



OXFAM
America

ANNUAL REPORT
2014

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

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

DEAR FRIENDS,

Over the past year, we have witnessed heartbreaking tragedies and the effects of power imbalances around the world and here in the United States. Whether caused by nature, by violence, or by greed, all require action. Oxfam America is taking action and—through the efforts of many—we are making a difference.

In fiscal year 2014, we began aggressively implementing the goals of our new strategic plan and strengthened our assessment, monitoring, and evaluation systems to ensure greater accountability to our supporters and those we serve. It was a successful year financially for the organization. Oxfam America continued to use our resources effectively to tackle injustice and promote long-term solutions to poverty even in some of the most difficult environments.

Following Typhoon Haiyan, roughly four million people in the Philippines were displaced and more than 8,000 died. We responded, reaching 730,000 people with programs to protect lives with water and sanitation, and to help people in farming and fishing communities feed their families. To date, the war in Syria has displaced more than nine million people and more than 190,000 have died. We are helping provide clean water to hundreds of thousands of people living in Syria. In neighboring countries we have reached nearly half a million refugees with clean water, toilets, and critical relief supplies like blankets and stoves. These crucial efforts are at the core of our mandate to save lives. Beyond these emergency activities, Oxfam is working in communities that are vulnerable to hazards like floods and earthquakes to reduce disaster risks and to help governments and grass-roots groups become strong first responders.

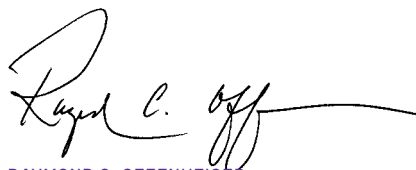
In this annual report you will also see evidence of our progress addressing the imbalance of power in the global agricultural system. Our work targets the paradox in which nearly 75 percent of the world's food is produced by rural communities that are home to the majority of the world's hungry people. The overall trend during the past 30 years has been a steady reduction in investments in agriculture in the developing world, leaving smallholder farmers with fewer resources. From the US to Cambodia, Oxfam is

supporting farmers as they fight to reform policies that are skewed against them, and we are harnessing the power of consumer action to change the food system. It is when citizens speak out and take action that they are most able to create long-lasting change.

We have been working with local organizations in Ghana to mobilize farming and fishing communities to respond to their country's oil boom. Together they succeeded in persuading their government to devote petroleum revenues to agriculture programs and education. Similarly, we have supported efforts here in the US to elevate the voices of Somali-Americans who were calling on the US government to continue to allow money transfers to their families back home struggling to survive.

In our effort to right the wrongs of poverty and injustice, we are not afraid to hold the powerful accountable: we have influenced major food and beverage companies to change business practices that threaten poor communities, and we maintain a strong and independent voice on Capitol Hill.

It was a year of challenges and victories. And although there is still much more to do, in the year ahead we will provide not just the food and water needed to save lives, but also programs that strengthen communities, and advocacy efforts that will elevate the voices of people living in poverty. Oxfam America's achievements this past year were possible because of activists around the world and our many generous supporters. For this, we are deeply grateful.



RAYMOND C. OFFENHEISER
PRESIDENT



JOE LOUGHREY
CHAIR, BOARD OF DIRECTORS

OUR WORK

WHERE

OXFAM AMERICA IS PART OF THE OXFAM CONFEDERATION: 17 SISTER ORGANIZATIONS WORKING COLLABORATIVELY AROUND THE WORLD.

Afghanistan	Canada	Eritrea	Israel	Mozambique	Paraguay	Tajikistan
Albania	Central African Republic	Ethiopia	Italy	Myanmar (Burma)	Peru	Tanzania
Angola		Fiji	Japan	Namibia	Philippines	Thailand
Armenia	Chad	France	Jordan	Nepal	Russia	Timor-Leste (East Timor)
Australia	Chile	Gambia	Kenya	Netherlands	Rwanda	Tunisia
Azerbaijan	China	Georgia	Laos	New Zealand	Samoa	Uganda
Bangladesh	Colombia	Germany	Lebanon	Nicaragua	Senegal	United Kingdom
Belgium	Côte d'Ivoire	Ghana	Liberia	Niger	Sierra Leone	United States of America
Benin	Cuba	Guatemala	Macedonia	Nigeria	Solomon Islands	Vanuatu
Bosnia and Herzegovina	Democratic Republic of Congo	Guinea Bissau	Macao	North Korea	Somalia	Vietnam
Bolivia	Dominican Republic	Haiti	Madagascar	Occupied Palestinian Territory	South Africa	Western Sahara
Brazil		Honduras	Malawi	Pakistan	South Sudan	Yemen
Burkina Faso	Ecuador	India	Mali	Papua New Guinea	Spain	Zambia
Burundi	Egypt	Indonesia	Mauritania		Sri Lanka	Zimbabwe
Cambodia	El Salvador	Iraq	Mexico		Sudan	
Cameroon		Ireland	Morocco		Syria	

HOW

WE BELIEVE POVERTY IS WRONG. OUR APPROACH TO RIGHTING THIS WRONG IS TO INVEST IN THE POWER OF PEOPLE TO HELP THEM GET WHAT THEY NEED TO EXERCISE THEIR RIGHTS. WE ENCOURAGE PEOPLE TO THINK DIFFERENTLY ABOUT POVERTY—TO RECOGNIZE THAT WE ALL HAVE A VITAL ROLE TO PLAY IN ITS ELIMINATION.

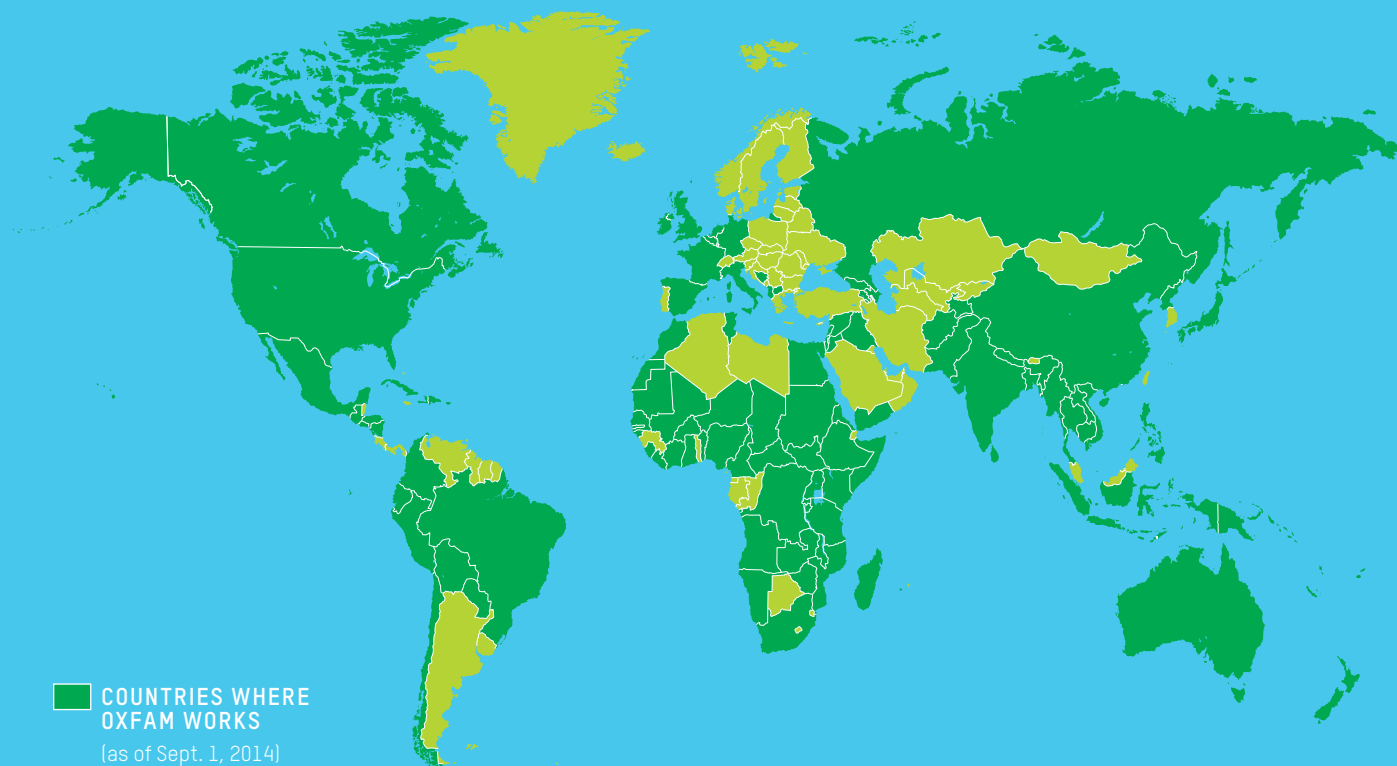
IMAGINE THAT A DROUGHT STRIKES A POOR AREA, TRIGGERING A FOOD CRISIS.

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

Now people have enough food.

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

Now more kids attend school.



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

Now local people speak out.

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

Now the company backs down.

AS AN ORGANIZATION, OXFAM'S ROLE RANGES FROM PROVIDING SIMPLE SUPPORT IN AN EMERGENCY TO CAMPAIGNING FOR SOCIAL JUSTICE. WE USE DIFFERENT APPROACHES AS SITUATIONS DEMAND.

TACKLING WORLD HUNGER BY REFORMING THE FOOD SYSTEM

Although the number of hungry people in the world has fallen by 17 percent since 1990—no small victory—a staggering 842 million people still do not have enough to eat. And, despite recent gains, the overall trend during the past 30 years has been a massive reduction in investment in agriculture in the developing world. Imagine what headway we could have made in reducing hunger if there had been a steady investment in agriculture. In FY14, Oxfam pushed for robust investment in agriculture development, fair farm labor practices, greater emphasis on food security, and responsible stewardship of natural resources.

US: ENSURING THAT FOOD IS PRODUCED EQUITABLY

In a country as rich as ours, we can afford to be particular about the food we eat: demanding variety and freshness with every meal. But as consumers, we haven't paid much attention—until now—to the farmworkers toiling to meet our high standards. In an industry often plagued by poor labor practices, Oxfam is helping to launch an initiative that will produce better fruits and vegetables through new forms of collaboration among workers, growers, and buyers.

Called the Equitable Food Initiative, or EFI, the project is developing a standard for improved working conditions, pesticide management, and food safety. By bringing together workers, growers, retailers, and consumer groups, the new certification system gives farmworkers a key role in ensuring productivity, safety, and quality—all of which translates into an affirmation of their dignity, and better food for all of us.

"The beauty of EFI is that it's the first approach that we're aware of that actually focuses on the role of farmworkers in preventing foodborne illness," says Peter O'Driscoll, EFI project director.

PERU: ENSURING THE RIGHT TO FOOD ▼

Though Peruvian crops like quinoa are in high demand around the world, not all families in Peru have access to the food they need. In 2012, the Ministry of Development and Social Inclusion found that 13 million Peruvians—more than a third of the population—are at risk of food insecurity. Nearly 30 percent of children under 5 who live in rural areas are malnourished. These figures reflect a longtime underinvestment in these areas, which have the highest rates of poverty.

To change this situation, Oxfam supported a coalition of more than 20 Peruvian nongovernmental organizations and citizens' groups calling for the passage of the country's first national food security law. This law would guarantee the right of all citizens to food and would create a new government entity responsible for implementing a national food security strategy. The coalition used a variety of tactics—influencing lawmakers, organizing public events, campaigning via social media—to see the law through legislative hurdles prior to its approval by Congress in June 2014. As we go to press, the law awaits approval from Peru's executive branch. The food security law will not make an overnight difference in people's lives, but by acknowledging the government's obligations to its citizens, it sets the stage for future laws benefiting Peru's rural people, and it could serve as a model for similar legislation in neighboring countries. "This law is the first step," said Stephanie Burgos, Oxfam policy adviser.





GLOBAL: INCREASING RICE PRODUCTION

Farmers in Asia continue to benefit from Oxfam's expansion of the System of Rice Intensification (SRI). A 2013 evaluation of Oxfam's program since 2010 found that SRI enabled rice farmers in Vietnam to cut their use of pesticides by 80 percent and water by 30 percent. Despite reducing their inputs, farmers' outputs increased. The evaluation cited an average annual increase of \$185 per household among SRI farmers in Cambodia, and rice yield increases of 48 to 130 percent.

Meanwhile, in Haiti in 2013, Oxfam helped introduce SRI to 400 farmers in the Artibonite River Valley. Oxfam began a research initiative with the University of California, Davis, and the University of Haiti to study how growing SRI rice affects the supply of food, income, and labor demand at the household level. Information from this study will inform ongoing plans to promote SRI in Haiti.

GLOBAL: PROTECTING FARMS FROM LAND GRABS

In early 2013, Oxfam launched its Behind the Brands initiative to encourage the world's 10 biggest food and beverage corporations to do more to fight hunger and poverty. Oxfam investigated and found evidence that some companies that supply Coca-Cola and PepsiCo had engaged in land grabs in countries like Cambodia and Brazil—evicting, without consent or compensation, communities that relied on the land to feed their families. In response, Oxfam launched a public campaign in October 2013, calling on Coca-Cola and PepsiCo to improve their policies and clean up their supply chains. After 272,000 consumers spoke to the companies via email and social media, Coca-Cola announced major commitments to protect the land rights of rural and indigenous communities in November 2013. PepsiCo followed suit in March 2014 with a public commitment to a "zero tolerance" policy for land grabs.

Has this initiative resulted in fewer hungry people? Not quite yet. These commitments are only one step—albeit a significant one—in allowing communities to protect their farmland and prevent future land grabs. Oxfam's country teams are supporting the farmers in Cambodia and Brazil who are working to get their land back.



ABOVE: Oxfam volunteers display a banner that reads "Caution: Ingredients may cause land grabs" outside of PepsiCo headquarters in New York.
Vasia Markides / Oxfam America

LEFT: Lourdes Huanca, president of an indigenous women's organization, marches in Lima, Peru, in support of the national food security law.
Percy Ramirez / Oxfam America

EMPOWERING CITIZENS

TO HOLD THEIR GOVERNMENTS ACCOUNTABLE

Because Oxfam believes in the power of people to overcome poverty, we support their efforts to hold their governments accountable: from calls on the US Treasury Department to allow Somalis to continue sending money home, to efforts by Ghanaians to ensure that their government invests in development. Despite the fact that natural resource revenue streams in developing countries could alleviate poverty, few mechanisms exist to allow people in these nations to hold their governments accountable to disclose how national monies are spent. In FY14, Oxfam continued to build on our proven ability to foster broad citizen engagement with governments to make advances in the fight against poverty.

GHANA: OIL PROFITS FOR FOOD ►

Ghanaians have taken yet another significant step in holding their government accountable to invest in development. Back in 2007, the Jubilee oil discovery off the coast of Ghana generated enormous interest in the country's oil potential. Ghanaians were all too familiar with poor development outcomes in the country's mining communities—and with the tragedy of Nigeria's squandered oil wealth. Oxfam America was already working on mining issues in Ghana, so local organizations turned to Oxfam for help. Initially, Oxfam worked with 124 organizations to influence Ghana's Parliament to pass a strong petroleum revenue management bill and to create a watchdog group to monitor oil revenues. In 2013, Ghanaians scored a tangible victory: moving beyond the idea of transparency to increased government revenue allocations to fight poverty. With Oxfam's support, nine organizations mobilized 300 farming and fishing communities from across Ghana to sign a petition calling on the minister of finance to devote 30 percent of oil revenues for the next three years to small-scale agriculture (and fishing) and education. More than 22,000 people in all 10 regions of Ghana signed the petition, and another 15,000 showed their support on Facebook and Twitter. The minister agreed to the proposal.

Now, Oxfam partners are tracking spending, and Ghanaians want to make larger and permanent allocations for farming and education: "We want to take away the discretion for funding agriculture," says Benjamin Boakye, program director at the African Center for Energy Policy, "and make it a permanent feature of the law: 35 percent for agriculture; 35 percent for education."



Katra Arale came to the US in 1999. She now lives in Minneapolis and sends as much as \$500 home to her family in Somalia every month. *Coco McCabe / Oxfam America*

Fisherman Steven Bathesd Arthur, 42, mends his nets in Abuesi, Ghana. In support of the Oil for Agriculture campaign, Arthur signed a petition calling for Ghana's finance minister to allocate a percentage of the country's oil revenues to help small-scale farmers and fishermen. *Jane Hahn / Oxfam America*



◀ US AND SOMALIA: PRESERVING A LIFELINE

The famine that struck Somalia in 2011 was devastating, but it would have been worse if not for the \$1.3 billion that members of the Somali diaspora send home each year to help support family and friends struggling to survive. More than \$200 million of those remittances comes from the US, where Somali-Americans have long relied on a network of money transfer operators to make sure their hard-earned cash reaches their families safely. But because of US Treasury Department rules, money transfer operators have found it near impossible to obtain bank accounts, and now that lifeline could snap. Together with Adeso, an African humanitarian and development organization, Oxfam has taken on the fight to save the lifeline to ensure that struggling Somalis can get the basics they need for survival.

Shifting into high gear, Adeso and Oxfam commissioned a report by the Inter-American Dialogue, published in June 2013, to examine the full scope of the problem and propose solutions to the US Treasury. The report was widely distributed, garnering broad media attention. Oxfam reached out to our supporters to ask that they demand accountability from the US government on this issue. Our collective efforts have paid off: as this report goes to press, President Obama signed the Money Remittances Improvement Act, a law that will streamline the US government's oversight of money transfer operators and strengthen banks' confidence in that industry.

US: HEARING FROM THE PEOPLE

Campaigns aren't just about petitions, events, and op-eds. To advocate for more effective foreign assistance with US policymakers, Oxfam America does something else: shares the stories of people who are using aid to create changes in their nations and neighborhoods. Tanzanian farmer Emiliana Aligaesha came to Washington, DC, in June 2013 to deliver her message: "We don't want food aid. We want reform." When Aligaesha talks directly with US policymakers, this means they're no longer hearing only about people, but from them.

Last year people from Ghana, Kenya, Malawi, Rwanda, Sierra Leone, South Africa, Sudan, Tanzania, and Tunisia shared their perspectives on making aid more transparent and responsive to local needs. Along with Aligaesha, Malawi health advocate Martha Kwataine was among those who appeared in Oxfam ads in airports, metro stations, and newspapers in Washington, DC, in support of US foreign assistance. Why use these tactics to get Congress's attention? Because, as a House of Representative staffer who met with Kwataine told her, "You're famous, you know. You're in those billboards."

SAVING LIVES BY

CHANGING THE NATURE OF EMERGENCY RESPONSE

In recent years we have seen not only more natural disasters, but also disasters of greater scale and intensity. Faced with this new context—shaped in part by climate change—the international humanitarian community must fundamentally change. Although organizations like Oxfam will always need to assist in major humanitarian crises, the truth is that governments and citizen groups can develop the capacity to serve as first responders and as leaders of basic relief efforts. In FY14, Oxfam responded to major crises from the Philippines to Syria, but we also deepened our investment in the expertise of communities most vulnerable to catastrophes—preparing them, with help from their governments, to lead emergency response efforts.

SUDAN: THE POWER OF LOCAL PARTNERS

In early 2014, a wave of violence surged across Darfur, Sudan, displacing more than 350,000 people. Oxfam has helped more than 100,000 gain access to clean water and relief supplies. At the center of our response are local partners, who have deep knowledge of nearby communities and can reach them in times of trouble. Just days after a town in North Darfur was attacked, for example, a partner was able to deliver clean water to tens of thousands of displaced people who had gathered for safety in an informal camp. When residents returned to their home areas, our partner disinfected the town's water supplies and improved sanitation conditions. Now, we see signs that public health there is improving—a hopeful trend in a difficult time.

▼ PERU: BUILDING LOCAL CAPACITY

Lima, Peru, a city of more than nine million people, lies on a major earthquake fault line—which is why Oxfam America and local partner organization the Center for the Prevention and Study of Disasters (PREDES) are working to make sure that there are plans in place to keep residents safe if disaster strikes. Together with civil defense committees and local authorities, Oxfam and PREDES conducted two earthquake simulations in high-risk areas of greater Lima in 2013, training people to use early warning systems, identify safe shelters, learn first-aid techniques, and stay healthy during emergencies. They also worked with governments and technical experts to develop a plan for providing clean water and sanitation after an earthquake, with a focus on reaching poor, remote neighborhoods that lack access to municipal water. In addition, Oxfam and PREDES organized workshops with public officials to train them on the importance of risk management plans and to call for greater public investment in disaster preparedness.



Students in San Juan de Miraflores, Peru, run athletic drills in front of a mural explaining how to stay safe during an earthquake. Oxfam's partner organization PREDES sponsored a high school mural contest to educate young people about earthquake preparedness.
Percy Ramirez / Oxfam America



Joel Villamor of Tacloban, Philippines, lost his fishing boat and gear to Typhoon Haiyan and now earns a living selling scrap metal. Villamor rebuilt his home using salvaged wood and a tarpaulin provided by Oxfam. Eleanor Farmer / Oxfam

ETHIOPIA: CATCHING DROUGHTS BEFORE DISASTER

Oxfam's drought early warning system, known as DEWS, began in Ethiopia in 2007 as a way to gather detailed information on local conditions that could alert key partners and communities to potential crises not yet on their radar. In 2013, the program took a technological leap forward. Oxfam together with its partner the Gayo Pastoral Development Initiative piloted a digital data collection system in two drought-prone areas—Moyale and Teltele—training household data collectors on the use of smartphones and tablets while providing them with the devices so they could more quickly report their findings. The goal was to establish a digital data analysis system and web-based mapping of water sources. The initiative is part of our aim to use information communication technology to help communities, partners, and governments identify potential droughts more quickly with the goal of intervening early.

CENTRAL AMERICA: REDUCING RISK

As the changing climate delivers more and more-powerful storms to Central America, Oxfam is deepening its investment in helping communities in both El Salvador and Guatemala reduce the risks they face. In 2013, Oxfam and partners supported communities in more than 30 locations to analyze their risks, design early warning systems, learn how to deliver clean water and safe sanitation in times of emergency, adapt their agricultural techniques to new climate realities, develop networks for sharing knowledge, and launch projects to reduce the impact of natural hazards like floods. Over the next three years, this program will extend from Central America to vulnerable island nations in the Pacific. At the heart of our work: strengthening local leadership to break the cycle of poverty and disaster.

PHILIPPINES: TYPHOON RESPONSE

When Typhoon Haiyan struck the Philippines in November 2013, it killed more than 8,000 people and left millions in urgent need of aid. Oxfam quickly launched a major response that reached more than 730,000 people. We focused first on water, sanitation, and hygiene. Then came cash-for-work programs: wages for removing debris from farms, communities, and mangrove forests so people could buy food for their families. Oxfam's longer-term work to help fishing and farming communities get back on their feet is still underway. Throughout the process, Oxfam worked with the Philippine government—sometimes as an advocate for fair policies and sometimes as a key partner. For example, in the hard-hit city of Tacloban, within days of the disaster Oxfam and the local water authorities had restored clean water to more than 200,000 people. While catastrophic events like Typhoon Haiyan may always require an international response, Oxfam is helping local people and their governments take the lead in protecting lives during disasters.

ENSURING WOMEN'S INCLUSION & LEADERSHIP

We recognize that women's ability to advance within any society depends on their ability to participate fully in the political, social, and economic sectors of their countries and to live without fear of violence. We know that judicious investments in women can be transformative in the battle to reduce poverty. For a girl, the chance to attend an extra year of primary school can increase her eventual wages by 10 to 20 percent, money which is typically reinvested in the well-being of her community. In FY14, Oxfam continued to champion the basic rights of women: to own property and businesses, to have access to quality health services and education, and to live free from violence.

CENTRAL AMERICA: PREVENTING GENDER VIOLENCE ▼

In Guatemala, violence against women is a deep and long-standing problem. A recent report ranked the country third for rates of femicide among 25 countries and territories also marked by high lethal violence. But death statistics are only part of the story. Discriminatory social standards trap women in unhappy and dangerous relationships, rob them of their self-esteem, deprive them of family assets, and prevent them from earning equal pay for a day's work. An Oxfam training initiative, launched with partner Fundación Innovaciones Educativas Centroamericanas, or FIECA, has worked directly to challenge those standards, encouraging women to speak out about the violence they see and experience and to claim their rights to stay safe.

The initiative is part of a broad campaign to prevent gender-based violence, launched by a coalition of organizations, including Oxfam, in El Salvador in 2005. Based on research in 2013, Oxfam partnered with UNICEF to train teachers, students, and parents to monitor gender violence in schools in El Salvador (*see page 13*).

In Guatemala, the campaign's approach has been to provide training on three levels: through the centralized government and public institutions based in the country's capital; through local authorities, such as mayors, judges, police, and school administrators; and through women community leaders, who have taken the lessons to heart.

"We have the same rights as men have," says Delfina Cot. "Anything that goes against our rights, we can file a complaint. We don't have to remain silent."

For two years, Yadira Leticia Tziná Mendoza served as the coordinator for the women's office in Santiago Atitlán, Guatemala. It was a job that placed her, in her early 20s, at the critical intersection between women who were just beginning to understand their rights and the legal help they desperately needed to realize them.
Ilene Perlman / Oxfam America



Girls in Sindh province, Pakistan, attend classes at a school renovated by Oxfam. Irina Werning / Oxfam



PAKISTAN: AN EDUCATION FOR GIRLS

Only 67 percent of girls in Pakistan attend primary school; by secondary school, that number drops to 31 percent. The reasons are practical as well as cultural: some parents are reluctant to send their daughters to schools that are unsafe and lacking in sanitation facilities; others see early marriage as a higher priority than education.

Oxfam is working in Pakistan to ensure that all children have access to a quality education, particularly girls living in rural poverty. Together with local partner organizations, Oxfam renovated four girls' schools—resulting in a 42 percent increase in enrollment—and provided others with trained teachers and new equipment. Oxfam also worked with national and regional lawmakers to craft legislation guaranteeing the right of all children to education. Meanwhile, kids themselves play a key role in Oxfam's new awareness campaign, which aims to change public perception of the issue. Through leadership clubs organized at their schools, young girls learn to understand their rights and become spokespeople for the importance of education. Safia Naz, a student from a school in Chiniot that Oxfam renovated, said, "My parents and friends saw me talking for girls' education on TV. They were all very proud of me."

GLOBAL: WOMEN'S FINANCIAL EMPOWERMENT

Oxfam's Saving for Change program continues to help people—primarily women—in the poorest communities in Mali, Senegal, El Salvador, Guatemala, and Cambodia to create savings groups to start businesses. There are now 600,000 women in Saving for Change groups. In 2013–14, the program continued to expand its innovative business training program in West Africa, where women in groups in Mali and Senegal learned to study local markets for opportunities, calculate profits and track expenses, and develop and manage budgets. The program attracted and trained more than 19,000 women in Mali and Senegal who are working in agricultural businesses, food preparation, sewing and crafts, and other small ventures.

GUATEMALA: FUNDING WISE WOMEN

Women in Guatemala who have long tried to find ways to expand their small businesses have a new partner to help turn their dreams into reality. Oxfam's Women in Small Enterprise initiative—WISE—was created to help women achieve their economic rights by dismantling the barriers that hold them back. Across Latin America, many women lack the resources they need to invest in their businesses. In Guatemala, women must put up considerably more collateral than men when applying for loans (although women own only 13 percent of the land). In January 2014, the WISE Fund, which will eventually hold \$1.2 million to support loans to women in partnership with local banks, was legally incorporated. Designed to help those who have had success with small loan and economic empowerment programs, WISE will make larger loans and train women entrepreneurs to grow their businesses. In addition, the program provides coaching to help women build self-confidence—a resource they will need to overcome the hurdles ahead. As this report goes to press, WISE has just completed its first preinvestment training for the 23 candidates chosen from a pool of 250 applicants. The first WISE loans are scheduled to go out in September 2014.

OXFAM'S IMPACT: DOING GOOD WELL

OXFAM MUST BE ACCOUNTABLE TO OUR DONORS, BUT EVEN MORE IMPORTANT, TO THE PEOPLE ON WHOSE BEHALF WE WORK: THE INDIVIDUALS AND COMMUNITIES AT THE CENTER OF OUR PROGRAMS.

It's great when we get it all right from the start, but some of our most effective work emerges from trial and error. Using data, thoughtful analysis, and consultation with a range of people—from community members to government officials—a problem can be a valuable opportunity to adjust our approach for greater impact.

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

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

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

AFRICA: INVESTING IN FARMERS

After looking hard at the limitations of a successful program, Oxfam partnered with the UN to invest even more in building the resilience of African farmers.

OUR OBJECTIVE

To strengthen the food security of small-scale Ethiopian farmers and help them to improve their livelihoods.

EVALUATIVE APPROACH

Oxfam commissioned an evaluation conducted by researchers from Columbia University; University of California, Davis; and Ethiopia. This mixed-methods study was carried out between 2009 and 2012. We received the results in December 2013.

WHAT DID WE LEARN?

The evaluation showed that Oxfam's program called HARITA, or Horn of Africa Risk Transfer for Adaptation, increased the resilience of small-scale farmers by allowing them to preserve their means of earning a living even when rains fail. Notably, households headed by women—among the poorest households in rural Ethiopia—achieved some of the greatest gains because HARITA's crop insurance allowed women to take more strategic business risks.

While these are significant successes, our objective was more ambitious. We came to understand that HARITA's components (i.e., crop insurance and water and soil conservation) alone could not improve livelihoods substantially. Given greater frequency and severity of drought and shortages of land, a better-integrated approach was needed.

In response to this challenge, the UN World Food Programme (WFP) and Oxfam America formed a partnership in 2010 to build on HARITA's strengths. The result is the Rural Resilience Initiative, known as R4 (referring to the four risk management strategies that the initiative integrates). Local partners are implementing R4 in Ethiopia, Malawi, Senegal, and Zambia.

EL SALVADOR: REDUCING VIOLENCE

Gender-based violence in El Salvador is pervasive, and Oxfam has long been working to change this situation—with a focus on school-age youth. There are few criteria, however, by which we can measure the impact of our work: girls and women consistently underreport these crimes, and there has been no data on violence in schools. We needed a tool to measure our impact.

OUR OBJECTIVE

To create a baseline of incidents of sexual violence in schools in El Salvador so that we can quantify the impact of efforts to reduce gender violence.

EVALUATIVE APPROACH

Because our gender violence work relies heavily on education, our focus was on schools. In 2013-14, Oxfam, UNICEF, and other partners in the Campaign for the Prevention of Gender-Based Violence worked together to create a baseline of incidents of sexual violence in 40 schools in El Salvador.

WHAT DID WE LEARN?

This project has allowed Oxfam and UNICEF to establish a baseline while simultaneously fostering public awareness of violence and developing plans for eradicating it within schools. The baseline includes a monitoring system that identifies different manifestations of sexual violence and records where and how these incidents occur. Initial data shows that there is a high rate of improper sexual behavior within schools. The real learning will occur as we use the baseline to chart patterns of behavior over time.

That said, the project has already succeeded in raising awareness of the problem of sexual violence in schools and in developing proposals to eradicate the problem (e.g., remodeling and upgrading bathrooms). Based on early results, we have seen that it is possible to empower students to become agents of change.

FINANCIAL INFORMATION

(April 1, 2013, to March 31, 2014)

Fiscal year 2014 was a positive year for Oxfam America financially. Both our top and bottom lines were better than projected. Our total revenues increased by \$3 million to \$71.9 million, and our three major revenue streams (i.e., contributions, contract income, and investment income) increased from 2013. Unrestricted contributions were notably strong at \$42 million, up 6 percent over 2013. Donors generously supported our appeal for Typhoon Haiyan in the Philippines with \$6.9 million, or about one-third of our restricted contributions. Contract income, which rose to \$2.4 million, is an increasingly important revenue source for programs in countries like Sudan, where traditional funding is becoming difficult to raise.

Our total investment in program services increased by \$1.7 million to \$63.8 million. Programs to overcome poverty and save lives increased \$3.1 million, due primarily to our response to Typhoon Haiyan. Our campaigning for social justice and public education programs were modestly lower due to reduced spending of restricted funds. Overall, 77 percent of expenses went to program services. As part of our strategic plan launched last fiscal year we made significant new investments in our fundraising capacity, increasing to \$12.6 million from \$11 million in 2013. Primary investments included replacement of our constituent relationship management system, increasing our ability to acquire and engage donors, and laying the groundwork for a multiyear fundraising campaign to support implementation of our strategic plan.

Our reserves remain healthy with total net assets of \$67.6 million. The decrease of \$10.8 million in net assets during 2014 resulted mainly from spend down of pre-funded restricted programs and planned multi-year use of unrestricted major bequests and gifts received in previous years; our underlying unrestricted reserves are strong. Our stewardship of reserves aims to balance our efforts to fight poverty and injustice aggressively with our responsibility to ensure the resources necessary to keep our long-term commitments to partners and people we serve, regardless of possible short-term fluctuations in revenue.

Oxfam America enters 2015 in a strong financial position with solid reserves, a sound strategic plan, and the investments necessary to grow our resources. We will continue to look at new and innovative approaches to our work and to engage with partner organizations, civil society, governments, and the private sector. It is an exciting journey. And throughout it, we are fortunate to have the support of our generous donors who make our progress possible.



JOE H. HAMILTON
TREASURER AND SECRETARY



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 seventh four-star rating for exceptional fiscal management and commitment to accountability and transparency from the nation's largest charity evaluator, Charity Navigator. This ranking places Oxfam among an elite group of charitable organizations nationally.

(as of Sept. 1, 2014)

CONSOLIDATED STATEMENT OF ACTIVITIES

[Oxfam America and Oxfam America Advocacy Fund | Year ending March 31]

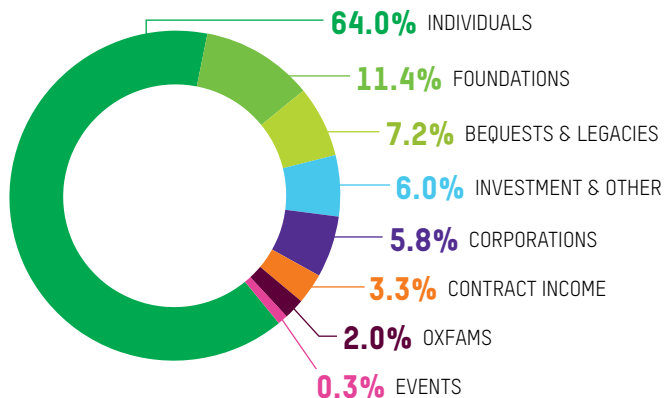
	UNRESTRICTED	RESTRICTED	2014 TOTAL	2013 TOTAL
REVENUE, GAINS, AND OTHER SUPPORT				
Contributions	\$41,968,000	\$22,723,000	\$64,691,000	\$62,509,000
Contract income	2,361,000	–	2,361,000	1,664,000
Investment & other interest income	3,210,000	993,000	4,203,000	4,061,000
Donated in-kind services & materials	451,000	–	451,000	503,000
Other	184,000	–	184,000	181,000
Net assets released from restrictions	28,041,000	(28,041,000)	–	–
Total revenue, gains, and other support	\$76,215,000	(\$4,325,000)	\$71,890,000	\$68,918,000
EXPENSES				
PROGRAM SERVICES				
Programs to overcome poverty and injustice	\$24,993,000	–	\$24,993,000	\$24,099,000
Saving lives: Emergency response and preparedness	20,638,000	–	20,638,000	18,399,000
Campaigning for social justice	12,656,000	–	12,656,000	13,871,000
Public education	5,537,000	–	5,537,000	5,769,000
Total program services	63,824,000	–	63,824,000	62,138,000
SUPPORT SERVICES				
Management and general	6,254,000	–	6,254,000	5,876,000
Fundraising	12,569,000	–	12,569,000	10,957,000
Total support services	18,823,000	–	18,823,000	16,833,000
Total expenses	\$82,647,000	–	\$82,647,000	\$78,971,000
CHANGE IN NET ASSETS				
Increase (decrease) in net assets	(\$6,432,000)	(\$4,325,000)	(\$10,757,000)	(\$10,053,000)
Net assets, beginning of year	42,740,000	35,573,000	78,313,000	88,366,000
Net assets, end of year	\$36,308,000	\$31,248,000	\$67,556,000	\$78,313,000

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

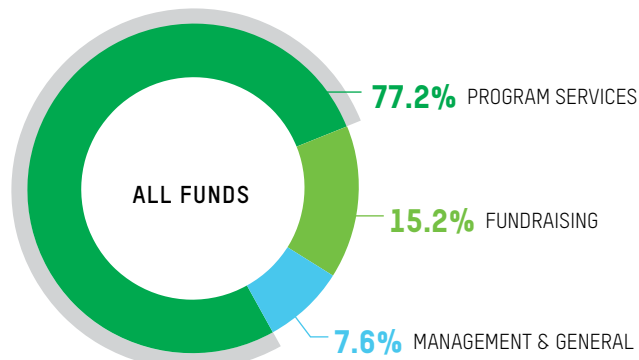
[Oxfam America and Oxfam America Advocacy Fund | Year ending March 31]

	2014	2013
ASSETS		
Cash	\$13,504,000	\$6,280,000
Investments	49,581,000	63,885,000
Prepaid expenses and receivables	14,121,000	17,132,000
Other assets	2,010,000	2,482,000
Total assets	\$79,216,000	\$89,779,000
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	\$5,321,000	\$5,561,000
Grants payable	2,234,000	2,517,000
Other liabilities	4,105,000	3,388,000
Total liabilities	11,660,000	11,466,000
NET ASSETS		
Unrestricted	\$36,308,000	\$42,740,000
Temporarily restricted	29,451,000	33,777,000
Permanently restricted	1,797,000	1,796,000
Total net assets	67,556,000	78,313,000
Total liabilities and net assets	\$79,216,000	\$89,779,000

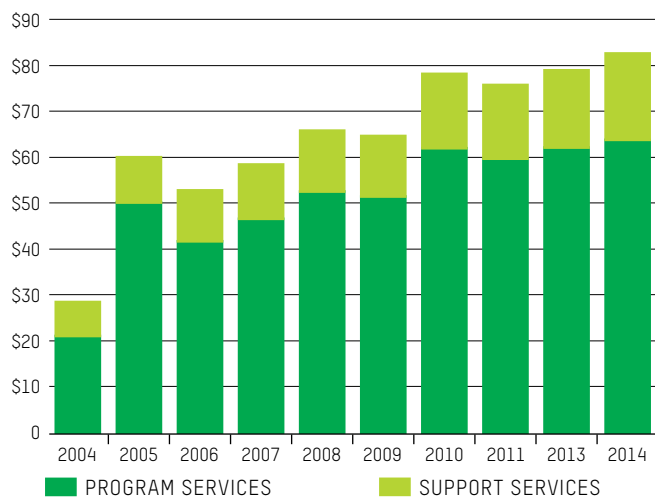
SOURCES OF FUNDS



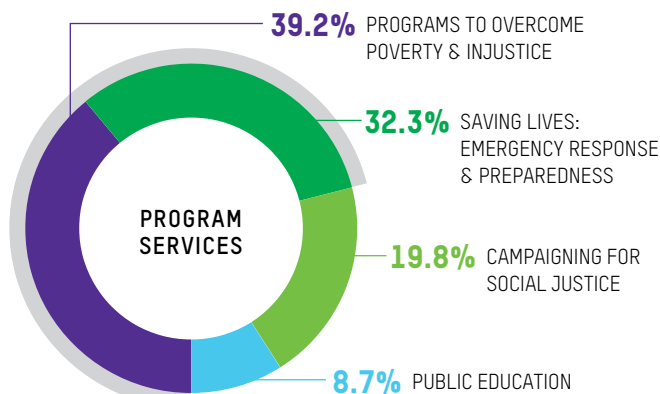
USES OF FUNDS



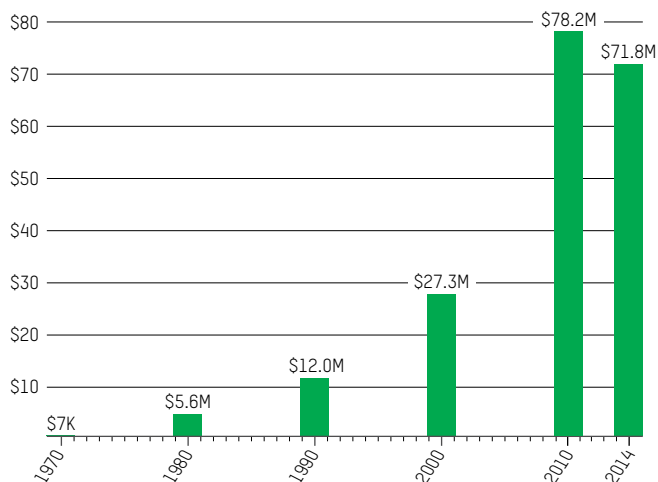
ANNUAL INVESTMENT IN PROGRAM & SUPPORT SERVICES (MILLIONS US\$)



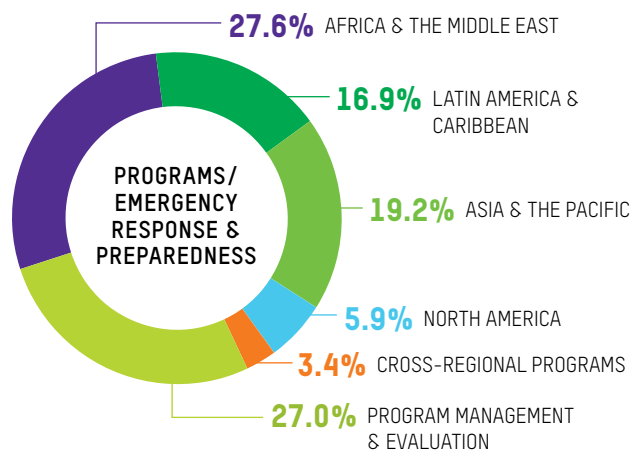
NOTE: 2012 does not appear in the graph above because the only fiscal period ending in 2012 was a five-month interim period and therefore not comparable.



REVENUE GROWTH (MILLIONS US\$)



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



For Oxfam America's 2014 financial statements and most recent Form 990, go to oxfamamerica.org/financials.

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MANAGING THE ENVIRONMENTAL AND FINANCIAL IMPACT OF OUR ANNUAL REPORT

Last year we cut the report's length 37 percent by eliminating 16 pages. This year we shaved off an additional four pages. This decrease in length, coupled with our selection of a different paper stock, helped us to achieve a greater than 20 percent reduction in overall cost this year. Although the report is available digitally, for those who prefer a print version we use soy-based inks at a plant recognized by the Massachusetts Water Resources Authority as a low-discharge site that recycles all spent materials.

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



16 trees preserved



15,517 gallons of water saved



1,587 lbs of solid waste not generated



14,538 lbs of CO₂ not emitted

WHAT WE BELIEVE

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

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

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

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

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

COVER: Children play on a beach in San Jose, Tacloban, Philippines, three months after Typhoon Haiyan struck in November 2013. Haiyan was the strongest typhoon ever recorded to make landfall, tearing through much of the central Philippines. Thousands of people died and millions required urgent assistance. Local emergency response efforts were daunting, as swamps of seawater and jungles of debris created a logistical nightmare for survivors and those trying to assist them. Despite extraordinary challenges, the relief effort helped millions of people survive and recover.

Under emergency conditions like these, women and children face greater threats of gender-based violence, sexual exploitation, and abuse. So, in the days following the typhoon, Oxfam called on the government of the Philippines to ensure that services to protect vulnerable groups were rapidly expanded. We advocated for access to trained protection staff and domestic violence telephone hotlines, increased deployment of female police, and more women-friendly spaces in displaced communities. Oxfam believes that such efforts to protect women and children are critical to any humanitarian response effort.

Eleanor Farmer / Oxfam



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