



Oxfam

America

Annual Report 2010



**Working together
to end poverty
and injustice**

A letter from the president and board chair

Once again this year, humanitarian emergencies on an unimaginable scale transfixed us. We witnessed nature wreak havoc on millions of the world's most vulnerable communities. Homes and livelihoods were demolished by earthquakes or swept away by flood. Images of Haiti and Pakistan are still with us even as we view with disbelief the threefold catastrophe of earthquake, tsunami, and nuclear instability that is unfolding in Japan. While humbled by the scale of these events, we are proud of the role Oxfam staff and partners have played in saving lives, restoring livelihoods, and bringing the best that Oxfam can offer to these situations. We were there on your behalf—you our donors, our activists, and all who have supported us with generous gifts and passionate expressions of concern. We thank you for all you did to help those affected.

Natural catastrophes illustrate the vulnerability of us all to the unforeseen event. Yet for the poorest people, uncertainty does not stem solely from natural disaster. The smallholder farmer—often a woman in Africa or Asia—lives on the brink. Market volatility can bankrupt her within weeks. Skyrocketing oil prices can put seed, fertilizers, and equipment out of her reach. Achieving a modicum of food security may be further threatened by land grabs, undisclosed corporate payments to governments, or demands for scarce water. Life at the margin is tough. Yet that farmer is powerful and resilient. Oxfam identifies the forces creating greatest uncertainty, and helps her and her community cope with these threats.

As careful stewards of our donors' money, we worked this year to increase the value we deliver to the communities we serve. We devoted considerable energy to working with our sister Oxfams to streamline operations. Through measurement and learning, and by knitting our confederation of affiliates tighter, we aim to achieve greater economies of scale, leveraging our power as a truly global NGO.

We look forward to expanding Saving for Change—our community finance program that has reached more than 338,000 women in rural Mali. We can now take this program to scale elsewhere. We will build on our successful pilot of a unique microinsurance product for farmers in rural Ethiopia and will partner with the World Food Programme to launch similar pilots in three more countries. And we anticipate the launch of Oxfam's food justice campaign later this year.

On behalf of the courageous Oxfam staff in Haiti, Pakistan, and Darfur and the many others who work alongside partners around the world, we want to thank you. Thank you for your generosity and loyalty. Thank you for making the programs and responses we share in this annual report possible, and for enabling us to live our mission.

With gratitude and regards,



RAYMOND C. OFFENHEISER
PRESIDENT



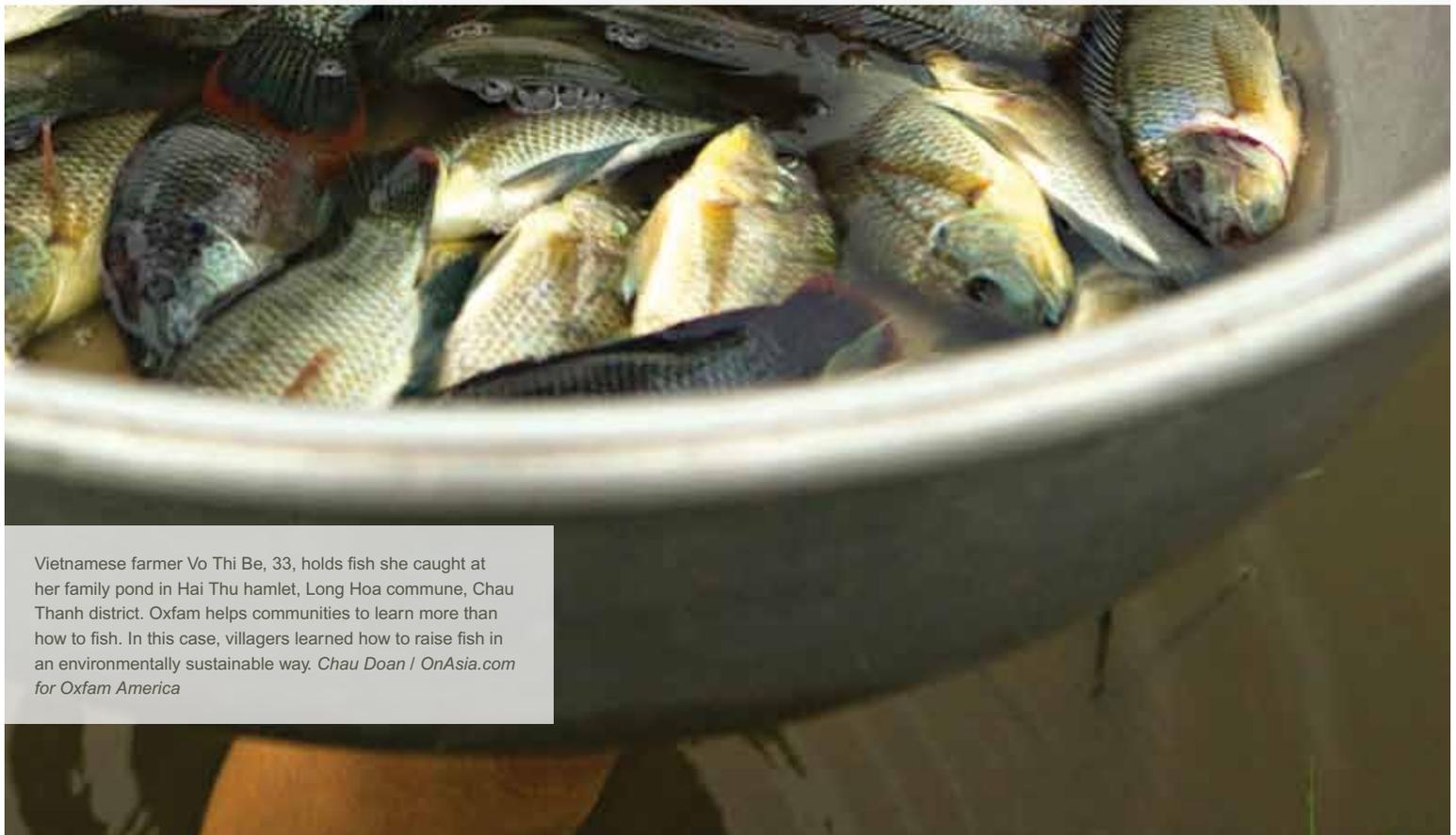
WENDY R. SHERMAN
CHAIR, BOARD OF DIRECTORS



How we work

Oxfam 101

Saving lives. Developing programs to help people overcome poverty. Campaigning for social justice. We draw on these three approaches as individual situations demand. Taken together, they provide a comprehensive methodology to address the root causes of poverty and injustice. The fourth part of our work involves public education and outreach. Because to create lasting change, we also need to change how people think about poverty and its causes.



Vietnamese farmer Vo Thi Be, 33, holds fish she caught at her family pond in Hai Thu hamlet, Long Hoa commune, Chau Thanh district. Oxfam helps communities to learn more than how to fish. In this case, villagers learned how to raise fish in an environmentally sustainable way. *Chau Doan / OnAsia.com for Oxfam America*

Hard facts

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—have little lasting effect on people's lives. Second, a combination of economic growth and access to markets is the primary reason that the percentage of people living in poverty dropped by 22 percent between 1990 and 2005. Yet rapid economic growth can create problems too; invariably, some categories of people—like women and girls or indigenous people—consistently fall behind others.

These facts led us to deepen our institutional commitment to get at the root causes of poverty.

It can be 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 bring our thinking to life.

A fish tale

Imagine a woman is hungry. So we give her a fish. She's less hungry. This is the simplest definition of Oxfam's humanitarian or emergency work: We save lives. We offer immediate access to lifesaving resources: water, shelter, and food.

But, if we leave, 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. 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 help community members to change these social norms.

This is how our work developing programs to help people overcome poverty begins. And this is where emergency aid often morphs into longer-term development. When Oxfam does humanitarian work, we do it by empowering affected people to 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 learn that the river is badly polluted and the fish are contaminated because of gold mining upstream.

Moving upstream

Our story illustrates why development that targets symptoms rarely creates lasting change: let's teach fishing, do gender awareness training, clean the water, fine the mining company. Each of these "development projects" is necessary—but insufficient. The real issue is long-standing 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.

So poverty and injustice in our hypothetical fishing village aren't just "local"; they're tied to the policies of distant governments and private sector actors. This is the idea of moving upstream. The goals of our long-term programs often overlap with our advocacy work because this is where campaigning for social justice often really begins.

Root causes

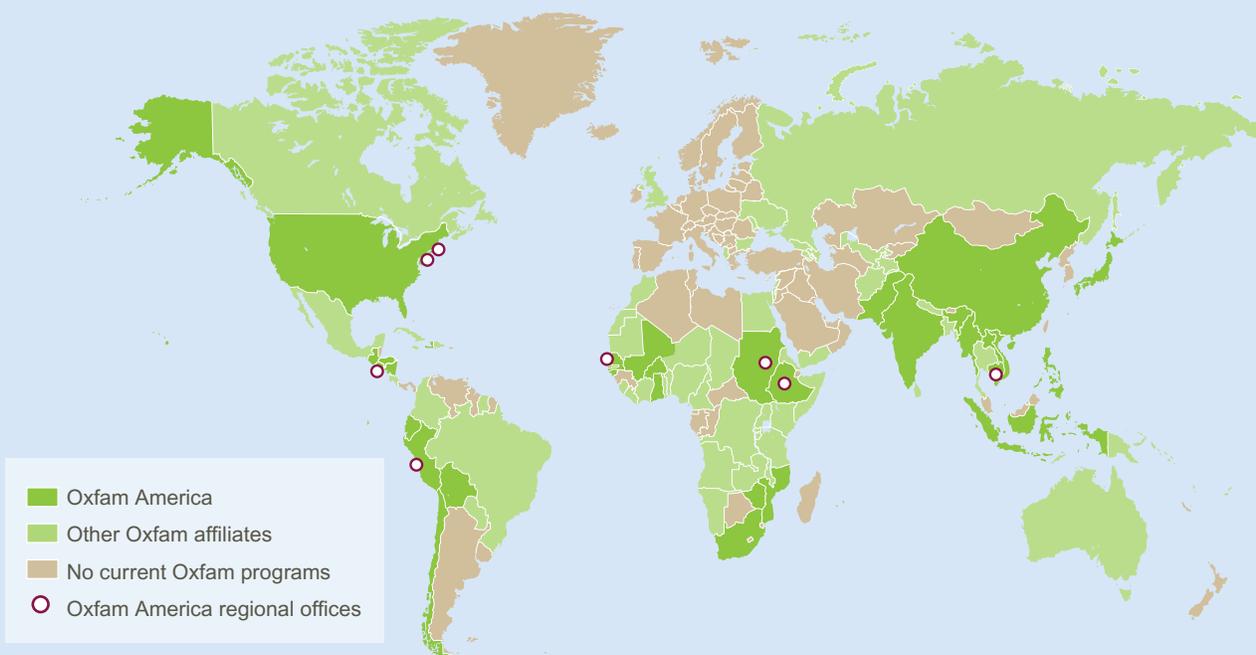
The expression "root causes" refers to an interwoven system of relationships. Poverty is about power, and power is about how people relate to each other. Thus, providing goods or services—like food or training—can be counterproductive unless we also help people raise their voices and claim the right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

This is how Oxfam works. When an emergency strikes, we address immediate and urgent needs of a community. If we become involved in longer-term efforts to reduce poverty in that community, our business model shifts. And, if we want to change people's lives in a lasting way, then we work to understand both local conditions and what is happening upstream.

Where we work

Oxfam's global reach

In 2010 | Around the world, Oxfam America prioritizes building organizations, fostering new ideas, and supporting initiatives in communities working their own way out of poverty. We do this through our regional offices on five continents, and through the Oxfam confederation: 15 organizations working together in more than 90 countries. In 2009–10, Oxfam's total expenditures exceeded \$842 million, spent on saving lives, developing programs to help people overcome poverty, and campaigning for social justice.



Oxfam America offices

Boston, MA	Addis Ababa, Ethiopia
Washington, DC	Dakar, Senegal
San Salvador, El Salvador	Khartoum, Sudan
Lima, Peru	Phnom Penh, Cambodia

Oxfam affiliates (as of April 1, 2011)

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

A new chapter | The Oxfam confederation that began in 1995 is embarking on a new chapter—prompted by a commitment to ensure that the \$842 million that we spend annually has as much impact as possible. Each affiliate in the confederation has a rich history of working in multiple countries, so there are many countries in which more than one Oxfam is working. We recognize that bringing the efforts of all the affiliates in each country under a single strategy will increase our impact. It will also improve our cost-effectiveness and strengthen our identity. So in 2010, the confederation began this process.

Oxfam America's investments by region*

Africa and the Middle East

Total investment in region: \$13.1 million

Top three investments (as percentages of total):

- 20.7% Sudan crisis
- 17.9% Other humanitarian response
- 12.7% Saving for Change

Countries where we funded work: Burkina Faso, Ethiopia, Gambia, Ghana, Guinea-Bissau, Mali, Mozambique, Occupied Palestinian Territory, Senegal, South Africa, Sudan, Zimbabwe

Asia and the Pacific

Total investment in region: \$3.9 million

Top three investments (as percentages of total):

- 30.0% Humanitarian response
- 14.3% Agriculture and water management
- 9.7% Oil, gas, and mining

Countries where we funded work: American Samoa, Cambodia, China, India, Indonesia, Japan, Laos, Myanmar, Pakistan, Philippines, Vietnam

Latin America and the Caribbean

Total investment in region: \$19.8 million

Top three investments (as percentages of total):

- 59.7% Haiti earthquake
- 6.3% Oil, gas, and mining
- 4.3% Indigenous communities

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

North America

Total investment in region: \$3.8 million

Top three investments (as percentages of total):

- 52.2% Decent Work program
- 44.9% Gulf Coast recovery
- 2.8% Other poverty reduction programs in the southeastern US

Countries where we funded work: US

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

* 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.

PAKISTAN



Saving lives

Less than two weeks into January 2010, the earthquake that struck Haiti triggered a disaster so massive it forced Oxfam America into overdrive, demanding expertise, speed, and enormous resources. Months of intense focus on the island nation followed, even as our humanitarian response team confronted new waves of displaced people driven from their homes by the ongoing conflict in Darfur. Throughout the summer and into the fall we also turned our attention to flooding in Senegal, Pakistan, and El Salvador.

2010 TOTAL INVESTMENT IN HUMANITARIAN RELIEF: \$21.1 million

EXPENSE: Development and humanitarian relief programs



SAVING LIVES IN 2010

PAKISTAN: Floods The unprecedented flooding that hit Pakistan in 2010 washed away more than 5 million acres of crops and damaged or destroyed more than 1.6 million homes. Oxfam America's supporters gave generously to help Pakistan: \$2.8 million. Although these monies were received too late in FY2010 to appear as expenditures, we began disbursing them in early FY2011 to support Oxfam's response in Pakistan, which has helped almost 1.9 million people since July.

2010 CONTRIBUTIONS TO PAKISTAN FUND: \$2.8 million

SUDAN: Conflict in Darfur In 2010, armed violence intensified in Darfur, driving more than 250,000 additional people from their homes. Despite the challenges of providing aid in a conflict setting, Oxfam expanded operations this year, extending our water and hygiene programs to tens of thousands of people in the Kalma and Otash camps in South Darfur. With fuel-efficient stoves, seeds and plows, and small-business grants, Oxfam continues to assist families who are facing particular challenges. We are now working in seven camps and have reached more than 400,000 people overall.

2010 INVESTMENT IN SUDAN HUMANITARIAN CRISIS: \$2.7 million

SENEGAL: Floods When heavy rains turned the low-lying city of Pikine, Senegal, into an urban lake, Oxfam set to work helping 30,000 residents affected by the severe flooding. We pumped water from homes and schools, provided emergency supplies, and distributed cash so people who had lost their belongings and means of supporting themselves could buy essentials.

2010 INVESTMENT IN HUMANITARIAN RELIEF IN SENEGAL: \$252,000

OPPOSITE: Reshma, 10, and her extended family found shelter at a camp in Pakistan after flooding affected about 20 million people across the country. Oxfam provided water, sanitation services, and food, and helped people recover their means of earning a living. *Timothy Allen / Oxfam*

ABOVE LEFT: In Darfur, where armed bandits and militias roam the countryside, women and girls who leave the safety of camps to gather firewood are vulnerable to assault. Oxfam is reducing the demand for wood by distributing thousands of fuel-efficient stoves—helping protect both women and the fragile environment of Darfur. *Elizabeth Stevens / Oxfam America*

ABOVE RIGHT: Alpha Diallo, a public health officer working for one of Oxfam's partners, surveys the flooding at a home in Pikine, Senegal. Standing water is a breeding ground for mosquitoes, which can spread malaria and dengue fever. So when floodwaters rose, Oxfam took action to prevent deadly outbreaks of disease. *Myra Foster / Oxfam America*



Within days of the earthquake in Haiti, Oxfam launched a jobs program, hiring people to work on short-term projects that have long-term benefits—like rubble removal. With the income they earn, families can buy what they need, which has the added benefit of stimulating the local economy.

Toby Adamson / Oxfam

2010 SPOTLIGHT

Haiti: Earthquake

Oxfam's largest humanitarian effort in 2010 was our work in Haiti. The earthquake that struck near the capital of Port-au-Prince in January took the lives of 316,000 people, destroyed great swaths of the city, and left more than one million residents homeless.

Already severely overcrowded and struggling with widespread poverty, in 2010 Port-au-Prince became the site of one of the largest and most complex emergency responses Oxfam has ever undertaken. More than 1,000 camps—some small, others teeming with tens of thousands of survivors—cropped up across the steep hills and rubble-strewn neighborhoods. Our job, first, was to save lives by ensuring people had access to clean drinking water and decent sanitation services, both critical in preventing the spread of deadly waterborne diseases in crowded conditions.

By the one-year mark, we had helped 500,000 people with a range of support, building, for example, more than 1,000 bathing stalls and 2,500 latrines. Our health promotion campaign, designed to educate and mobilize community members to protect public health, reached families across the city and beyond with important messages about their role in preventing the outbreak and spread of disease. As our fiscal year drew to a close, however, cholera hit north of the capital. We expanded our efforts and were successful in helping to prevent a widespread outbreak in the camps where we worked.

An emergency response is just the earliest stage in saving lives. Helping people rebuild those lives comes next. In Haiti, where unemployment has skyrocketed, Oxfam's recovery efforts include finding ways to get people back to work so that they have the means to care for their families.

By October, we had hired tens of thousands of people in our cash-for-work programs, offering community members jobs that improved their neighborhoods while providing them with the means to buy the basic goods their families needed. We also invested in a host of small businesses so they could jump-start neighborhood reconstruction efforts. More than 1,400 tradespeople—plumbers, carpenters, and masons—benefitted from a program of cash grants and vouchers for tools.

TOTAL 2010 INVESTMENT

Humanitarian response in Haiti:
\$12.4 million of \$68 million Oxfam confederation response

EXAMPLES OF INVESTMENTS THROUGH JANUARY 12, 2011

- Provided more than 79 million gallons of chlorinated water monthly
 - Built more than 2,500 latrines and 1,000 bathing stalls
 - Distributed 12,850 tarps
 - Distributed more than 34,000 family and household kits
 - Distributed more than 47,000 mosquito nets
 - Reached more than 209,000 people with our livelihood and food security programs
-

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

We saved lives in Haiti. Emergency work, by its definition, cannot focus on lasting change; it is about immediate response. Our responsibility is to prevent loss of life and stop a downward cycle. So, first and foremost the measure of effectiveness is achieving some basic stability.

That said, our humanitarian work is explicitly designed to set the stage for long-lasting change. We recognize that the upheaval that crises bring can also provide opportunities for deeper change. We will be able to measure our results—the lasting change in people's lives—as our initial emergency response in Haiti matures into recovery work. We are only in the early stages of that process now. But, ultimately, we can claim success in terms of "lasting change" only when we can see changes in the underlying conditions that created the Haitian people's vulnerability to the 2010 earthquake in the first place.

MALI



Developing programs to help people overcome poverty

Oxfam America helps people assert and defend their basic human rights so they can improve their lives. Access to these rights unlocks the potential to change the conditions that trap people in poverty. In 2010, we made 279 grants: investments in programs that will deliver impact. Among our biggest investments were in Saving for Change, agriculture and water management, efforts to ensure improved working conditions for farmworkers in the US, programs to increase the resilience of poor farmers (e.g., weather insurance), and programs to support climate change adaptation.

2010 TOTAL INVESTMENT IN DEVELOPMENT PROGRAMS: \$27.0 million

EXPENSE: Development and humanitarian relief programs



PROGRAMS TO OVERCOME POVERTY IN 2010

MALI: Saving for change Oxfam's microfinance program Saving for Change continues to expand, led by phenomenal growth in Mali. The big news in 2010 is that the program is leveraging savings groups as platforms for social change by investing in agriculture and business and leadership training for women. Since the program launched in Mali in 2005, it has grown to 14,769 groups with 338,745 members who are saving nearly \$5 million and are seeing a 39 percent return on their savings. Saving for Change is also working in Senegal, El Salvador, Cambodia, and Guatemala. Globally there are nearly half a million members in 21,000 groups who have saved more than \$9 million cumulatively.

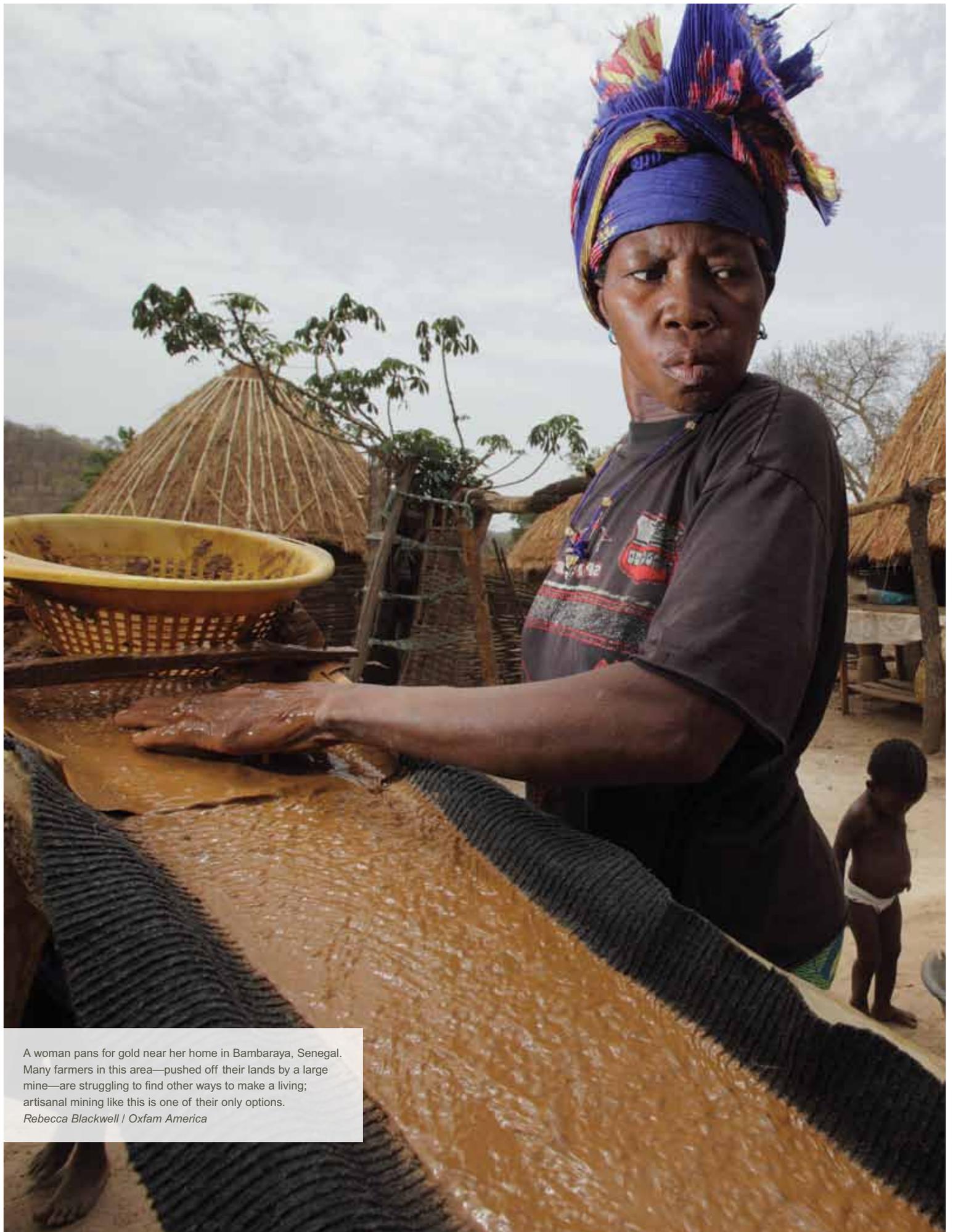
2010 INVESTMENT IN SAVING FOR CHANGE IN MALI: \$2.2 million

ETHIOPIA: Food security When Ethiopian farmers pooled their resources and established a series of "grain banks" with the help of Oxfam and a local partner, their goal was to improve their lives. The banks would provide a reserve of grain for times of hunger, but also—if harvests were good—a place to store the surplus so farmers could get a better return by developing new markets. So, it was an exciting moment when, in 2010, the World Food Programme agreed to buy nearly 600 tons of corn at a competitive price from the farmers. Such profits can pave the way for rural communities to overcome poverty. In a 2010 government evaluation of 19 grain banks in Ethiopia's West Arsi Zone, two banks funded by Oxfam were ranked first and second for their overall performance.

2010 INVESTMENT IN AGRICULTURE AND WATER IN ETHIOPIA: \$863,900

OPPOSITE: (From left to right) Fanta Niambaly and Fatou Doumbia are members of a Saving for Change group in Banakoro, Mali, that pooled resources to grow and store millet as a safeguard against food shortages. *Rebecca Blackwell / Oxfam America*

ABOVE: In a warehouse in Shashemene, Ethiopia, workers prepare corn for storage as part of a program that helps local farmers find new markets for their harvests. *Eva-Lotta Jansson / Oxfam America*



A woman pans for gold near her home in Bambaraya, Senegal. Many farmers in this area—pushed off their lands by a large mine—are struggling to find other ways to make a living; artisanal mining like this is one of their only options.

Rebecca Blackwell / Oxfam America

2010 SPOTLIGHT

West Africa: Oil, gas, and mining

In 2009, ministers representing the 16 member states of the Economic Community of West African States (ECOWAS) adopted a directive to develop a code of principles and policies for mining in the region. Oxfam and our partners have been working to get the code adopted, and, in 2010, the governments of Senegal and Ghana both officially announced their support.

Dianke Danfakha used to farm 29 acres of land in eastern Senegal where she grew groundnuts and other crops. Her family had worked this land for generations—through land tenure granted by the local chief. But, in 2007, the government gave the land to a Canadian company intending to mine it for gold. Because Danfakha—like many rural Africans—did not have a land title, she received no compensation.

The land “was my only way to make money,” she says.

Unaccustomed to idleness, Danfakha attended a training session run by Oxfam’s partner La Lumière, an environmental and human rights organization that is forming village-level groups to monitor problems related to mining. She is now an avid participant: “We learned in the training sessions how to protect the water, to protect our animals, and we learned about our rights, and we watch for rights violations,” Danfakha says.

Oxfam is funding similar village-level approaches to teaching people in West Africa (and Latin America and Asia) about the right of communities to free, prior, and informed consent when faced with new or expanded mining projects. This “right to know” has been a central goal of Oxfam’s oil, gas, and mining work.

These local efforts are complemented by Oxfam’s successful international campaigning efforts in 2010 to ensure revenue transparency (*see page 19 for more information*). Three companies pumping oil 40 miles off Ghana’s coast will now need to disclose information about payments they are making to the Ghanaian government. This information will help a grassroots campaign in Ghana pressure the government to use the hundreds of millions in future oil revenues to fight poverty.

TOTAL 2010 INVESTMENT

Oil, gas, and mining in West Africa:
\$609,800

EXAMPLES OF INVESTMENTS

- Funded three advisers in local activist groups to encourage Ghana to adopt revenue transparency law
- Drove a 41,000-name petition to urge Ghana to adopt transparency law
- Helped launch Ghana’s Civil Society Platform on Oil and Gas, which attracted 100 member organizations
- Trained people in 10 communities to monitor the effects of mining

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

As we go to print, we are analyzing data from a study on gender in Ghana that evaluated changes in women’s lives between 2007 and today in three specific communities. Oxfam’s oil, gas, and mining work has had significant national and international wins. Yet, despite local examples to the contrary—like Danfakha—early results of our gender study show that in the communities where we work, economic opportunities for women have narrowed since 2007. We have good signs, however, that women’s leadership skills, ability to influence, and collective power are on the rise.

What does this tell us about the local effectiveness of our oil, gas, and mining work? Only this: Policy changes take time to produce tangible improvements in women’s livelihoods, and we can now see that we need to invest more directly in such improvements to complement our policy work. After three years, we’ve made great strides but we cannot expect to see change at the community level quickly. It requires long-term commitment including more targeted investments in women. We will continue to monitor this work annually, adjusting our efforts and evaluating our effectiveness.



Farmers transplant clumps of traditionally grown rice in Cambodia. By contrast, the System of Rice Intensification teaches growers to plant seedlings individually and to select only the hardiest plants. This approach reduces the competition for light and nutrients, which produces stronger plants.

Patrick Brown / Oxfam America

2010 SPOTLIGHT

Vietnam: System of Rice Intensification

Oxfam's efforts to bring together the right players to get both high-level and grassroots support for SRI are yielding significant successes—wins that signal the potential for dramatic expansion. In 2010, the government of Vietnam pledged funds to expand SRI in the coming year that will—for the first time—exceed Oxfam's own investment in SRI.

When Le Ngoc Thach became chairman of the rice growers' cooperative in his village in Dai Nghia, Vietnam, his aim was "to help farmers get a better life." He had heard about a different way to grow rice, the System of Rice Intensification (SRI), and he visited farmers using this low-cost approach who were reporting that it allowed them to produce hardier plants (i.e., more resistant to pests and diseases), save time and money, and grow more rice.

"I saw with my own eyes the benefits of SRI," he told a visitor in late 2010.

So Thach sought help from the Plant Protection Department in Vietnam's Agriculture and Rural Development Ministry, which, using a grant from Oxfam, was setting up farmer field schools to teach SRI in small communities.

Oxfam had found a strong partner in the Plant Protection Department back in 2007; the ministry had an existent network in rural areas that could be used to set up and staff farmer field schools to teach SRI and foster learning and collaboration. For Oxfam, this partnership has proven a powerful way

of taking a great idea and scaling it up cost-effectively. For the government of Vietnam, the partnership has offered hope of helping millions of the country's small-scale farmers decrease the cost of producing rice, which is both a staple crop for families and a major national export.

But great ideas have to be tested. Le Ngoc Thach's pragmatic farmers were skeptical. Chairman Thach had to guarantee local growers that if they were willing to use SRI, but failed to produce as much rice as they had in the past, he would pay them the difference—out of his own pocket.

Thach's money was safe. In 2010, he reported happily that he had yet to make a payment. Growers in Dai Nghia are now producing at least 10 percent more rice, using less fertilizer and virtually no pesticides, and enjoying a 25 to 35 percent reduction in production costs.

By late 2010, there were 817,939 Vietnamese farmers using SRI-growing techniques to cultivate more than 373,000 acres of rice. More than 54 percent of these farmers have been trained through Oxfam.

TOTAL 2010 INVESTMENT

Agriculture, water, and livelihoods in Vietnam: \$164,900

EXAMPLES OF INVESTMENTS

- Oxfam and local partners expanded SRI to 184 new villages in six provinces
- Trained some 600 farmers through 18 farmer field schools
- Secured government commitment to expand SRI in 2011: Vietnam pledged \$383,000, which is more than twice its 2010 investment and exceeds Oxfam's total SRI budget in Vietnam

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

There is significant evidence that lives are changing at the village level. Increases in family income can be reinvested in the farm, set aside to create a financial cushion, and used to buy food or pay school fees.

At a macrolevel, we are also seeing quantifiable signs of change. Oxfam recognizes that an agricultural technique can only go so far unless it is used. Consequently, we have cultivated strategic partnerships with the government and in the private sector. Because the government will be the biggest player in agriculture in Vietnam for the foreseeable future, our success getting SRI embedded in the government's work is a crucial win. Admittedly, we are not seeing wholesale buy-in; the government investment is still comparatively small. We aim to build momentum over the coming years.

In Vietnam and Cambodia (where Oxfam has been funding SRI longer), we see promise in a new area of work launched in 2010: Farmer Led Agricultural Innovation for Resilience (FLAIR). Small-scale farmers need innovations like SRI that immediately benefit their lives, but Oxfam is "moving upstream." So, FLAIR is aiming to reinvent extension services and the agricultural system to reflect the needs of small-scale farmers.



A Salvadoran girl decorates the wall of her primary school, the Centro Educativo Tacuba, which has been declared "a school free of gender violence." *René Figueroa / Oxfam America*

2010 SPOTLIGHT

El Salvador: Preventing gender violence

In 2010, Oxfam America and our Salvadoran partners scored a major legislative win in the fight to prevent gender violence.

The struggle to end violence against women continues to move forward in El Salvador, but the situation remains urgent. Between 2001 and 2006, murders of women more than doubled, and the number of murders has fluctuated between 337 and 437 per year since then, according to El Salvador's medical examiner. This is a shocking statistic for a country of only 5.7 million.

Oxfam is one of nine organizations driving the national Campaign to Prevent Gender Violence, which was launched in 2005. Since then the coalition has been educating key players in Salvadoran civil society and government about ways to prevent violence against women. Those trained include police officers, judges, teachers, health workers, and elected officials.

In 2010, members of El Salvador's National Assembly wrote and proposed legislation both to prevent gender violence and include tougher penalties for offenders. The result is the new Special Integral Law for a Life Free of Violence for Women—notable in that it expands the definition of violence against women beyond the home, to the public realm. In a major victory for human rights in El Salvador, the law was passed late in 2010.

The legislators who led the effort to reform national law were graduates of a course taught by the Campaign to Prevent Gender Violence.

While legal reform is essential, the campaign also includes an ambitious outreach program to teach young people about their right to live free of violence. In 2010, for the first time, this creative program was funded by the Salvadoran Ministry of Education, enabling the program to reach more than 31,000 students, nearly 1,000 teachers, and more than 6,000 parents.

TOTAL 2010 INVESTMENT

Gender violence prevention training in Central America: \$702,900

EXAMPLES OF INVESTMENTS

- Reached more than 31,000 students, nearly 1,000 teachers, and more than 6,000 parents with public education
- Helped 40 public schools to establish violence prevention committees
- Expanded beyond El Salvador with violence prevention training for Maya women leaders, municipal officials, and students and teachers in 12 cities in Guatemala

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

Although there is no recent update in federal statistics on violence against women, a 2010 external evaluation lauded Oxfam's gender violence prevention campaign as "an excellent example of a sustained, strategic ... effort" that "has generated a change in policy and practice for individuals and institutions." Areas for growth? Despite tremendous gains, we recognize the need to work harder to foster the capacity of municipalities to carry this work forward.

From 2005 to 2007, it was hard to identify results; those years were devoted to understanding context and root causes. The payoff came in 2008–10: gender policies instituted in six municipalities, approval of a protocol for the Domestic Violence Law, and incorporation of anti-violence provisions in another law.

These are tangible wins. Underpinning these are hidden ones: evidence that women are overcoming self-doubt; women, men, and officials are beginning to recognize objectification and feel responsible to take action; and women are expressing greater confidence in assuming leadership roles. Success begets success. Confident women learn more—want to learn more—and increase their capacity to create change.

CAMBODIA



Campaigning for social justice

In 2010, Oxfam achieved a remarkable series of advocacy victories. Our Right to Know, Right to Decide campaign scored a major US legislative success, and a win in the field when the Guatemalan government agreed—in part owing to our efforts to elevate local voices—to suspend operations at the Marlin Mine. Our climate change campaign celebrated a critical international policy victory when the UN committed to establish a climate fund that will help developing countries to adapt. Our efforts to reform US foreign aid policy yielded a landmark policy directive from President Obama.

2010 TOTAL INVESTMENT IN POLICY AND ADVOCACY: \$7.4 million

EXPENSE: Policy and advocacy



CAMPAIGNING FOR SOCIAL JUSTICE IN 2010

GLOBAL: Right to Know, Right to Decide campaign In addition to a mine suspension in Guatemala and a Chevron shareholder resolution in Houston calling for transparent payment disclosure policy, Oxfam's Right to Know, Right to Decide advocates achieved a dramatic legislative victory this year. Our supporters sent 32,000 emails to Congress calling for US transparency legislation, which resulted in an addition to the financial reform bill: a requirement that companies reporting to the Securities and Exchange Commission (SEC) disclose monies they pay to host countries for extracting oil or minerals. This kind of transparency helps citizens in countries rich in natural resources (but where poverty is widespread) to monitor revenues and hold their leaders accountable for using a portion to reduce poverty. Next step? Oxfam is calling on the SEC to establish clear rules for implementation, and guidelines for enforcing implementation.

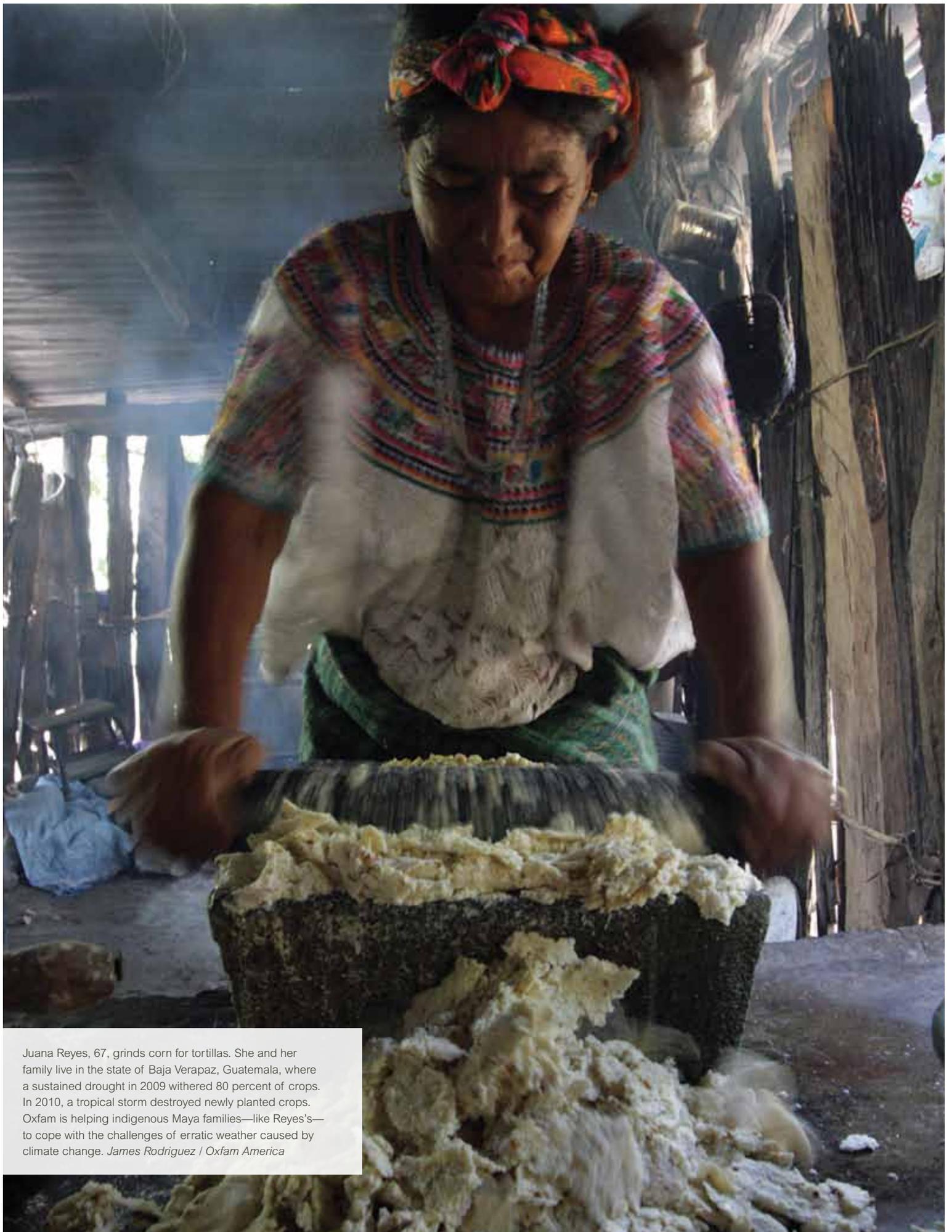
2010 INVESTMENT IN OIL, GAS, AND MINING CAMPAIGN GLOBALLY: \$576,800

UNITED STATES: Reforming foreign aid Oxfam won a major victory in September when President Obama announced the US's first-ever Presidential Policy Directive on Global Development. The US has long lacked a vision for fighting global poverty. The new policy provides the US government with a clear, compelling purpose and strategy for aid, and emphasizes that poor people themselves are the primary agents of change in fighting poverty. Three years ago, Oxfam helped create a coalition to reform US global poverty efforts and has been working steadily to increase support. In 2010, at our request, 55,000 Oxfam constituents called on the government to fix US development programs. President Obama's new policy directive is the result. USAID Administrator Raj Shah cited Oxfam's thinking as influential in the US government's efforts to "align our work against serious country-owned and country-implemented plans."

2010 INVESTMENT IN AID REFORM: \$1.4 million

OPPOSITE: Chanthy Dam, director of the Highlander Association, passes excavation equipment near a mining site that was established in violation of Cambodia's Land Law. The law is intended to protect the rights of indigenous people, but enforcement is poor and many communities are losing their lands to mines and other commercial activities.
Patrick Brown / Oxfam America

ABOVE: Oxfam campaigners speak to members of the public outside the Millennium Development Goals (MDGs) Summit in New York in September 2010. Oxfam joined other organizations and campaigners at the Stand Up Against Poverty event at Lincoln Center and called for global leaders to recommit to meeting the eight MDGs by 2015. In addition, Oxfam called on President Obama to deliver the first-ever US global development strategy; by the end of the summit, he had.
Jacob Silberberg / Oxfam America



Juana Reyes, 67, grinds corn for tortillas. She and her family live in the state of Baja Verapaz, Guatemala, where a sustained drought in 2009 withered 80 percent of crops. In 2010, a tropical storm destroyed newly planted crops. Oxfam is helping indigenous Maya families—like Reyes's—to cope with the challenges of erratic weather caused by climate change. *James Rodriguez / Oxfam America*

2010 SPOTLIGHT

Global: Roots of the food justice campaign

In 2010, Oxfam built on its successes in its climate change work and flourishing Sisters on the Planet ambassador program to begin laying the groundwork for a new campaign focused on removing barriers facing food producers, particularly women.

This year, Oxfam began weaving together our existing policy and advocacy work on agriculture, climate change, and gender into a new campaign effort focused on food justice in a resource-constrained world.

In 2008, Oxfam advocated on behalf of farmers in the US and abroad to reform subsidies in the US Farm Bill. Then, in 2009, we turned our efforts to a legislative campaign aimed at getting carbon emissions reductions and strengthening poor communities living on the front lines of climate change through adaptation funds. To support this work, Oxfam mobilized 250 influential supporters—members of Congress, actors, and intellectuals—called Sisters on the Planet ambassadors. In late 2010, Oxfam helped win a UN commitment to an international fund.

Drawing on these efforts and our years working on the ground with farmers, we will formally launch our food justice campaign in the summer of 2011.

The campaign team will urge governments and companies to make smarter investments in agriculture and climate change adaptation, particularly in programs and policies that empower farmers living in marginalized communities in the US and abroad. Investments must focus on women, who often fight a losing battle over resources and frequently go without so their families can eat. Programs and policies must enable poor communities to access the resources they need to farm. And they must help vulnerable communities build resilience to the unpredictable weather that jeopardizes their crops.

TOTAL 2010 INVESTMENT

Agriculture and climate change campaign globally: \$1.9 million

EXAMPLES OF INVESTMENTS

- Organized 271 visits with members of Congress and/or their staff advocating for poor communities on the frontlines of climate change
- Recruited and mobilized 250 Sisters on the Planet ambassadors

HOW HAS OXFAM CHANGED LIVES IN A LASTING WAY?

We don't know yet. Were there gains? Yes. But despite our efforts, there is not yet any international adaptation money flowing into poor communities.

In 2010, we cultivated powerful voices across the political spectrum to speak out about climate change. We mobilized environmentalists, women leaders, and members of the national security community. At the 2010 UN Climate Change Summit, we got language into the Climate Fund that will benefit the most vulnerable communities. Yet we still need monies committed to the fund.

There was another significant gain. In 2010, an external evaluation of the climate campaign identified major progress, but also two weaknesses: intermediate objectives weren't specific enough and the advocacy efforts in the US and other countries weren't sufficiently linked. So—in laying the framework for our food justice campaign—Oxfam has set clearer milestones and an explicit goal to support campaigns in countries like Peru, Ethiopia, and Cambodia.

“This campaign team has been absolutely courageous in taking a hard look at evaluation findings and acting on them,” says Gabrielle Watson, Oxfam's senior adviser for campaign evaluation.

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Financial information

(November 1, 2009, to October 31, 2010)

It was an exceptional year for Oxfam America. In 2010, we provided an unprecedented \$62 million in support to our program services: a 20 percent increase over 2009. The generosity of our supporters made this possible; donations were up 63 percent. For the fourth consecutive year, our overall program support exceeded 79 percent of our total spending. Moreover, with increased contributions and careful management of expenses, we boosted our net assets by \$8.3 million, assuring that we have the financial base to continue our efforts helping people to overcome poverty.



We boosted our net assets by \$8.3 million. ... Oxfam America ended 2010 as a stronger, more effective organization.

The \$32.6 million growth in donations was due in large part to 2010's unfortunate series of disasters: first the Haiti earthquake, followed by devastating floods in Pakistan, Senegal, and El Salvador; mudslides in Guatemala; and drought in Ethiopia. In total, we raised \$34.5 million for humanitarian relief: \$26.9 million for Haiti; \$2.8 million for Pakistan; and \$4.8 million for other emergencies. We must continue to grow our unrestricted base of donations in order to finance the long-term plans of Oxfam, so 5 percent more in unrestricted donations in 2010 was significant, as it brought us closer to the dollar level of unrestricted income we'd seen before the economic downturn.

Greater resources enabled us to expand our work in key areas: development and humanitarian relief programs and policy and advocacy. Combined development and humanitarian relief program spending was up 22 percent (\$8.7 million), mostly owing to work in Haiti and Sudan.

We increased our investment in campaigning for social justice as well. Policy and advocacy increased by 41 percent (\$2.1 million) to allow us to expand our humanitarian advocacy efforts, engage with corporations regarding poverty reduction, and do spadework for the food justice campaign launching in 2011. Our public education expenditures were down slightly, thanks to cost-saving measures implemented in 2009.

Our increases in donations and net assets—despite the still-uncertain economic environment—are a testament to our efforts to manage Oxfam more effectively while growing our donor base. We invested heavily to increase the number of our unrestricted donors, but still managed to reduce our expenditure per dollar contributed to 2007 levels (i.e., before the economic downturn). We held our level of administrative expenses at 6 percent, even while building the management and systems necessary to monitor our growth and assure the quality of our programming. In 2010, we continued our fiscally conservative policy regarding investment of our assets.

Overall, Oxfam America ended 2010 as a stronger, more effective organization. We have the financial resources to support expanded program activity, as well as improved financial and management controls to ensure accountability. Our challenge is to continue to grow our financial resources so we can offer poor people worldwide the help they deserve in their efforts to overcome poverty.



JOE H. HAMILTON
TREASURER AND SECRETARY

How to read our financial statement

OUR FOUR AREAS OF WORK	CORRESPONDING EXPENSE CATEGORY IN OUR STATEMENT OF ACTIVITIES (ON PAGE 24)
Saving lives	Development and humanitarian relief programs
Developing programs to help people overcome poverty	
Campaigning for social justice	Policy and advocacy
Public education and outreach	Public education

Statement of activities

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

	2010	2009
REVENUE, GAINS, AND OTHER SUPPORT		
Contributions	\$84,707,000	\$52,070,000
Investment Income	1,115,000	1,115,000
Other	704,000	371,000
Total revenue gains and other support	\$86,526,000	\$53,556,000
EXPENSES		
Program services		
Development and humanitarian relief programs	\$47,773,000	\$39,121,000
Policy and advocacy	7,409,000	5,263,000
Public education	6,817,000	7,086,000
Total program services	61,999,000	51,470,000
Support services		
Management and general	5,034,000	4,034,000
Fund-raising	11,165,000	9,154,000
Total support services	16,199,000	13,188,000
Total expenses	\$78,198,000	\$64,658,000
Change in net assets		
Change related to unrestricted funds	255,000	2,208,000
Change related to temporarily restricted funds	7,922,000	(13,310,000)
Change related to permanently restricted funds	151,000	-
Total change in net assets	8,328,000	(11,102,000)
Net assets at the beginning of the year	77,959,000	89,061,000
Net assets at the end of the year	\$86,287,000	\$77,959,000



For Oxfam America's audited financial statements and Form 990, please go to oxfamamerica.org/annual2010.

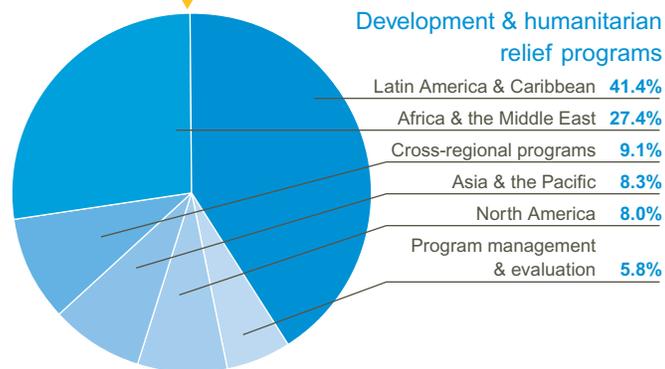
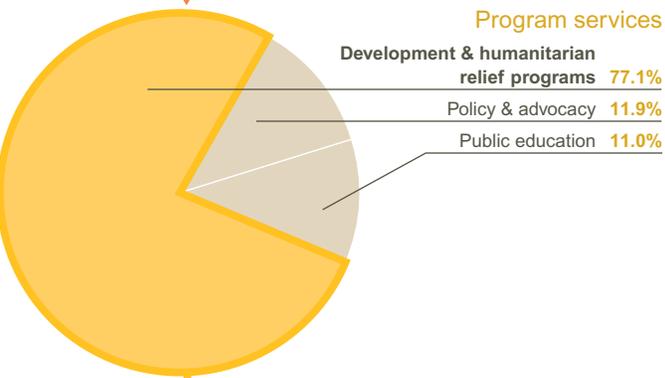
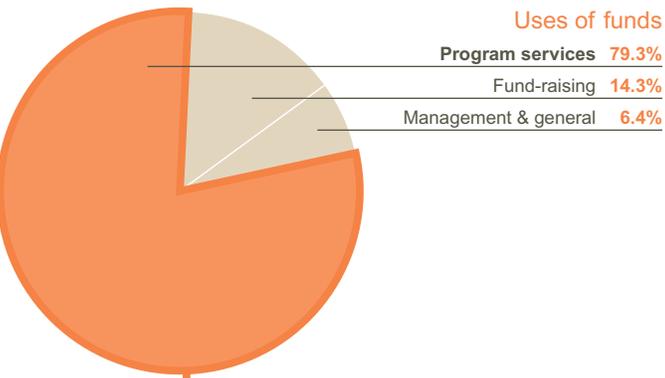
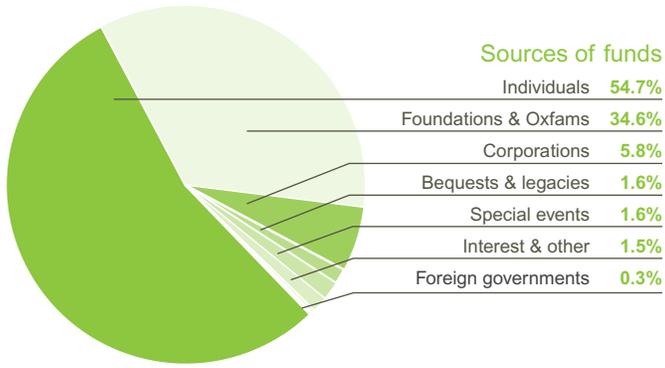
Statement of financial position

(Oxfam America and Oxfam America Advocacy Fund | As of October 31)

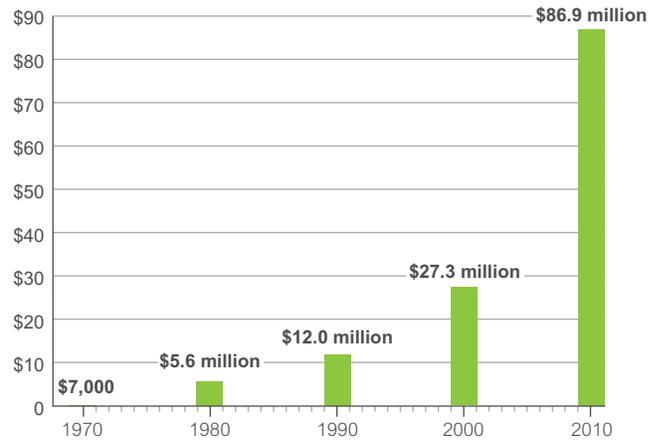
	2010	2009
ASSETS		
Cash	\$1,542,000	\$3,157,000
Investments	84,003,000	70,109,000
Pledges receivable	8,590,000	11,884,000
Other assets	1,463,000	2,806,000
Net fixed assets	3,258,000	2,174,000
Total assets	\$98,856,000	\$90,130,000
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	4,625,000	3,353,000
Grants payable	3,984,000	4,341,000
Other liabilities	3,960,000	4,477,000
Total liabilities	12,569,000	12,171,000
Net assets		
Unrestricted	36,490,000	36,235,000
Temporarily restricted	48,078,000	40,156,000
Permanently restricted	1,719,000	1,568,000
Total net assets	86,287,000	77,959,000
Total liabilities and net assets	\$98,856,000	\$90,130,000

Oxfam America is rated highly by a number of leading independent charity evaluators, including the American Institute of Philanthropy. In 2010, Oxfam America again received the Better Business Bureau's highest rating for charitable organizations by meeting all 20 of its "Standards for Charity Accountability."

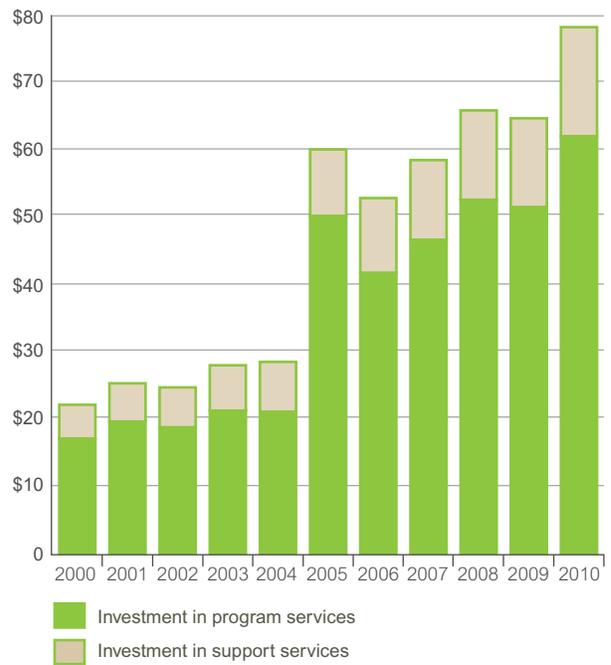




Revenue growth (in millions US\$)



Annual expenses and investment in program services (in millions US\$)



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.

We are particularly pleased to have earned the confidence of 96,246 new donors this year—many of whom reached out to us because of their commitment to help the Haitian people after the 2010 earthquake.

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Many people sought shelter with family and friends in the countryside when a massive earthquake leveled great swaths of Haiti's capital in January 2010. One family, the Perards of St. Michele de l'Attalaye, took 17 guests into their home. A total of 26 people crowded into the small rooms, spilling for play into the walled courtyard. *Ami Vitale / Oxfam America*



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COVER: With containers full of clean water, women make their way back to their shelters in a resettlement camp about 12 miles north of Haiti's earthquake-ravaged capital. Called Corail, the camp sits on a wind-whipped plain and is lined with white tents. Oxfam helped build some of the water and sanitation infrastructure, and though families here have had access to some basic services, the location is isolated, making it difficult for people to find work. *Toby Adamson / Oxfam*



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