



Oxfam
America

Annual Report 2007

Doing good.

Doing good well.



Oxfam America's president, Ray Offenheiser, meets with members of CEDAC, an Oxfam partner that brought the agriculture technique SRI—or the System of Rice Intensification—to Cambodia. Since 2000, about 60,000 Cambodian farmers have modified their farming techniques to correspond with SRI and have increased their yields by 50 to 100 percent, and sometimes more.

A letter from the president

Dear friends and colleagues,

Fighting poverty and inequality is a tough business. Critical to any success is knowing where you want to go and what you need to get there. To that end, in 2007, Oxfam America developed our new strategic plan. Our goal over the next five years is to strengthen the efforts of people in rural communities—especially women—to gain more secure access to food, land, water, and energy resources in the face of climate change and other pressures on their natural environment.

At Oxfam, we are impatient. The crises faced by poor families are urgent and immediate, and we cannot be satisfied with small victories that sustain islands of well-being in a sea of poverty. Hence, we try to think big—to leverage each dollar and pursue systemic change. We also recognize that we cannot do it all; we must focus for impact. Given the breadth of poverty, it is easy to spread ourselves too thin. And while our previous plan emphasized our evolution as a campaigning organization, this one stresses the importance of finding a balance between our development work and our public issue campaigns.

This plan also affirms our commitment to being a leader in the field of impact assessment and accountability. We recognize the need to invest in and produce high-quality evaluations and independent assessments of our work.

We learned some hard lessons in 2007. We sought reform of the US Farm Bill—legislation that was not in the best interest of US taxpayers or poor farmers overseas. We shot for the moon on this issue. Some 350 US daily papers editorialized in favor of reform. Yet despite our commitment and the soundness of our position, special-interest groups launched an \$80 million counterattack, subjecting American small farmers, conservationists, urban poor, and poor farmers abroad to a bipartisan drubbing. Although the outcome fell short of our aspirations, our efforts have had an impact that will inform future debates on these issues.

At the end of the day, we are fortunate to have supporters who understand that, as Martin Luther King Jr. said, “the arc of history is long, but it bends toward justice.” I firmly believe we must maintain our focus and commitment while reckoning with that long arc.

Thank you for your steadfast support. Our plans, our work, would be impossible without you. We are humbled by your generosity.

Sincerely,

Raymond C. Offenheiser
President

A letter from the chair

Dear friends and colleagues,

In his letter, Ray presents our strategic initiatives for the next five years. These initiatives are the product of enormously difficult choices. In the face of seemingly overwhelming and complex obstacles to progress for the world's poorest people, Oxfam America's tough-minded assessment of how and where we are likely to have the greatest impact has been unprecedented.

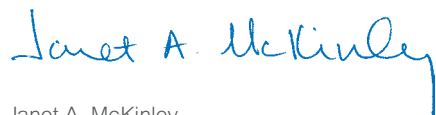
As board chair, I have encouraged our staff and the local community organizations with whom we partner to be as clear as they can about our objectives, our results, and the unfinished business ahead.

I hope the 2007 Annual Report and the detailed financial information available on our web site (go to www.oxfamamerica.org/annual2007 for our audited financial statement and Form 990) provide the level of transparency and clarity that you expect and deserve. In turn, what Oxfam's staff and partners deserve is a funding stream that is as predictable as possible in order to execute a well-thought-out, multiyear business plan. This is why, as chair of the Campaign for Oxfam America, I am pleased to report that—as of the close of the fiscal year—\$43 million of our \$50 million goal has been committed by generous donors. This money will not be used to fund a perpetual endowment. The opportunities we see for meaningful change are much too compelling to delay putting our money to work. Instead, campaign commitments will allow us and our partners to expand our program impact over the next five years. We will report back regularly on our progress and our setbacks along the way.

Achieving lasting change is tough work and often takes years. Oxfam is very fortunate to have earned the support of donors who understand this and stay with us year after year. Together, we are making a difference.

I am grateful for the confidence you place in us and for all your help.

Sincerely,



Janet A. McKinley
Chair, Board of Directors and the Campaign for Oxfam America



Janet McKinley, chair of the board of directors and the Campaign for Oxfam America, addresses guests at the public launch of the campaign in Manhattan in late 2007.

Empowering women & families

Seventy percent of the world's poorest people are women and girls. In many societies, women lack even the most basic rights—access to education, property ownership, and lives free from violence—leaving them and their children vulnerable to disease, displacement, famine, and brutality. Oxfam is helping poor women use their power to transform their lives.

Opposite: Making a living in Sudan can be difficult under any circumstances, but for families driven from their homes by drought and conflict, the challenge grows exponentially. This was the reality that many women, like Altuma Abdel Rahim (pictured), faced in Khartoum's sprawling Elshabe market.

Once a place hostile to their entrepreneurial efforts, the market now serves as a base from which many women operate small businesses—efforts that have helped them provide for their families. The progress the women have made is in part thanks to the Sudan Development Association, an Oxfam partner. It saw their need and, with them, began to explore ways to address the obstacles that stood in their path.

Today, the women's Tea and Food Sellers Cooperative—one of three the association has helped to launch—is a thriving example of how shared interests and efforts can change the lives of an entire group. Through the cooperative, tea sellers like Abdel Rahim have gained protection under the law, as well as financial and technical support.

"They have learned a lot," says Rugaia Salih Mohamed, the association's program director. "Now they know their rights. They can support their families, and they don't need others to support them. It's liberating."

One of the projects the women started was a restaurant. Housed in a long, narrow room in a building inside the market,

the restaurant has a handful of tables and chairs at one end and a charcoal fire burning next to the wall. Co-op members can cook and sell their food there.

"They don't just stick to selling food and tea," says Mohamed. "They help others claim their rights."

2007 investment in Sudan humanitarian crisis: \$1.38 million

:: HUMANITARIAN RELIEF & REHABILITATION
:: REGIONAL PROGRAMS







“Women have rights, and people are obligated to respect our rights.”

Opposite: Adelina Ortiz grinds cornmeal and makes tortillas in her home in Ahuachapán, El Salvador. While participating in a project to raise sheep with Oxfam’s partner, Salvadoran Agricultural Association, known by the initials AGROSAL, she learned about her basic human rights and what to do in cases of domestic abuse. “I learned that women have rights, and people are obligated to respect our rights,” she says as she works. Her training was part of the campaign to prevent gender violence in El Salvador, in which Oxfam is one of six organizations educating people about women’s rights and pushing Salvadoran society to rethink *machista* culture and the status of women.

In El Salvador, a country of roughly six million, gender-based violence is a far too common problem. Between 2001 and

2005, “femicides” doubled. The Campaign for the Prevention of Gender Violence promotes equity and the reduction of violence against women. It reaches out to rural women, students, professionals such as doctors and judges, public officials like police officers, and politicians. Cultural change is slow and difficult to quantify, but a sophisticated media and public education campaign is putting the issue of violence against women on the public agenda in ways that make the problem impossible to ignore.

Above: Ortiz met Gilma Molina de Vasquez (pictured above left, with her two children) at the workshops on women’s rights conducted by AGROSAL. As a result of these trainings, the women have started their own organization to help women in Ahuachapán learn job skills and how to prevent violence. “So many

women are mistreated by their husbands,” Molina says at a ceremony to incorporate their new organization, where the founding members signed official documents (pictured above right). “And they have low self-esteem. They need to know about their rights and feel they can do things, know that they are capable and are equal.”

With nearly a quarter of the households in El Salvador headed by women, and roughly half the country living in poverty, improving the safety of women will help them to provide for their families and fight poverty.

2007 investment in Central American gender equality program: \$637,000

:: REGIONAL PROGRAMS

Creating economic opportunity

Dismantling the obstacles that prevent poor people from achieving their potential requires multiple strategies. We work to ensure that people can earn a living. Where economic opportunities exist, we help people identify and seize them. Where market inequalities exploit poor communities, we challenge those structures. Oxfam's commitment: to help people exercise their rights to create their own success.

Opposite: Lorenzo Charupá and his wife Polonia Tomicha look out across the vast woodlands of Monte Verde. This tropical forest was recently designated an "original community territory" for the indigenous Chiquitano people by the government of Bolivia. This gave the Chiquitano control of 3,830 square miles rich in water, minerals, timber, and agricultural lands.

This landmark victory—won through the efforts of local Chiquitano communities and Bolivia's Center for Legal Studies and Social Research, Oxfam's partner for many years—was the result of more than a decade of research and legal documentation. The next step is for the Chiquitano people to ensure that they will benefit from their territory while safeguarding the resources for future generations. With Oxfam's help, the Chiquitano have drawn up a detailed

environmental management plan. "We are deciding together what areas are for crops," Charupá says. "We are setting aside areas for grazing, hunting, and to preserve trees. We have a map showing all the different areas and what we will do there. Everything has its place."

Monte Verde could represent the first of many such community territories, making Oxfam's investment a potentially crucial one in the struggle for indigenous land rights. Perhaps equally important, the outcome in Monte Verde serves as a powerful reminder of the necessity of long-term investment to produce measurable change.

2007 investment in indigenous rights programs in South America: \$882,000

:: REGIONAL PROGRAMS





Above: Ethiopian coffee farmer Gemedo Robe became the face of Oxfam America's campaign asking Starbucks to sign an agreement recognizing Ethiopia's right to license and distribute its specialty coffees. By recognizing the country's intellectual property rights, the coffee giant could give poor farmers a chance to earn a greater share of the profits.

By May 2007, Starbucks was in serious talks with the Ethiopian government. By June, they had finalized an agreement. And since then, other coffee roasters have also agreed to partner with Ethiopia. "The true victors of this campaign are the 1.5 million coffee farmers in Ethiopia whose lives will improve," says Abera Tola, director of Oxfam America's regional program in Ethiopia. "They have given a glimmer of hope to millions more like them all over the world who deserve recognition for the quality products they generate."

Oxfam's efforts to support Ethiopia's intellectual property initiative represented, in many ways, groundbreaking work. But both internal and external reviews highlighted shortcomings in our planning, execution, and follow-up. We are using this analysis to improve our ongoing advocacy efforts.

Opposite: Young men lift buckets of water from the depths of a traditional *eela* well in southern Ethiopia. Local herders, under the leadership of Dida Ollo, worked with Action for Development, the local organization and Oxfam partner, to rebuild this well. It now has concrete troughs from which cows drink. Men stand on sturdy concrete and steel platforms and pass buckets of cool water up to their cows, all the while singing praise to the precious animals, urging them to drink.

It's a major improvement over most wells in the area, which have an earth trough and


rickety wood ladder. "Our old well could take care of many fewer cattle," says Ollo. "We can now water up to 1,600 cattle in one day." Lengthening dry seasons in an arid region require rehabilitating water systems—essential for communities to adapt and survive. Near the well a plaque reads, "Dubluq well rehabilitated with the partnership of the local community, Oxfam America, and Action for Development." Ollo says this is part of his legacy: "When I pass away, future generations will know we accomplished this together."

2007 investment in global coffee trade campaign: \$332,000

:: PUBLIC EDUCATION

2007 investment in water programs in the Horn of Africa: \$463,000

:: REGIONAL PROGRAMS

A photograph of a man in a large wooden tub filled with water. He is holding a wooden stick in the water. Another person's hands are on his head. The scene is outdoors, and the water is splashing. The man has a small orange object on his chest.

“When I pass away, future generations will know we accomplished this together.”





“This farm is my life; my life is this farm.”

Opposite: James Sarpong is dwarfed by waste rock from a gold mine at the edge of the relocated village of Teberebie, Ghana. Sarpong, 61, lost over eight acres of his oil palm farm to the waste rocks, and he has refused to move or accept inadequate compensation from AngloGold Ashanti Ltd. “I used to make money,” Sarpong said. “But now I have just a few palm trees, and the waste rocks have diverted a stream and flooded part of my farm It is getting worse here.”

Above: Ghanaian farmer Gladys Amankwaa, 48, is framed by recently harvested cocoa pods. Amankwaa has raised and educated her two children and houses her extended family in a large home by selling cocoa grown on her six farms. This land, bequeathed to her by her parents and grandparents, is everything: “This farm is my life; my life is this farm,” she says proudly. It is

all in danger; her village, Mehame, lies atop valuable gold deposits conceded by the government to Newmont Mining Corporation. Amankwaa may be forced to move, exchanging her land and home for uncertain compensation. Many in the village of Mehame—which means “don’t come here and bother me” in the local Twi dialect—are proud of the lives they have built and have no desire to be uprooted.

Oxfam is working with the Ghanaian environment and human rights group Wassa Association of Communities Affected by Mining (WACAM) to help members of cocoa-growing communities to assert their right to decide if or how mining can be carried out on their lands. WACAM’s Hannah Owusu-Koranteng advises people to wage a peaceful struggle to protect their rights and farms—a challenge in Ghana where there have been a dozen shootings of

villagers by police and mine security forces in the last three years. “Not all struggle should be violent,” she says. “You can struggle by jaw-jaw [talking] and use your wisdom and language to win.” This idea is central to Oxfam’s work to encourage people to have a voice in deciding their future.

WACAM is helping Oxfam develop a draft mining code to be considered by all the countries in the Economic Community of West African States. The new mining code will help protect the rights of communities, improve environmental standards, and head off an unhealthy “race to the bottom” between nations eager to cash in on high mineral prices.

2007 investment in oil, gas, and mining work in West Africa: \$429,000

:: REGIONAL PROGRAMS



Saving lives

“The world is hit an estimated 300–500 times per year by natural disasters such as floods, drought, earthquakes, storms, torrential rains, and mudslides. On average, about 60,000 people die in these disasters—95 percent of them in developing countries more populous and geographically exposed.”

—Financial Times, January 2005

Opposite: A boy loads up his donkey with water from a well constructed by Oxfam in Kebkabiya, North Darfur. In the dry landscape around this town, water is a precious thing. So is peace—absent now for five years while conflict has roiled this region, forcing more than 2.5 million people from their homes and leaving untold others dead.

The scope of the displacement and suffering is demanding the largest humanitarian response in the world, but carrying it out has become increasingly difficult because of daily attacks against aid workers and their operations. In June 2007, Oxfam made the decision to withdraw permanently from Darfur’s largest camp—Gereida—following a particularly violent attack there on aid organizations in which staff members were assaulted, shot at, and one was raped.

Nevertheless, Oxfam is continuing to provide vital assistance to about 530,000 people in the region and in neighboring Chad. Clean water, decent sanitation, and public health outreach are central components of our effort to prevent the spread of waterborne diseases in the crowded camps and towns to which people have flocked for safety.

Protecting that safety is at the heart of a fuel-efficient stove program we launched at Abu Shouk, a camp in North Darfur just outside the regional capital. Through a local partner organization, Oxfam provided 4,200 households with new stoves aimed at reducing the need for women to venture from the safety of the camp to search for firewood, leaving them vulnerable to attack.

Most people in Darfur continue to live their lives in fear of violence, and security remains their most urgent need.

“We can resolve our differences and make peace,” says Abdallah Hamid, who now lives in Abu Shouk. “But we can’t do that while there is still fighting. They all need to stop fighting and allow us to talk.”

2007 investment in humanitarian work globally: \$11.18 million

:: HUMANITARIAN RELIEF & REHABILITATION
:: REGIONAL PROGRAMS



“In the aftermath of a disaster, it becomes clear how poverty puts communities in harm’s way.”

—Michael Delaney, Oxfam America director of humanitarian response

Opposite: As a herder from the Peruvian district of Caylloma, high in the Andes, Eusebio Timoteo Lupinta Sapacayo relies on the well-being of his alpacas. Oxfam has worked with a local partner organization to reduce the chance that mountain hamlets will suffer again from the kind of severe winter weather that a few years ago killed many of the llamas and alpacas on which local herders depend. Sapacayo, a father of five, has learned how to grow barley at an altitude some people thought was too high to yield a productive crop. Now, he is able to harvest the nutrient-rich grass to help tide his herd over should another cold snap damage his pasture.

And for other herding families eking out a living in these remote highlands, if they need emergency help, they can now get it fast—thanks to a new mountain radio network linking small communities across Caylloma. When a lethal storm hit a few

years ago, it took 10 days before assistance reached some of the communities. Today, calls for aid can be broadcast immediately.

Severe cold snaps and earthquakes may be among the natural events that are inevitable in Peru, but the loss of lives and opportunity don’t have to be the consequences. Helping communities prevent those events from turning into long-term disasters is a central component of Oxfam’s emergency response program. Helping communities gird for disasters is a wise investment. Simply put, preventing disasters is more cost-effective than responding to them.

Above: In the town of Independencia, Peru, young women return home after filling their buckets with water from a tank Oxfam helped to install. When a magnitude 7.0 earthquake struck off the coast of Peru last August, it killed hundreds of

people and displaced tens of thousands of others. It also severely damaged local water delivery systems, threatening the health of countless rural residents. Oxfam quickly stepped in to prevent the spread of waterborne diseases—and a second calamity—among the displaced people. In the first three months after the quake hit, Oxfam provided 21,000 families with clean water and sanitation as well as temporary shelter.

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2007 investment in initial Peru earthquake response: \$187,000

:: HUMANITARIAN RELIEF & REHABILITATION
:: REGIONAL PROGRAMS

2007 investment in disaster risk reduction programs: \$2.03 million

:: HUMANITARIAN RELIEF & REHABILITATION
:: REGIONAL PROGRAMS



Ensuring impact & effectiveness

Because donors trust us with their money, using these funds wisely is a moral obligation. Oxfam’s stakeholders deserve to know what we do well and what we need to improve upon. International development agencies have underinvested for decades in these core tasks of stewardship. We are making a strategic investment in accountability that will set a new standard for the development community.

Opposite: Most American cotton farmers harvest their crops mechanically. Most West Africans—like these men in Burkina Faso—use traditional means: separating fiber from boll by hand.

Cotton is critical to the survival of many in West Africa, where farmers like Seydou Coulibaly support 42 people—including his uncles, sisters, wife, and six children. He hopes the rain is regular. And he tries to remain healthy, because every row of cotton is planted and harvested by hand. Despite this hard work, Coulibaly still struggles just to make ends meet. “It’s not because of drought or war,” he said. “It’s because of ... the world market. Cotton prices have dropped sharply recently. It was caused by the dumping of subsidized, surplus American cotton.”

It was because of people like Coulibaly that Oxfam launched our first major legislative campaign in 2006. The goal

was to reform the US Farm Bill, the legislation that governs farm subsidies. We used a range of tools—lobbying and organizing; supporting US partners and allies; media, research, publications, and online communications—to highlight the many ways that the Farm Bill undercuts farmers and rural economies at home and abroad.

As the campaign progressed, we changed the terms of the debate, influencing lawmakers to talk about the impact of subsidies on poor farmers. By late 2007, both the US House and Senate versions of the Farm Bill supported Oxfam’s push for new investments for minority and socially disadvantaged US farmers. The drafts also provided more funding for nutrition, conservation, and biofuels programs; however, they failed to reform Oxfam’s biggest target—the broken system of farm subsidies. Despite majority support in the Senate, two key reform measures

were blocked when the cotton lobby influenced an eleventh-hour rule change.

Though the Farm Bill has not been finalized as of this printing, we are disappointed at the expected outcome. At the same time, we realize that campaigning for social justice means taking a long view, recognizing that incremental steps can lead to real change. We will use what we’ve learned to inform future campaigns.

“No matter what happens, we have sowed powerful seeds that will yield important change in the years to come,” says Liam Brody, director of Oxfam’s Farm Bill campaign. “We will continue to fight for farmers’ rights here and abroad.”

2007 investment in agricultural reform globally: \$2.50 million
:: POLICY & ADVOCACY
:: PUBLIC EDUCATION







“Charities should embrace rigorous forms of evaluation and report their findings to the public. ... Approaches that aren’t effective should stop soaking up dollars better spent elsewhere.”

—Wall Street Journal, December 10, 2007

Opposite: Sibongile Zondo, 26, grew up in Soweto, South Africa, with five brothers. “I am a rose among thorns,” she says of the experience, smiling shyly. Zondo went on to manage a bead shop as part of an Oxfam-funded development initiative. The project, called the Circle of Promise, provides job training for HIV-affected women. Work such as this—on HIV/AIDS—has emerged as one of the primary areas of focus for Oxfam’s work in southern Africa.

“Sometimes we try to ‘do it all’ in our work,” says John Ambler, Oxfam America’s senior vice president for programs. “We realized that we needed to refine our focus, prioritizing those areas where we could have the greatest impact on people’s lives.”

In 2007, Oxfam staff began the sometimes difficult process of identifying four high-impact programs for each region where we work. We are now developing strategies for these priority programs that

Oxfam staff will follow—through grant making and other activities—to achieve social change. Our strategies must answer the big questions: Why is this program important? Where does it fit in the cultural context? What does Oxfam want to achieve, and what resources do we need to get there? Finally, the program strategies include regular progress evaluations.

Above: Sri Lankan women express their views on disaster-preparedness programs. By using participatory research techniques, Oxfam and partners learn about community perspectives.

Oxfam America is leading the research for Oxfam International’s humanitarian response to the December 2004 tsunami. Our findings are far from academic. For example, as a result of our research thus far, the Tamil Nadu government in southern India has allocated an additional \$1 million for housing improvements for displaced people.

Finally, in addition to our efforts to assess the effectiveness of our own work, we are working to promote aid reform more broadly. In 2007, we launched our Aid Effectiveness Initiative. Its aim is to increase the effectiveness of US foreign aid by placing the voices and priorities of poor people at the center of aid policy and practice. Through our advocacy work, we will ensure that these voices are heard by policy makers who have the power to make US foreign aid more effective.

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2007 investment in HIV/AIDS work in southern Africa and the Horn of Africa: \$282,000

:: REGIONAL PROGRAMS

2007 investment in evaluation of tsunami response: \$743,000

:: HUMANITARIAN RELIEF & REHABILITATION



Getting things done

Creating lasting change takes time, and the impact can be difficult to measure—particularly in the short term. Sometimes we need to step back and look to external benchmarks to see the big picture.

Above: Michael Grote reviews work on the East Biloxi Hope Community Center's project board, where new construction projects are tracked. Grote is the program manager of Architecture for Humanity, one of the organizations that works out of the center.

Revitalizing East Biloxi, MS, is a challenge that requires an innovative approach, community collaboration, and the support of agencies like Oxfam. The center is not a stand-alone organization—it is a focal point for various organizations working to help people rebuild their community.

Reaching poor people

“Based on the field research conducted,” microfinance organization FINCA International reports, “Saving for Change is well on target.” FINCA’s research assessment of microfinance programs found that Oxfam’s innovative community finance program, Saving for Change, succeeds in reaching poor, rural people, who often have limited access to financial services, and providing them with a safe place to save. Ninety-five percent of Saving for Change group members in Mali live on less than \$1 a day, while 75 percent live in rural areas. And FINCA found that a remarkable 100 percent of members expressed satisfaction with the program.

“Oxfam’s use of a range of ... tools ... has yielded measurable results.”

Ensuring the public’s right to know

“An oil-rich government ... free of the need to collect taxes, may ignore its constituents. Economic disparities could lead to social unrest, political instability, and violence,” reported the New York Times in a May 5, 2007, article entitled “Big Oil in Tiny Cambodia: The Burden of New Wealth” after Oxfam America hosted Cambodia’s first national public forum on mining, gas, and oil industries in April 2007. Chevron and others have signed deals with the government to explore indigenous lands for minerals such as gold and copper and to search offshore areas for oil and gas. Oxfam is working to prepare the country for the impact that industries will have on people and the environment. Cited widely from Phnom Penh to New York, Oxfam’s Ian Gary (billed in the New York Times as “an oil and mining expert with the aid group Oxfam America”) said “the nut of the problem” for many developing-country oil producers was “an influx of money going straight into the hands of the central government, where there are few checks or balances.”

Using the right tools to get the job done

“We’re proud to honor these organizations in the presence of their peers from across the country,” said Gene Austin, CEO of Convio Inc., an Internet company that works with more than 1,250 nonprofits, helping them to connect with online constituents. In October 2007, Oxfam America received the Innovator Award for its multichannel campaign to influence Starbucks to sign a licensing agreement with the Ethiopian government. Sheeraz Haji, former president of Convio, said, “Oxfam’s use of a range of on-line tools—including YouTube, Flickr, and MySpace—represents an innovative approach that has yielded measurable results.”

Supporting local coalitions

On the front page of the New York Times in November 2007, members of the Steps Coalition, an Oxfam America partner, gave voice to the profound challenges many poor Mississippians on the Gulf Coast continue to face in their struggle to recover from Hurricane Katrina. In one of the poorest states in the country, changing entrenched attitudes is not going to happen overnight—nor even in the two and a half years Oxfam has been working with local groups to foster a collective voice for change. But Steps itself—a coalition of African American, Latino, Asian, and white advocates who have joined together for the first time to influence state and federal policies—is a powerful sign that marginalized groups on the Gulf Coast are taking strong and determined steps toward a new order.

Calling for climate justice

Oxfam began campaigning on the human cost of the climate crisis in late 2007 at the UN Climate Change Conference in Bali. As world leaders began negotiating a new climate agreement, Oxfam and partners called on rich countries to cut emissions and invest in helping poor people adapt. Oxfam exhibited children’s art from developing countries to show how climate change affects communities. And according to National Public Radio’s Richard Harris, Oxfam’s visual juxtaposition of carbon emissions versus GDP per capita “remind[s] us that the rich generate most of the carbon dioxide that gets added to our atmosphere, and can afford to pay for the damage that hits hardest in poor countries” (December 11, 2007).

Protecting shareholder rights

“Oxfam’s role was critical,” said Bennett Freeman, head of social research and policy at Calvert Group. This year the US Securities and Exchange Commission (SEC) put forth a proposal restricting shareholders’ ability to publicly criticize how companies work—effectively leaving poor communities vulnerable to bad business practices. Following a pro bono legal analysis, Oxfam’s private sector department reached out to constituents to weigh in against the proposal. As a result, SEC officials received more feedback on the proposal than any in their history, including over 11,000 comments from Oxfam supporters. In response to this public pressure, the SEC dropped the proposal, marking a victory for socially responsible investment (SRI). Said Freeman, “In my experience working in SRI, I’ve never seen a public outpouring to the SEC like that generated by Oxfam.”

Oxfam's reach

Oxfam America maintains offices around the world, staffed by experienced people who often come from the regions in which we work and who know the local realities. Oxfam International is an alliance of 13 Oxfams working in more than 120 countries with more than 3,000 local organizations. As part of this international coalition, we can help more people because the confederation extends our collective reach. Oxfam International has over \$638 million in revenues. Together, we're able to campaign globally, uniting around some of the world's biggest problems to achieve far-reaching solutions. Since Oxfam is already working in communities around the world, when disaster strikes, we can be first responders—channeling funds, aid workers, and relief supplies to where they are needed in a matter of hours.

North America

Offices: Boston, MA (headquarters) | Washington, DC (policy & advocacy) | Biloxi, MS (Gulf Coast)

Countries where we funded work: US

Top three investments in region:
Gulf Coast reconstruction, \$1.69 million
Worker rights, \$569,000
Agricultural policy, \$568,000



Latin America

Offices: San Salvador, El Salvador | Lima, Peru

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

Top three investments in region:
Humanitarian preparedness, \$1.18 million
Oil, gas, and mining, \$1.03 million
Indigenous rights, \$882,000





Africa

Offices: Addis Ababa, Ethiopia |
Dakar, Senegal | Pretoria, South Africa

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

Top three investments in region:
Sudan humanitarian crisis, \$1.38 million
Livelihoods, \$1.29 million
Gender rights, \$684,000

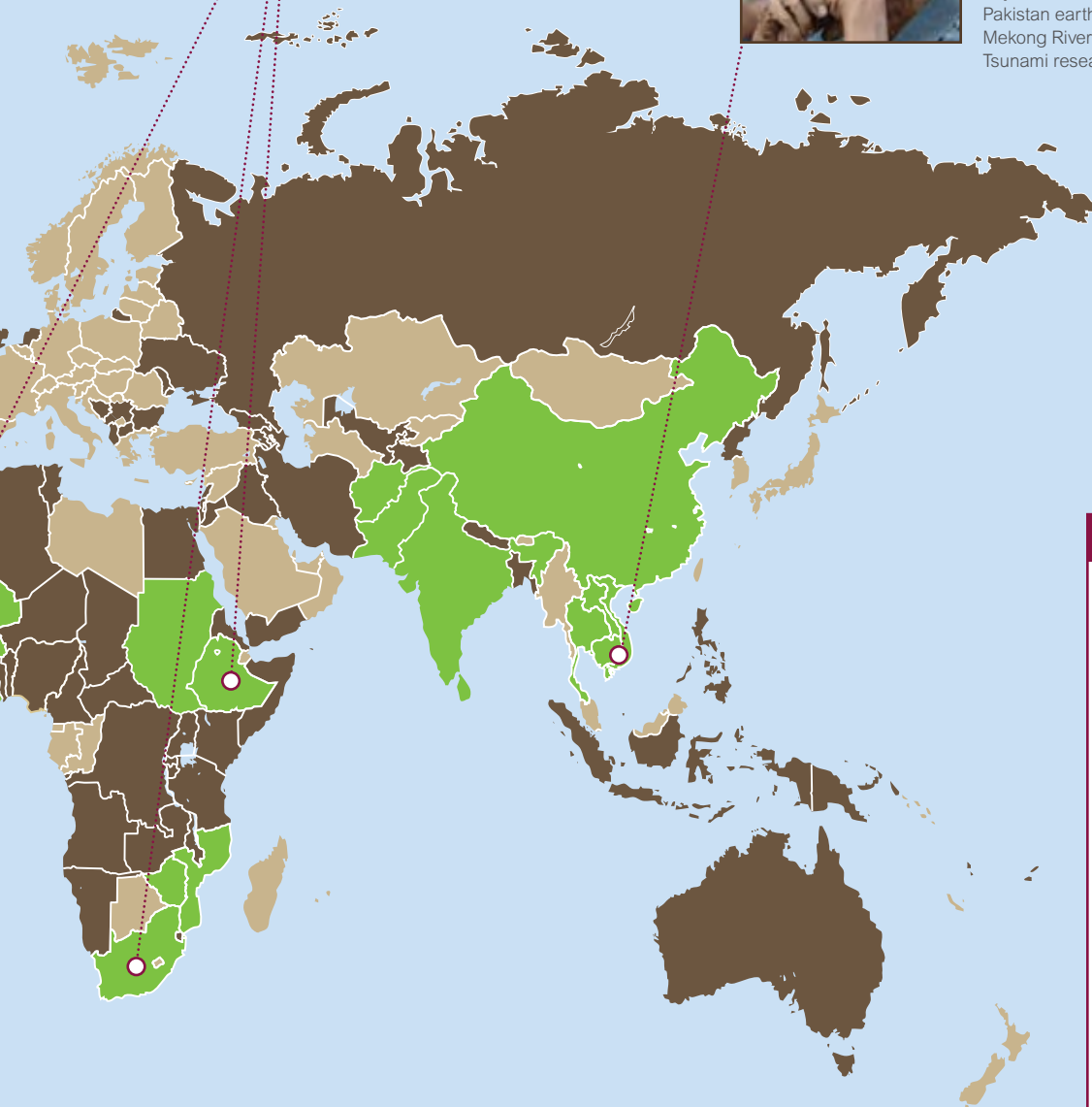


Asia

Office: Phnom Penh, Cambodia

Countries where we funded work:
Cambodia, China, Laos, Thailand, Vietnam,
Afghanistan, Bangladesh, Indonesia, India,
Iraq, Pakistan, Philippines, Sri Lanka

Top three investments in region:
Pakistan earthquake relief, \$4.35 million
Mekong River Basin management, \$1.30 million
Tsunami research, \$743,000



Oxfam International

- Oxfam America
- Oxfam Australia
- Oxfam Belgium
- Oxfam Canada
- Oxfam France
- Oxfam Germany
- Oxfam Great Britain
- Oxfam Hong Kong
- Intermón Oxfam
- Oxfam Ireland
- Oxfam New Zealand
- Oxfam Novib
- Oxfam Québec

Where we work:

- Oxfam America
- Other Oxfam affiliates
- Oxfam America regional office

Board of Directors & Leadership Council

(as of April 1, 2008)

Board of Directors

Officers

Janet A. McKinley, Chair
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Raymond C. Offenheiser
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Financial information

(November 1, 2006, to October 31, 2007)

“Oxfam America outperforms most charities in America in its efforts to operate in the most fiscally responsible way possible. This ... differentiates Oxfam from its peers and demonstrates to the public it is worthy of their trust.”

—Charity Navigator, 2007

Oxfam America is rated highly by a number of leading independent charity evaluators, including the American Institute of Philanthropy. In 2007, Oxfam again received the Better Business Bureau's highest rating for charitable organizations by meeting all 20 of its "Standards for Charity Accountability." Oxfam earned its second consecutive 4-star rating from Charity Navigator.



Oxfam America's financial results for the year continued to build upon the successes of prior years and have positioned us well for future growth of our program activities and fulfillment of our mission. In 2007, unrestricted contributions grew 15 percent to \$36.5 million from \$31.7 million in 2006. This was the fourth consecutive year of growth in unrestricted contributions of 15 percent or more. More than 42,000 new donors joined Oxfam in 2007. Notable restricted contributions received in 2007 include \$7.4 million related to our advocacy, relief, and rehabilitation work in regions of the US Gulf Coast affected by hurricanes Katrina and Rita, and \$14.7 million for the Campaign for Oxfam America. Through the end of fiscal year 2007, we have recorded over \$31.2 million in contributions directly attributable to the Campaign for Oxfam America.

Total net assets grew by \$9.9 million in 2007 primarily as the result of \$8.0 million of Campaign for Oxfam America contributions received for expenditure in future years, \$5.3 million of Gulf Coast relief and rehabilitation program contributions, and increases in unrestricted net assets of \$4.3 million. These increases were offset by a net expenditure in 2007 of \$7.6 million in humanitarian funds raised in prior years. Having the resources available will enable us to support our newly adopted strategic plan critical to ensuring the sustainability of our programs and further allows us to make multiyear commitments to our partners and programs.

Total expenses in 2007 grew by \$5.6 million, or 11 percent, when compared with 2006. Program services-related expenses grew \$5.0 million, of which \$4.6 million was related to regional development programs and \$1.4 million was related to increases in our policy and advocacy programs. The program-related increases were offset by a \$1 million decrease in humanitarian related expenses, reflecting the net effect of the winding down of our South Asia tsunami relief program. For the year, program-related expenses represented 80 percent of our total expenses.

In 2007, support services grew 6 percent as we continued to make a number of strategic investments in key areas. Over the last two years, we have invested over \$2 million in a number of technologies, including connectivity between regional and US-based offices to improve both the effectiveness and efficiency of our work as well as to help reduce our carbon footprint. In 2007, we also made strategic investments in our human resource function and implemented a new constituent relationship management system that will improve outreach to our supporters and donors.

Our strategy of investing first in programs and second in critical support services while ensuring financial stability, continues to receive the endorsement of independent rating agencies. More important, our continued growth in contributions and in the number of supporters represents our most important endorsement—that of our donors.

A handwritten signature in blue ink that reads "Kapil Jain".

Kapil Jain
Treasurer

Statement of activities

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

	2007	2006
REVENUE, GAINS & OTHER SUPPORT		
Contributions	\$64,291,000	\$63,156,000
Investment Income	3,744,000	3,405,000
Other	268,000	886,000
Net assets released from restrictions	—	—
Total revenue, gains & other support	\$68,303,000	\$67,447,000
EXPENSES		
Program services		
Regional programs	\$25,582,000	\$18,936,000
Humanitarian relief and rehabilitation	8,686,000	11,784,000
Public education	7,526,000	7,525,000
Policy and advocacy	4,894,000	3,462,000
Total program services	46,688,000	41,707,000
Support services		
Management & general	3,325,000	2,867,000
Fund-raising	8,430,000	8,230,000
Total supporting services	11,755,000	11,097,000
Total expenses	\$58,443,000	\$52,804,000
Change in net assets		
Change related to unrestricted fund and temporarily restricted fund	\$9,860,000	\$14,643,000
Gain from sale of Boston headquarters	—	4,525,000
Total change in net assets	9,860,000	19,168,000
Net assets, beginning of year	71,886,000	52,718,000
Net assets, end of year	\$81,746,000	\$71,886,000

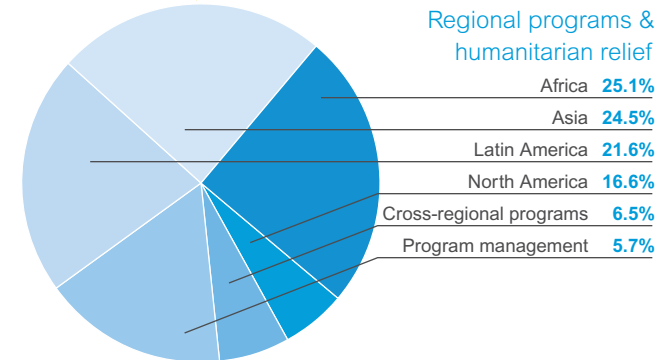
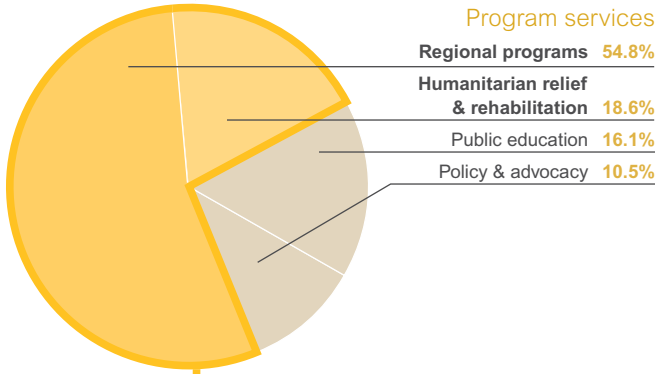
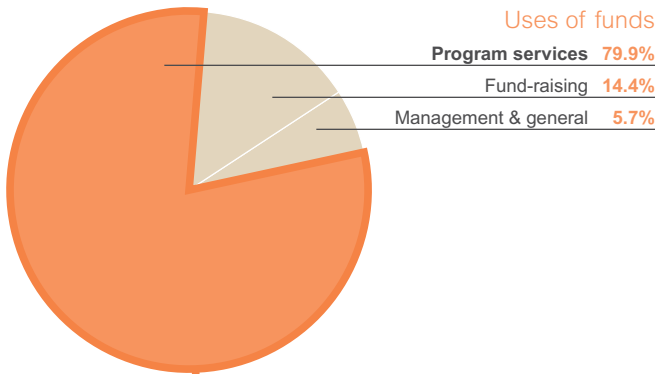
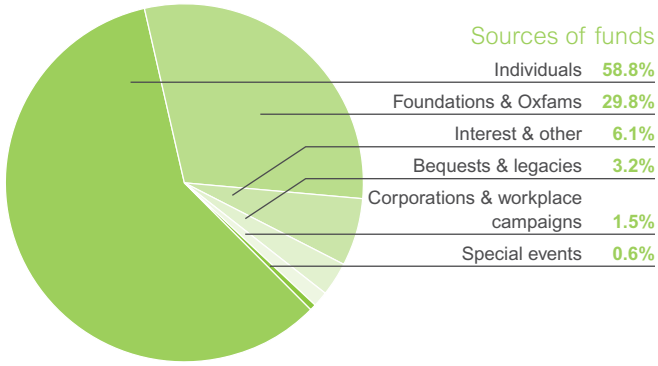


For Oxfam America's audited financial statements and Form 990, please go to www.oxfamamerica.org/annual2007.

Statement of financial position

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

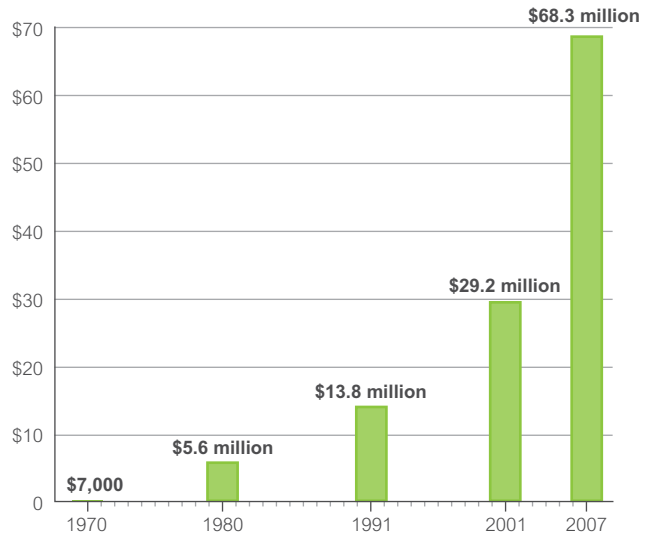
	2007	2006
ASSETS		
Cash	\$2,651,000	\$2,078,000
Investments	71,975,000	68,153,000
Pledges receivable	13,317,000	4,885,000
Other assets	1,869,000	2,277,000
Net fixed assets	3,106,000	3,190,000
Total assets	\$92,918,000	\$80,583,000
LIABILITIES & NET ASSETS		
Liabilities		
Accounts payable & accrued payroll expenses	\$3,589,000	\$2,706,000
Grants payable	3,706,000	2,856,000
Other liabilities	3,877,000	3,135,000
Total liabilities	11,172,000	8,697,000
Net assets		
Unrestricted	33,121,000	28,825,000
Temporarily restricted	47,057,000	41,493,000
Permanently restricted	1,568,000	1,568,000
Total net assets	81,746,000	71,886,000
Total liabilities & net assets	\$92,918,000	\$80,583,000



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



Revenue growth (in millions US\$)



Your donations

The Campaign for Oxfam America

In 2005, Oxfam America began the quiet phase of a \$50 million campaign to expand programs over a multiyear period. We are extremely grateful to the nearly 100 donors who, by the end of October 2007, made commitments totaling \$43 million. At that time, the campaign was publicly announced and fundraising began among the public.

Campaign commitments are being made in addition to annual gifts, and they will provide extra support for strategic programs that invest in women and families, create economic opportunity, save lives, and ensure impact and effectiveness through 2011. Commitments of \$25,000 and more are recognized here. We also want to thank the members of the Campaign Executive Committee who have worked tirelessly to build campaign momentum. We welcome all gifts to the campaign as we hope to exceed the goal during 2008.

For more information, contact Stephanie Scadding, special gifts officer, at (800) 77-OXFAM, ext. 2412, or sscadding@oxfamamerica.org.

Campaign Executive Committee

Janet A. McKinley, Chair
Karen Keating Ansara
Barbara Fiorito
Barry D. Gaberman
Stephen B. Land
Shigeki Makino
Paul A. Moses
Dana Quitslund
Roger Widmann
Kim Williams

\$1 million+

Anonymous (4)
The Bruderhof Communities
Ford Foundation
The William and Flora Hewlett Foundation
Shigeki and Kay Makino
Janet A. McKinley and George A. Miller
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\$500,000–\$999,999

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The Ansara Family Fund at The Boston Foundation
The Cameron Baird Foundation
Bridgeway Charitable Foundation
Crane Creek Family Fund of The Oregon Community Foundation
Ian and Ruth Crowe

David D. Doniger and Lisa Jorgenson
James W. and Donna E. Down
Anne Marie Duffy and John O'Callaghan
Bob and Pat Flynn
Nina Galen
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Heather and Paul Haaga
Otto Haas Charitable Trust #2
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The Kopcho Family Foundation
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Charles Stewart Mott Foundation
Richard Pozen, M.D. and Ann Silver Pozen
Steven A. Reiss and Mary Mattingly
Rockefeller Philanthropy Advisors
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James and Anne Rothenberg
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Michael E. Soloff and Sue L. Himmelrich
Wallace Global Fund
Ward Family Foundation
WHH Foundation
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Kim Williams and Trevor Miller

\$25,000–\$99,999

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Susan Clare and Peter D. Parker
Cherida Collins Smith
Jeffrey Dobbs
Eaglemere Foundation, Incorporated
Simon J. P. Fennell
Barbara Fiorito and Michael Shimkin
Avinash Kaza
Lisa and Victor Kohn
Cynthia Lovelace Sears and Frank Buxton
Peter and Zibby Munson
William B. and Sandra B. Rogers
Lucian Snow and Elizabeth Wilcox
John G. Sommer
Alvin and Fanny Blaustein Thalheimer Foundation, Inc.
Tides Foundation

Gifts received in 2007

We were grateful to receive the generous support of more than 250,000 donors. We are particularly pleased to have earned the confidence of 42,000 new Oxfam America supporters. With this report, we gratefully acknowledge those who gave \$5,000 or more. This includes the many employers that provide hundreds of thousands of dollars through workplace giving and matching gifts.

We offer our heartfelt thanks to the tens of thousands of supporters we don't have space to list here. The collective generosity of our donors brings us ever closer to our goal of ending poverty.

(Contributions to Oxfam America and Oxfam America Advocacy Fund received between November 1, 2006, and October 31, 2007)

\$500,000+

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Bill & Melinda Gates Foundation
Hershey Family Foundation
The William and Flora
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Not On Our Watch, Inc.
Oxfam Great Britain

Share Our Strength
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Ann Silver Pozen
James and Anne Rothenberg
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Alvin and Fanny Blaustein
Thalheimer Foundation, Inc.
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\$100,000–\$499,999

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\$50,000–\$99,999

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Joseph Jedd
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Forty percent of the people on our planet—more than 2.5 billion—now live in poverty, struggling to survive on less than \$2 a day. Oxfam America is an international relief and development organization working to change that. Together with individuals and local groups in more than 120 countries, Oxfam saves lives, helps people overcome poverty, and fights for social justice. To join our efforts or learn more, go to www.oxfamamerica.org.

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Cover: Ma Aysatu Jammeh and Nyima Filly Fofana (inset at left) in the cereal “bank” that Oxfam America funded in the village of Dasilami, Gambia. Through a series of strategic investments, Oxfam and our local partner organizations are helping people in Gambia prepare for potential bouts of destructive weather and the consequences of conflict. One plan calls for creating cereal “banks”—tidy white structures the size of small houses that hold up to 33 tons of grain each. Villagers then form committees to manage the stored supplies. Those who borrow from the storehouse during a food shortage are obliged to repay the loan. Now, villagers have the resources to weather tough times.

Inside the Dasilami storehouse, the sweetness of harvested grains fills the hot, dry air. Heavy sacks—they weigh just under 200 pounds—stuffed with corn and millet are stacked nearly to the ceiling. Fofana, a mother of nine children and an organizer for one of the cereal bank management committees, talks about what it was like one year recently when both locusts and drought hit the area.

“We experienced a very bitter time,” she says. “The family was hungry.” But if such trouble should strike again, this time Dasilami has the seeds of a solution—one that can now spread to other villages, too.

“Our worries will be temporarily solved,” says Fofana, clapping her hands at the thought of the white building gleaming there in the sun, stocked with grain. “We’ll have food. Therefore our families will not cry. Our stomachs will no longer go empty.”



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70.2 trees preserved 29,817 gallons of wastewater flow saved 3,299 lbs of solid waste not generated
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