

EXAMPLES OF INVESTMENTS

- Hosted 50 CHANGE Leaders in July 2011 for a weeklong, leadership training in Boston that included 40 workshops led by Oxfam staff
- Provided mentoring, online resources, and training materials for members of 106 Oxfam Clubs at colleges and high schools around the country
- Supported a nationwide network of 558 alumni CHANGE Leaders, who serve as high-level ambassadors for Oxfam in their home cities

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

We recognize that the lives of individuals like Michael Soloff have been affected by their involvement with Oxfam. What we’d also like to know is just how many people like Soloff we are reaching. Have they been inspired? Do they understand how to take action to support the efforts of people working to overcome poverty?

In 2012, in an attempt to begin to answer these questions, Oxfam commissioned an external study of 70 of our public education products (e.g., reports, fact sheets, videos). The study identified successes, but also concluded that collecting data, measuring public engagement, and analyzing the influence of our communications is challenging. Why? We are investing in social change—trying to tap into the kinds of phenomenal forces that drove the US civil rights movement and that overturned apartheid in South Africa. Our ability to reduce injustice through public education is inherently hard to measure quantitatively. What we do know—to quote a like-minded nonprofit—is this:

“Social change is a profoundly democratic undertaking. ... Money alone does not bring about change; nor do individuals. ... On the surface, social change movements appear to be spontaneous bursts of energy, a sweep of people, outraged and energized, rising forth to demand some form of change. But in truth, social change movements flow from careful organizing, massive public education, sustained agitation, and, at times, inspired collaboration across the divides of race, gender and class” (Funding Exchange / Change not Charity, www.fex.org).

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FINANCIAL INFORMATION

[Nov. 1, 2010, to March 31, 2012]

Oxfam America had another strong year. Despite an uncertain economic environment, we closed our books on March 31, 2012, with total assets of \$103 million—4 percent more than in Oct. 2010.

Our change in fiscal period (*see text box at right*) and the remarkably generous donor response to the Haiti earthquake in 2010 make year-on-year comparisons difficult. Our development and humanitarian spending dropped by \$5.7 million in 2011. In part, this decrease reflects the natural transition from an initial humanitarian response to the longer-term recovery and rehabilitation phase in both Haiti (earthquake response) and Pakistan (flood response). We expanded our policy and advocacy and public education activities; we launched our food justice campaign; and—because our supporters rely increasingly on digital forms of communications—we made strategic investments in our digital capacity to educate Americans on issues of poverty.

Our 2011 revenues were encouraging: excluding anomalous revenue in 2010 (the \$26.9 million spike in Haiti earthquake donations), our total revenue increased by 32 percent. We received \$15 million in humanitarian contributions, including \$5.5 million for the East Africa food crisis and a \$13.5 million grant for advocacy campaigns in 6–20 countries and for US aid reform. In addition, our FY2011–12 numbers reflect a notable change in net assets (to unrestricted funds) owing in large part to an extraordinary bequest.

Our conservative handling of our investments has enabled us to sustain their value despite a depressed and volatile market. Our management of organizational operating costs has been similarly conservative: overall these expenses have remained flat or declined. We have even achieved a slight reduction in fundraising costs, despite an increasingly

CHANGE IN FISCAL PERIOD

Oct. 31, 2011, marked the close of our final Nov. 1–Oct. 31 fiscal year. To align financially with other Oxfam affiliates globally, on Nov. 1, 2011, we began a five-month interim period to transition to a new fiscal year-end of March 31. For this reason we include both a summary of the audited financials for the 17-month period (Nov. 1, 2010–March 31, 2012), as well as figures for the comparable 12-month periods ending on Oct. 31, 2010, and Oct. 31, 2011. The 12-month period ending on Oct. 31, 2011, is referenced as 2011; the 17-month period is referenced as 2011–12.

challenging fundraising environment. The result? For the fifth straight financial period, 79 percent of our expenses went directly to program services.

Starting our new fiscal year, Oxfam is financially sound. Our strong balance sheet, conservative stewardship of funds, and diversified donor community will allow us to keep our existing commitments. Our goal is to continue to grow our financial resources and increase the impact of our programs. In this way, together we can help people living in poverty exercise their rights and improve their lives.



JOE H. HAMILTON
TREASURER AND SECRETARY

HOW TO READ OUR FINANCIAL STATEMENT

OUR FOUR AREAS OF PROGRAM SERVICES	CORRESPONDING EXPENSE CATEGORY IN OUR STATEMENT OF ACTIVITIES (ON PAGE 32)
Saving lives	Development and humanitarian relief programs
Developing programs to help people overcome poverty	
Campaigning for social justice	Policy and advocacy (although much of our campaign work outside the US is funded through the development and humanitarian relief programs line)
Changing the way people think about poverty	Public education

CONSOLIDATED STATEMENT OF ACTIVITIES

Oxfam America and Oxfam America Advocacy Fund

	17-MONTH PERIOD ENDING MAR. 31, 2012 <i>(audited)</i>	12-MONTH PERIOD ENDING OCT. 31, 2011 <i>(unaudited)</i>	12-MONTH PERIOD ENDING OCT. 31, 2010 <i>(audited)</i>
REVENUE, GAINS, AND OTHER SUPPORT			
Contributions	\$111,774,000	\$76,920,000	\$84,707,000
Contract income	1,481,000	1,098,000	-
Investment income	2,571,000	407,000	1,115,000
Other	223,000	136,000	704,000
Total revenue, gains, and other support	\$116,049,000	\$78,561,000	\$86,526,000
EXPENSES			
PROGRAM SERVICES			
Development and humanitarian relief programs	\$63,007,000	\$42,083,000	\$47,773,000
Policy and advocacy	19,043,000	11,937,000	7,409,000
Public education	8,131,000	5,698,000	6,817,000
Total program services	90,181,000	59,718,000	61,999,000
SUPPORT SERVICES			
Management and general	7,916,000	5,223,000	5,034,000
Fundraising	15,873,000	10,838,000	11,165,000
Total support services	23,789,000	16,061,000	16,199,000
Total expenses	\$113,970,000	\$75,779,000	\$78,198,000
CHANGE IN NET ASSETS			
Change related to unrestricted funds	\$10,696,000	\$679,000	\$255,000
Change related to temporarily restricted funds	(8,693,000)	2,027,000	7,922,000
Change related to permanently restricted funds	76,000	76,000	151,000
Total change in net assets	2,079,000	2,782,000	8,328,000
Net assets at the beginning of the year	86,287,000	86,287,000	77,959,000
Net assets at the end of the year	\$88,366,000	\$89,069,000	\$86,287,000

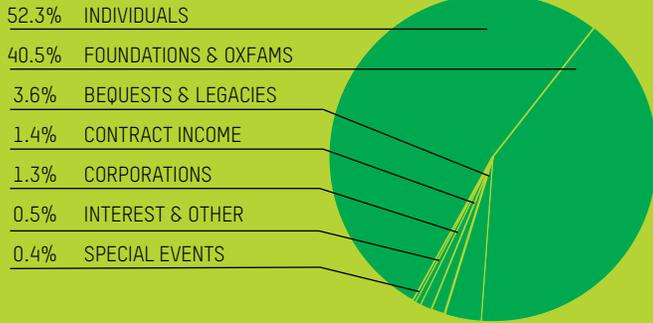
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Oxfam America and Oxfam America Advocacy Fund

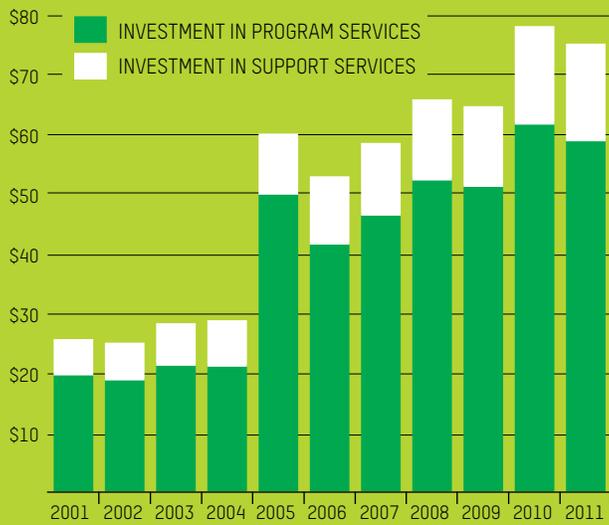
	AS OF MAR. 31, 2012	AS OF OCT. 31, 2011	AS OF OCT. 31, 2010
ASSETS			
Cash	\$4,808,000	\$6,875,000	\$1,542,000
Investments	79,417,000	73,738,000	84,003,000
Pledges receivable	13,163,000	14,091,000	8,590,000
Other assets	2,523,000	3,000,000	1,463,000
Net fixed assets	3,107,000	3,032,000	3,258,000
Total assets	\$103,018,000	\$100,736,000	\$98,856,000
LIABILITIES AND NET ASSETS			
Liabilities			
Accounts payable and accrued expenses	\$4,879,000	\$4,626,000	\$4,625,000
Grants payable	6,003,000	3,103,000	3,984,000
Other liabilities	3,770,000	3,939,000	3,960,000
Total liabilities	14,652,000	11,668,000	12,569,000
Net assets			
Unrestricted	47,186,000	37,168,000	36,490,000
Temporarily restricted	39,385,000	50,105,000	48,078,000
Permanently restricted	1,795,000	1,795,000	1,719,000
Total net assets	88,366,000	89,068,000	86,287,000
Total liabilities and net assets	\$103,018,000	\$100,736,000	\$98,856,000



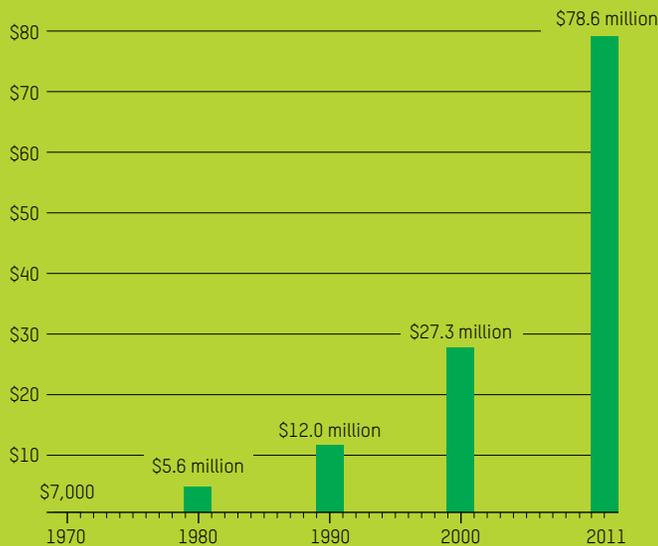
SOURCES OF FUNDS



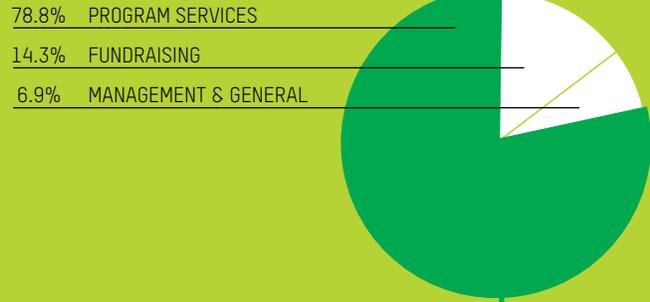
ANNUAL EXPENSES AND INVESTMENT IN PROGRAM SERVICES (IN MILLIONS US\$)



REVENUE GROWTH (IN MILLIONS US\$)



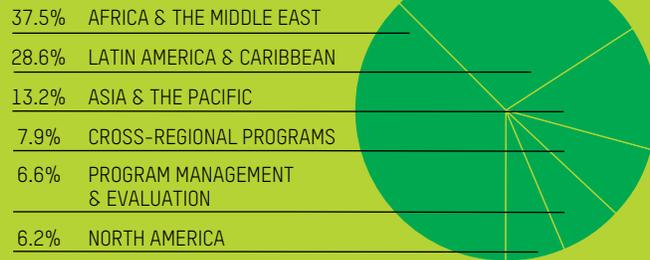
USES OF FUNDS



PROGRAM SERVICES



DEVELOPMENT & HUMANITARIAN RELIEF PROGRAMS



OXFAM RATED HIGHLY

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

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

(as of Oct. 1, 2012)

THANK YOU

The many generous donors who support us year in and year out are crucial to our work saving lives, developing programs to help people overcome poverty, and campaigning for social justice. We owe a tremendous thanks to our friends listed on the following pages and to the tens of thousands we don't have space to include here. In 2011–12, we are particularly pleased to have earned the confidence of 72,907 new donors.

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Rebecca A. Mills	Ed Robichaud	Ann Tarbell	
Riaz and Lily Moledina	Madeleine O. Robinson, Ph.D.	Lee E. and Claudia J. Taylor	
Susan Mondon	Christina and David Romer	Char Kalsow Thompson	
Jean Muirhead	Erwin Rose	Patricia Manion Thompson	
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Peter and Zibby Munson	Barbara J. Rosga	Jovita Tieso	
Francis T. and Alice A. Murray	Paul L. and Marion J. Ross	Christine Tisdale	
Leila Mustachi	Bernard Sabath	Angelo Tomedi, M.D., and Margaret M. Wolak	
John and Darlyne Neff	Jennifer Sabella	Mom Touch	
Madeleine G. Newbauer	Teresa Sammis and Richard Thoman Jr.	Monte Tudor-Long	
	Kathleen Sasso		

HOW IS OXFAM MANAGING THE ENVIRONMENTAL IMPACT OF THE ANNUAL REPORT?

We make the annual report available as a PDF to all supporters. For printed copies, we use paper certified by Green Seal and manufactured entirely with nonpolluting wind energy. Printing is done using soy-based inks at a plant recognized by the Massachusetts Water Resources Authority as a zero-discharge site that recycles all spent materials. Our environmental savings as a result of our paper selection:

 23 trees preserved

 9,787 gallons of wastewater flow saved

 1,083 lbs of solid waste not generated

 2,132 lbs of net greenhouse gases prevented

 3,608 lbs of air emissions not generated

 4 barrels of crude oil unused

WHY DOES OXFAM'S ANNUAL REPORT LOOK DIFFERENT THIS YEAR?

Oxfam has a new global identity.

The process Oxfam began in 2010 to bring all affiliates into greater strategic alignment was designed to improve our impact and increase the coherence of our brand. A part of that alignment was to coordinate our communications across all affiliates—to enable stakeholders around the world to recognize Oxfam in every context. Oxfam researched, sought creative input, and conducted market testing in many countries. During 2012 all affiliates are launching our new global identity; through it we hope to express visually and verbally our core values.

You will undoubtedly notice some new typefaces, colors, and patterns. There are other changes that may not jump out at you. This new identity is intended to convey both the practical side of Oxfam—our long-term view grounded in data and pragmatic approaches—as well as the more visionary aspect of our work: our core beliefs that poverty is not inevitable and that change requires innovation and optimism.

HOW TO REACH US

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HOW TO HELP

DONATE

To support Oxfam's work globally or learn more about a specific program, contact David Kelley at (800) 776-9326 x2431. Or donate online at www.oxfamamerica.org.

GIVE STOCKS, BONDS, OR MUTUAL FUNDS

To transfer securities to Oxfam, contact Marie Williams at (800) 776-9326 x2423.

CREATE A LEGACY

To name Oxfam in your estate plan, contact Lisa Tellekson at (800) 776-9326 x2474.

GIFT WELL: YOU ARE WHAT YOU GIVE

To celebrate a birthday, holiday, or other special occasion, go to www.oxfamgifts.com. For unique gifts that do good.

JOIN THE MOVEMENT

To join Oxfam's online community and receive important updates, news, and action alerts, sign up today at www.oxfamamerica.org/join.

STAY PLUGGED IN

To stay current with Oxfam's events and activities, follow us on Facebook (www.facebook.com/oxfamamerica) and Twitter (www.twitter.com/oxfamamerica).

JOIN OXFAM100

You and 99 others can lay the foundation on which people can build a better future.

Oxfam100 is a critical three-year opportunity for 100 committed donors to help expand three key programs that benefit hundreds of thousands of people working to build better lives for themselves, their families, and their communities. As a member of the Oxfam100, your individual commitment of \$5,000 or more for the next three years will strengthen and expand three program areas: Saving Lives, Supporting Small Farmers, and Saving for Change.

To learn more, contact Cindy Hellman at (800) 776-9326 x2516 or go to www.oxfamamerica.org/oxfam100.

When this photo was taken in March 2012, an estimated 13 million people in Chad, Niger, Mali, Burkina Faso, Mauritania, Senegal, and Gambia were facing food insecurity following a drought. Here—in the community of Natriguel, Mauritania—women draw water from one of the few wells that had not yet run dry. Oxfam is working with partners and determined communities to improve access to water and food across the Sahel region of West Africa.
Pablo Tosco / Intermón Oxfam



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