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Our world is doing fine, we’re told, keep focusing on growth and talk it up as progress. Onwards to a world without poverty!

And why not? Our world has halved extreme poverty in recent decades. There are more girls in school, more equality for women. Far fewer children dying before their fifth birthday.

It is right to acknowledge and celebrate headway. But nothing is ever so definitive in a world where power and competition and resistance are in such constant and profound collision. From an Oxfam point of view, I see a different, more complex story.

I saw it in South Sudan when I met brave, self-sacrificing women from my region. They sleep behind rings of fences and choose to endure hunger rather than subject themselves to the near certainty of being raped if they leave to collect food.

Oxfam supported people like Tawfiq from Yemen. His family fled from home as “missiles fell down like rain” even as he dreamed his daughter would “become a teacher who could spread peace.” She was killed, aged 12, and Tawfiq was unable to bury her. Many others fleeing violence are drowning in the sea, close to the shores of the richest nations in the world.

World hunger is up for the first time this century says the UN. 2016 and 2017 are the hottest years on record. This year we saw, in Yemen, the worst outbreak of cholera in modern history. Even famine is upon us. I wrote about no famine last year and now our world faces four; 30 million people facing extreme hunger. All of them share roots in man-made conflict and inequalities.
This is no hiding place from our fragilities and failures. Our world is one where people in poverty are being deliberately failed by perverse political choices. This report demonstrates how Oxfam – 3,000 partners, 10,000 staff, and 50,000 volunteers – are responding to darkness with hope. We worked with 19 million people and were supported by millions more. I thank you, each one of you, for all your contributions.

In this report you will read, firstly, about our humanitarian work. We step in when governments fall short, with life-saving aid, water and sanitation and help protect the most vulnerable. We speak out to governments, armed groups and the international community to find political solutions to end the suffering.

We responded to more than 30 emergencies across our world, across conflicts and natural disasters. We raised a global alarm at the UN about the prospect of four concurrent famines, and scaled up our operations in those areas hardest hit. We continued to support people in forgotten crises, like those living in the Lake Chad Basin area. We supported refugees with essentials such as food and clothing, to legal counseling – in Europe too. We lobbied policy-makers especially in rich countries to share responsibility towards people fleeing from home and we railed against devastating effects of the anti-migrant policies being pursued by Fortress Europe.

In this report, you will find evidence of Oxfam fighting with people to claim their rights in innovative and disruptive ways.

We continued working with our partners for land rights. I was very proud particularly of our work with allies to resist a destructive hydro-project, backed by powerful interests, in Honduras. This was a struggle that our friend Berta Cáceres gave her life for. We pressured leaders to shore up financing for the poorest countries to tackle climate change and to support their farmers become more resilient to its increasingly harmful effects. We supported the Chinese Government to help developing countries adapt to climate change.

I am personally pleased to see our work to tackle gender inequality strengthened. We launched “Enough!”, a new campaign to end violence against women and girls. This is a battle of ideas. We want to change the harmful social norms at the core of patriarchy. In India for example, we campaigned with our partners on a wide range of online activities and village, district and state level events – 1.27 million people took pledges and actions
on social media to change social practices that discriminate against women.
I was proud to sit on the UN Secretary-General’s influential High-Level Panel on Women’s Economic Empowerment, which Oxfam supported with policy input and in organization. Our report showed that we can no longer accept an economic model rigged against women and we stressed solutions to world leaders to tackle the barriers that women face, sparking tangible actions.

Unilever, for example, pioneered a global strategy to tackle harmful social norms and push for gender equality. Oxfam provided the company with advice to shape its strategy and together we launched a practical partnership to expand choices for women and girls, by recognizing, reducing and redistributing the amount of time women and girls spent on unpaid care work. It’s an example of our multifaceted work with the private sector – in this case delivering change through one of the world’s largest and most progressive companies.

This report, finally, reflects on Oxfam remaining true to the ambition of our founders. We know that in order to beat poverty, we must challenge a rigged global economic model that is fueling economic and gender inequalities. We’re focused on designing a more human economy that works for all.

We released our report, “An Economy for the 99%”, at the gathering of the global elite at the World Economic Forum. This sparked a necessary shock, headlining the fact that eight men now own as much wealth as the bottom 3.6 billion people!

As a result, in the last year we saw more decision-makers get behind our research and ideas. We helped push national debates on inequality from Uganda to Vietnam, and welcomed new leadership from Indonesia and other countries. We lobbied the World Bank and other major donors to ensure universal, quality healthcare and education – services that are so vital in reducing inequality. We backed the Panama Papers and pursued global reform to unjust tax rules. We helped bring together more than 300 top economists who said to the world’s media that tax havens serve no useful purpose and serve to increase inequality. We’re just beginning!

This year I write to you from Nairobi, not Oxford, for the first time. We have now moved our headquarters to the global South. But it is part of a broader change at Oxfam – so we can be better positioned to change the world. We want to be a more globally balanced organization.
This was a historic year in which we welcomed new Oxfam affiliates in Brazil and in South Africa – Oxfam’s first ever African affiliate! Now we look forward to new members in Turkey and Colombia. Moreover, our work is increasingly about supporting local partners already fighting on the frontlines. This is how we can tackle poverty, not as outsiders, but rooted in the everyday struggles citizens face.

I end by remembering the last year for the loss of two most brilliant activists. Jo Cox MP was one of our fiercest campaigners. Berta Cáceres was an exceptional Honduran Indigenous and environmental leader. Both were murdered for speaking up for the rights of others.

Their loss saddens as it does remind us that change is often brutally resisted. Their memory must inspire us to carry on our fight against poverty and for social justice with greater determination.

In solidarity

WINNIE BYANYIMA
EXECUTIVE DIRECTOR OXFAM INTERNATIONAL
About Oxfam

Who We Are and What We Do

Oxfam is a global movement of people, working together to end the injustice of poverty. Together, we tackle the inequality that keeps people poor. As a network of interdependent organizations, we save, protect and rebuild lives when disaster strikes. We help people build better lives for themselves, and for others. We take on issues like land rights, climate change and discrimination against women. And we won’t stop until every person on the planet can enjoy a life free from poverty.

We are a confederation of 20 Oxfam organizations, with more than 10,000 staff and nearly 50,000 interns and volunteers working around the world.

Oxfam’s mission and work are framed by a commitment to achieving five broad rights-based aims, grounded in Oxfam’s commitment to the Universal Declaration of Human Rights and the associated Treaties and Covenants. We believe that everyone has:

- A right to a sustainable livelihood
- A right to basic social services
- A right to life and security
- A right to be heard
- A right to an identity

The 20 Oxfam affiliates share a common vision, common philosophies and, to a large extent, common working practices. We are united by our common values and brand identity, and share the same passion and commitment. We have joined forces as an international confederation because we firmly believe that we will achieve greater impact by working together in collaboration with others, and as an interdependent and truly global network of organizations.

Oxfam International is registered as a Foundation in The Hague, Netherlands. Each affiliate is a member of the Foundation and subscribes to its constitution through an
affiliation agreement. The Oxfam International Secretariat provides coordination and support to the confederation. All affiliates share a single Strategic Plan resulting in a shared agenda that sets the context within which each organization develops their own unique focuses and specific areas of work.

To ensure the delivery of the Plan, all Oxfam affiliates have committed to improving collaborative ways of working. By 2020 we will work together to:

- **Increase global representation:** by bringing people together to discuss ideas, strengthening our membership across regions and ensuring a more equal representation and influence from people suffering and fighting poverty and inequality in countries of the global South;

- **Strengthen our ability to influence:** by building and sharing learning and knowledge within and beyond Oxfam; being rooted in the countries that we work in and committed to working in partnership and to bringing the voice of those we want to serve into the design of our global campaigns and influencing work;

- **Simplify and streamline our ways of working:** by reducing complexity especially in our management of country programs, but also by strengthening capacity and efficiency through shared confederation systems and approaches.

Oxfam’s Strategic Plan - **The Power of People against Poverty** - requires that all Oxfam affiliates commit to achieving Change Goals in six ‘external’ and six ‘enabling’ contexts. It is these Goals that provide the framework for our work in all of the countries in which Oxfam operates.
OUR SIX EXTERNAL CHANGE GOALS

These six goals will result in global change by the end of our strategic plan:

GOAL 1: RIGHT TO BE HEARD
More women, young people and others who are poor and marginalized will exercise their civil and political rights to influence decision-making by engaging with governments and by holding governments and businesses to account for their actions.

GOAL 2: ADVANCING GENDER JUSTICE
More poor and marginalized women will claim and advance their rights through engagement with other women and their organizations, demonstrating transformative leadership skills; and violence against women will be significantly less socially acceptable and prevalent.

GOAL 3: SAVING LIVES, NOW AND IN THE FUTURE
By reducing the impact of natural disasters, fewer men, women and children will die or suffer illness, insecurity and deprivation. Those most at risk will have exercised their right to have clean water, food and sanitation and other fundamental needs met, to be free from violence and coercion, and to take control of their own lives.

GOAL 4: SUSTAINABLE FOOD
More people who live in rural poverty will enjoy greater food security, income, prosperity and resilience through significantly more equitable sustainable food systems.

GOAL 5: FAIR SHARING OF NATURAL RESOURCES
The world’s most marginalized people will be significantly more prosperous and resilient, despite rising competition for land, water, food and energy sources; and stresses caused by a changing climate.

GOAL 6: FINANCING FOR DEVELOPMENT AND UNIVERSAL ESSENTIAL SERVICES
There will be more and higher quality financial flows that target poverty and inequality, and empower citizens, especially women, to hold governments, donors and the private sector to account for how revenue is raised and spent. More women, men, girls and boys will exercise their right to universal quality health and education services, making them full participants in their communities and strengthening the economic, social and democratic fabric of their societies.
OUR SIX ENABLING CHANGE GOALS

These six goals will change the way Oxfam works by the end of 2019:

GOAL 1: CREATE A WORLDWIDE INFLUENCING NETWORK
Oxfam will strengthen its ability to offer innovative and scalable development solutions in a world that is changing rapidly by developing a holistic influencing model. To demonstrably amplify our impact, bolster our international influence and support progressive movements at all levels, we will re-direct resources to the country level, develop new digital tools that respond to the communications revolution and take calculated risk to use disruptive opportunities.

GOAL 2: DELIVER HIGH-QUALITY MONITORING, EVALUATION AND LEARNING (MEL)
Oxfam will demonstrate that it has created a culture of evidence-based learning and innovation that has contributed to the progressive improvement of program quality and increased our capacity to achieve transformational change in people’s lives.

GOAL 3: STRENGTHEN ACCOUNTABILITY
Oxfam will be able to demonstrate that its governance processes, decisions and policies are transparent and are clearly seen – by the people we work with and those who support our work financially or in other ways – to have contributed to achieving greater impact.

GOAL 4: INVEST IN PEOPLE
Oxfam will have developed into an agile, flexible network of organizations with skilled and motivated staff and volunteers working together to deliver each of the Change Goals.

GOAL 5: COST EFFECTIVE
Oxfam will achieve value for money in all aspects of its work, spending funds wisely to achieve the greatest impact. Savings released by measures to save money will be re-invested in the achievement of the Strategic Plan goals.

GOAL 6: INCOME STRATEGIES
A step-change in investment, fundraising and cooperation between affiliates will secure an additional €100m - €300m more than our forecast income. This will ensure that we are in the right position to significantly increase the scale and impact of our work.
We were all deeply shocked by the death of our former colleague, Jo Cox. She made a huge impact during her advocacy career with Oxfam and later as Member of the UK Parliament representing her constituency of Batley and Spen in West Yorkshire. As an MP, she spoke of her pride in representing her ethnically diverse community: “We are far more united, and have far more in common, than which divides us.”

Jo was a fierce campaigner on behalf of the Syrian people – powerfully calling on the UK parliament to join forces with European allies to get food to starving people. “She was an inspiring leader, really bringing the best out of all of us, always positive, always believing we could win, and always passionate for change,” said Oxfam’s Max Lawson. “She was particularly brilliant at bringing huge energy to our campaigning around the desperate humanitarian crisis in Darfur.”
SECTION 3

THE RIGHT TO BE HEARD

WORKING WITH
821 PARTNERS

WE REACHED
1.8 MILLION PEOPLE

THROUGH
470 PROJECTS
Oxfam celebrates the courage and resourcefulness of our partners and allies, and the communities with whom we work, who often in the face of great adversity continue to fight so that citizens from all over the world can have a greater say in decision-making. Without civil and political rights, including the space to assemble, organize and push for the resources and opportunities that people need to thrive, it will never be possible to achieve the sustainable change that we want to see in the world.

Oxfam ensures that the voices of citizens are heard and responded to by policymakers and those in power. Together with our partners and allies, we create the spaces in which dialogue can take place, transforming interactions and contributing to important changes in government policy that have potential to reduce inequality and achieve a substantial impact on poverty reduction. This year our Right to be Heard stories show how in vastly different contexts including Tanzania, the Dominican Republic and the Democratic Republic of Congo, it is possible for citizens to come together, collectively assert their rights and make change happen.
MOBILE CONNECTIONS

It takes motivation and leadership to empower communities to realize the change that they want to see in their lives. In Tanzania community ‘animators’ are making using digital technology to hone their skills and increase the range and impact of their work.

Five years ago, community ‘animators’ relied on training manuals to develop their knowledge and learning. While this was a great tool it was clear to Oxfam and our partner, the Pastoralist Livelihoods Programme (PALISEP), that more could be done to help activists engage and mobilize rural communities to have a greater say in decisions that impact on their lives.

In December 2016, 82 women and men from five districts came together for the first-ever Animator Summit in Tanzania. Supported by Oxfam and partners, this was a space for them to share different approaches, learn from each other and devise new and exciting ways to reach out to communities. At the heart of this was a new digital strategy that would enable the activists to take their activism to scale.

“We reviewed the manual and developed audio content together,” explains Robert Kamakia, Program Coordinator, PALISEP. “Our messages focused on the roles, rights and responsibilities of an animator,” as well as the basic concepts and skills needed to get started. This content was then uploaded to a mobile phone app, with downloadable pages and audio training through voice memos. “We don’t have to carry anything apart from our mobile phones,” says Luca Machibya, from Pandagichiza village, Shinyanga. “I just dial +255 784 105 789, press 1, and tune into loudspeaker mode - animation skills are shared and everyone can hear it.”

The portability of the mobile phones has also helped to attract new animators – 200 women and men are now connected and numbers are growing. Each animator recruits three others, sharing dial-in details and enabling new animators to also access the voice memo guidance. “I can redial the number as many times as I want and reach more people,” says Willy Msangi, a teacher from Ushirombo ward.

Another animator, Fredina Said from Kishapu, Shinyanga, uses his mobile phone to recruit women and young people as community activists [see photo]. “I have open discussions about issues which matter to people and their daily lives,” he says. He works through credit, saving and farming groups, bringing in new activists to encourage
communities to engage and work together more effectively. School students are adopting this simple digital technology for different areas of activism.

This recent work builds on the original and groundbreaking community animation model that grew out of the Department of International Development (DfID) funded Chukua Hatua program through which animators in Arusha, Geita, Simiyu and Shinyanga have recruited and mobilized others, using football pitches, coffee joints, kiosks, water points, and other social groups to spread the word from village to village.

PARA QUÉ? FOR WHAT DO WE VOTE

Despite widespread cynicism from civil society organizations that the Dominican Republic’s general election would be yet another stitch up by the long-standing centrist party, the Partido de la Liberación Dominicana (PLD), this period in May 2016 provided a great opportunity for online activism by journalists and citizens.

Building on a model devised in the Spanish elections (Poletika.org/es), Oxfam initiated an online campaign for activists to track and monitor the discourse of presidential candidates, and through this, exert pressure on them to put citizen’s rights and issues of inequality at the center of their manifestos.

Working with partners and civil society groups, we created a platform of 16 organizations, agreeing the focus of our campaign. Monitoring indicators were established and responsibility for interacting with candidates equally shared. Achieving clarity of purpose from the outset was essential and the means by which our messages would be heard, in a context of a history of chaotic processes and lack of democratic accountability in previous elections.

Our short video featured ordinary people asking the question: Para Qué? – For What? Why are we voting? What are politics for? We all have the right to raise our voice and change public policy. Leading public figures – journalists, teachers, artists – supported our initiative, and as momentum built, more than 100 influential figures publicly endorsed the campaign – following our posts on Twitter. With well over 1,000 followers on Twitter alone, we were able to reach over 35,000 people, trending six times in the country, and each time for over six hours.
We jointly monitored speeches, plans and actions – capturing the commitments of candidates and summarizing these in social media posts. Alliance building with online and print media outlets and organizers of presidential debates enabled us to achieve the cut through we needed to question candidates and hold them to account for their election promises.

As expected the election was chaotic with corruption and irregularities making it difficult for people to trust the legitimacy of Danilo Medina’s comfortable win. In congress and at a local level, the status quo hardly changed, with the PLD maintaining its hold on power. Despite this outcome, we established Oxfam as an organization with the skills, experience and leverage to coordinate and build diverse networks through which citizen’s voices can be heard. We will continue our influencing efforts in the Dominican Republic, working alongside partners and civil society organizations to provide the means and space for citizens to stand up for their rights and fight extreme equality.

CALM NEGOTIATION: POWERFUL RESULT!

If you can’t pay school fees, your children will miss out. It used to be as simple as that. But the clear and dignified voices of families from a remote village in the Democratic Republic of Congo (DRC) have been heard in high places, and their call for free primary education for their children has been endorsed and acted upon.

Ongoing violence, political instability, and high levels of corruption continue to plague war-torn DRC – an environment that doesn’t make it easy to hold the local and national government to account. Yet, this story of courage and peaceful protest has achieved results, the impact of which could be felt across the country.

Working with communities in Bikoro, Equateur province, we created the space for women and men to identify their main problems and decide who they needed talk to change things for the better. One concern was that their primary schools were almost totally reliant on payments from parents to function. As well being an added expense for the family budget, it also meant that their children were not getting the education that they deserved.

The payment of fees had become the norm despite the constitution supporting free primary education. So the Bikoro Governance Group decided to raise their concerns with
other parents, school directors and their local authority in a collaborative and non-confrontational way. Thanks to their approach, their local authority listened and helped to raise their concerns at a higher level. This led to a visit by the Provincial Education Minister and a subsequent meeting with the school director.

Their initial strategy was not to pay fees at all but, mindful of achieving a good outcome, they understood that they would need to negotiate. Their patient discussion resulted in an open discussion of the role of the state in funding education, and a desire to achieve a good outcome for all parties. The result: an agreement that parental contributions would reduce by 50% in 2017 and by 25% in 2018 - with the local authority picking up the rest of the costs.

This may seem like a small achievement but in the context of a fragile DRC where people have ceased to expect or demand anything from those in power, it’s a huge step forward. In ensuring diversity and equal representation at community meetings, Oxfam has helped to build a empowered group of committed people that will go on to tackle other obstacles and in all likelihood, get something back. This is an approach that, if future funding is secured, could have significant ripple effects across the country.
SECTION 4

GENDER JUSTICE

WORKING WITH
521 PARTNERS

WE REACHED
1.1 MILLION PEOPLE

THROUGH
221 PROJECTS
Discrimination against women and girls is both a cause and a consequence of poverty. Without collective action and broader social movements that endeavor to achieve equal rights, development and humanitarian goals will be unachievable. For Oxfam, this means ensuring that gender justice objectives are included in each of our strategic ‘Change Goals’.

Oxfam builds the capacity of women and men, boys and girls, to achieve the change that they want to see in the world. This involves challenging attitudes and beliefs at many different levels, especially in areas of ending violence against women and girls, and women’s economic empowerment and leadership. Here’s a snapshot of inspiring stories that show how Oxfam, together with partners and allies, is sharing and replicating initiatives that put gender justice at the heart of development and civil society.

Grace Aciro started working with Women and Rural Development Network (WORUDET), Oxfam’s partner in Uganda, in 2014. Her organization is part of Oxfam’s Women’s Economic Empowerment and Care (We-Care) initiative running training and community activities in six countries to encourage respect for the rights of women and children. Julius Ceaser Kasujja/Oxfam
ENOUGH IS ENOUGH

One in three women will experience physical or sexual violence in their lifetime. It’s a crisis and Oxfam is fighting this injustice. In November 2016, we launched “Enough”: a new global campaign to enable millions of people around the world to end violence and discrimination in their communities – for good.

Women and girls all over the world experience discrimination – because of their race or ethnicity, their sexual orientation or gender identity, their disability – or just because – as women - they are viewed as second-class citizens. All too often this results in violence. While the root causes of this violence are complex, one thing is clear. The main reason lies in deep-seated patriarchy – in men’s power and control over women.

When communities share expectations that men have the right to assert power over women and are considered socially superior, violence against women and girls increases. It creates a reality whereby men can physically discipline women for ‘incorrect’ behavior, one where sex is men’s right in marriage or girls are responsible for controlling men’s sexual urges. Evidence also shows that legislation alone cannot shift patriarchal expectations – we need to work with communities, with influencers to create a tipping point where violence is no longer accepted and condoned.

The message of our “Enough” campaign is that ending violence is possible. Together with women’s rights organizations and movements already taking actions to end violence, we are working with communities and local leaders, as well as celebrities, influential figures and the media, to show that each can play a key role in ending abuse by speaking out against violence and replacing harmful ideas with positive ones.

In the first six months of this campaign, over a million people around the world have engaged the campaign joining Danna, Maria, Komal, Cheper, Saida and Nalishebo – community advocates from our initial focus countries - who have raised their voices in the call to end violence against women and girls. Over the next three years, the campaign will extend to over 30 countries in Africa, Asia, the Pacific and Latin America – each success helping to build a world in which equality of women girls, men and boys is the norm.
IF YOU REALLY LOVE ME ...

Challenging the prevalence of domestic violence is at the heart of Oxfam’s “Enough” campaign in Bolivia. Working alongside two women’s rights and 15 youth organizations, this means challenging a macho culture in which jealousy and control are seen as an expression of love.

Oxfam, the Colectivo Rebeldía and La Coordinadora de la Mujer asked 220 young people in La Paz, El Alton and Santa Cruz why they thought there were such high levels of violence in Bolivian society. We found that one of the key factors triggering violence has its roots in a culture in which sexism and ‘overprotection’ is the social norm. Nine out of 10 of our group said that they knew of someone being abused by her partner and one out of three said that they would not get involved in a private matter. Punishment with physical violence – described as ‘gentle slaps’ – was seen as normal and, in young couples, accepted because of the pressure to stay in a relationship. “If he is jealous it’s because he loves me”.

The same young people worked with us to develop ideas for a campaign – ACTUA Deten La Violencia – to raise awareness and challenge unacceptable and bullying behavior through social media, publicity, events and TV. Thanks to publicity generated through TV channel RED UNO’s most successful young people’s program [BIGOTE], the involvement of public figures and celebrities, and vibrant hip hop, street art, skate, graffiti and sports events, over 5% of the Bolivian population have now been reached with messages about freedom and equality in relationships.

These issues have been picked up in GIFS and memes, and shared on Facebook and social media channels. Our most popular video – Novios Celosos – by up-and-coming Youtuber @Cardamomasos, has been viewed more than 2 million times on Facebook with an engagement rate of 3,68, a record for us. Even La Paz’s cable car system provides a space for campaign messages to reach thousands of people each day.

Bolivia ranks first in Latin America and the Caribbean in physical violence against women and the problem is reproduced alarmingly among the youngest. Every day 100 women report abuse and every three days a Bolivian woman dies as a victim of femicide – 60% of whom are under 25 years old. Unhealthy relationships often start early – with young men and women thinking that teasing and name-calling are acceptable. “If you really love him, you can forgive his temper.” So far, 3,353 young people have taken part in
campaigning activities, 46% aged between 18-24 and 28% between 25-34.
As this video shows, it takes just one person intervene to make a difference. Since its
launch in February 2016, more than 23,000 young people have joined ACTUA, pledging
to stand up to violence and take action if they know that a friend is in an abusive
relationship. More than 300 activists are now driving the campaign – talking to their
peers and colleagues, and ensuring that support networks are created for vulnerable
women and girls.

THINK DIFFERENTLY

Oxfam’s massive new campaign in India adopts a fresh new approach to end the
scourge of violence against women and girls. As in Bolivia, we have targeted young
people, urging them to work with us to build a forward-looking society that is based on
equality and mutual respect.

Bano Nayi Soch: Buno Hinsa Mukht Rishtey was launched on 25th November 2016.
Translated as ‘Be a New Thought: Weave Violence Free Lives’, it encourages young
people to think differently and assertively to change the attitudes and beliefs that
are prevalent in Indian society. Listening to our campaign partners, we used the term
‘weave’ to indicate an approach that is very much about many stakeholders joining
together to influence change. “It is frightening to know that both men and women think
it is normal for women to be beaten up by their intimate partners,” says Nisha Agrawal,
Oxfam India CEO. “The campaign will challenge the acceptance of these widespread
social norms and create a new mindset that promotes mutually respectful and violence
free relationships”.

In just five months, more than 3.5 million people from 385 villages in 33 districts in 5
states of India (Bihar, Chhattisgarh, Jharkhand, Odisha and Uttar Pradesh) were exposed
to Oxfam’s campaign messages. This was achieved through a high profile launch and
followed by 16 days of focused outreach and activism by Oxfam teams and partners.
We also aligned our campaign with activism on International Women’s Day, showing
solidarity with a strike organized by women’s rights organizations in Delhi on 8 March.
In just five months, a wide range of online activities and village, district and state level
events have resulted in 1.27 million pledges and actions being taken by women and men
on social media.
Getting our messages across to a wider audience through film festivals was an opportunity not to be missed. The Global Citizen Festival enabled us to reach young audiences who, in order to win a competition to attend a music concert attended by Indian and foreign celebrities, signed up to take a campaign action. And at the Mumbai Film Festival, [2016], an Oxfam award for the ‘Best Film on Gender Equality’ was won by ‘Lipstick under my Burqa’ directed by Alankrita Shrivastava. The film was denied certification for commercial release and a long and controversial battle with the film censors ensued to secure its later release. As well as firmly backing the film, we used this opportunity to great online engagement on the issue of women’s autonomy.

In the coming year, our campaign focus will be on “Respect for Women’s Autonomy in decision making within the family and community”. The aim is to reach 3.3 million people using a range of interventions such as, campaign spikes and public events, technology platforms, building capacities of women rights organizations and networks and working with youth and women collectives.
WORKING WITH
590 PARTNERS

WE REACHED
13.5 MILLION PEOPLE
83% THROUGH HUMANITARIAN ASSISTANCE

THROUGH
482 PROJECTS
A number of ongoing emergencies all came to a head over this last year with the underlying political causes of these many crises remaining unresolved. We saw the defeat of opposition-held areas in Aleppo in Syria, the fight for control of Mosul in Iraq and the increasing risk of catastrophic hunger in Yemen. The conflicts at the roots of all these emergencies are years old but reached new depths of suffering in 2016-17.

Across the Middle East – in Iraq, Syria, Yemen and Lebanon - more than 45 million people were in dire humanitarian need. In Yemen, serious food shortage threatened lives of more than 17 million people and almost half a million children under five were suffering from acute malnutrition. In Syria, more than 14 million people had no access to safe drinking water and toilets. In Iraq, 10 million people were in need of humanitarian aid.

Protracted conflicts and climate change elsewhere meant that millions more were in need. In February 2017, the world stood on the brink of an unprecedented four famines due to the catastrophic failure of the global community to uphold its obligations to the most vulnerable of people. A total of 30 million people were in urgent need of food: brutal conflicts in Nigeria, South Sudan and Yemen drove millions of people from their homes and left millions more in need of emergency food. Donor countries failed to adequately support efforts to resolve these conflicts and, in Yemen, actually fueled the conflict through arms sales. While in Somalia - as well as parts of Ethiopia and Kenya - persistent drought caused crops to fail and cattle to die, causing severe food and water shortages.

Disasters triggered by natural hazards also featured with the Ecuadorean earthquake, Hurricane Matthew in the Caribbean and Typhoon Nock-Ten in the Philippines. In all these crises, whatever the root cause, the poorest people were always hardest hit – and women were particularly vulnerable, with fewer resources to face and recover from emergencies. At the center of Oxfam’s humanitarian work was the promotion of gender equality and women’s rights - as well as the safe and accessible use of our humanitarian programs by women and girls.

Our humanitarian work would not be possible without the expert knowledge of local organizations that we are privileged to call our partners. Establishing collaborative relationships – before, during and after and emergencies – puts our country-based teams in the best possible place to help communities to prepare for and respond quickly in the event of a disaster. However, the magnitude of human suffering in the
world today requires – and will continue to necessitate – interventions far greater than local or international aid agencies can ever expect to deliver. Governments around the world must dig deep and find the resources and political will to save lives and secure long-term solutions to the root causes of conflict and climate-related emergencies.
TURN THE HUMANITARIAN SYSTEM ON ITS HEAD

In May 2016, the former United Nations General Secretary, Ban Ki-moon convened the first-ever World Humanitarian Summit (WHS). It brought together 9,000 delegates, 55 Heads of State and Government, and hundreds of civil society, non-governmental, academic and private sector organizations. For Oxfam, this was an opportunity to help shape a new global agenda, with our humanitarian partners sharing their expertise on a world stage.

Between 2007-2013, less than 2 percent of annual global humanitarian assistance went directly to local organizations and government entities. Oxfam is helping to shift this dynamic in two ways - by increasing the proportion of humanitarian funding that we allocated to local organizations to 30 percent by May 2018, and by influencing others to do the same through high profile conferences, such as the WHS.

Gone are the days when Oxfam’s humanitarian response involved the immediate dispatch of emergency supplies from warehouses in Europe or America. Instead, we are prioritizing building partnerships with responsible governments and organizations and strengthening their own capacity for response. The benefits of this approach are that we can help create a more sustainable system of humanitarian response; we are also able to work with communities to increase their resilience and ability to cope with future shocks.

Prior to the WHS summit, we held mini-summits in refugee camps in Tanzania and Western Sahara – asking questions and gathering responses – to ensure that the voices of those directly affected were heard in Istanbul. We also ensured that representatives of local organizations - our partners in humanitarian prevention and response – attended the summit to make their voices heard in debates and to meet decision makers at the highest level.

Working together with 22 other INGOs and over 120 local organizations, we called for a reorientation of the humanitarian system towards local agencies, urging them to sign up to a new way of working by signing a Charter for Change. Two Oxfam evidence-based reports - Commitment to Change and Turning the Humanitarian System on its Head were widely circulated in advance, strengthening our argument for a dramatic shift in the way the global community responds to humanitarian crises.
The key output of the UN Summit was the report: One Humanity, Shared Responsibility, which urged world leaders to commit to five responsibilities. The fifth emphasized a commitment to the ‘Grand Bargain’, an agreement dedicated to giving more power and funds to local frontline NGOs invest in local capacities, especially in fragile situations where people are most vulnerable. It also acknowledged the funding gap in meeting humanitarian needs.

**STAND AS ONE WITH REFUGEES AND MIGRANTS**

Helping people to find a safe haven in a world that is choked by violence, conflict and disaster is what gives us our humanity. It is only when we Stand as One with people forced to flee their homes, that this crisis will be overcome.

In Europe we saw a further tightening of borders and growing hostility to migrant populations, adding increased refugee deaths, more unaccompanied migrant children, forced deportations to Turkey and abuse by EU border officials to the journey of despair and insecurity that many thousands of people already faced.

Usually dancing with the St Petersburg Ballet, Russian ballerina - Irina Kolesnikova - joined Oxfam in a visit to a refugee camp in Tabanovce, Macedonia on the border with Serbia. At the peak of the crisis, 10,000 people a day were arriving here by train. Only ever intended as a transit point for onward journeys, this area turned into no-man’s land when borders were closed. Thousands of people – many of the children – were still stranded. “I found it unbearably moving when I sat chatting to a young mother, 18 year old Maryam, whose husband and father had flown from Syria [to Germany] a few months before,” said Irina. Irina’s visit inspired a contemporary version of Bizet’s ‘Carmen’, which opened in London’s Coliseum in August 2016. Her story was picked up widely by the wires (Reuters, Newsweek), and featured in online media in many countries.

In September 2016, the UN General Assembly convened another historic first - a high-level summit to address the huge movement of refugees and migrants crossing borders in search of a safe haven or to escape a life of poverty. This was an unprecedented opportunity to achieve a bold and fair deal to ensure the safety and dignity of over 65 million displaced people. Concerned that the event would be a talking shop at best, Oxfam warned that backsliding on commitments to share responsibility for solving the crisis was morally indefensible.
From a sea of life jackets laid beneath the Brooklyn Bridge highlighting the sobering reality of thousands of lives lost in the Mediterranean, to meetings at UN Headquarters, we reminded world leaders that over a quarter of a million people worldwide have joined our movement to support people on the move. Mohammed Badran, a refugee from Syria and Oxfam advocacy partner from the Netherlands, addressed the opening session: “Refugees are already taking action. We want world leaders to do the same.”

Oxfam’s Winnie Byanyima shared her experiences of being a refugee from Uganda and called on world leaders to make sure these summits amount to more than a half-hearted beginning to help those millions of people forced to flee but are the start of real and lasting solutions. “Many governments are worried about how this issue plays out on their political agendas at home, but they must uphold their obligations under international law and demonstrate leadership and empathy,” she said.

We took advantage of this opportunity to make Oxfam’s voice heard at the highest level. While we welcomed world leaders’ calls for a more equal sharing of responsibility for the refugee crisis and their commitment of money to do so, their failure to make fair commitments to share responsibility for all of the 65.6 million people forced to flee their homes was, in effect, a denial of the moral imperative to achieve solutions for the world’s most vulnerable people. We will continue to speak out, urging governments to
step up and demonstrate the political will to ensure the safety and dignity of millions of people on the move.

This was barely the beginning of Oxfam’s Stand as One campaign on the issue of displacement. Working together with our partners and allies, our world tour with the UK band, Coldplay, urged the public to sign up to a global petition in solidarity with people on the move. In the summer of 2016, we partnered with Amnesty International Greece to launch the award-winning Museum Without A Home – a real life and online gallery of small items given by Greek citizens to refugees, showcasing powerful acts of kindness that helped change people’s lives.

In March 2017 – our team in Cambodia launched its first ever campaign – JuiKnia. Working alongside partners and celebrities, and using online and offline media, including film screenings and a tuk tuk mobilization, we Cambodians around the world to sign an open letter urging governments to keep their hearts and doors open to refugees, just as they did for them when their country was taken over by the Khmer Rouge 40 years ago. In just one month, the campaign gathered 47,685 signatures, five-times exceeding its original goal.

EMERGENCY SUPPORT IN TRANSIT CAMPS

Working with partners and civil society organizations in more than 90 countries, we responded to the needs of hundreds of thousands of refugees. At border crossings, in towns and cities, and temporary shelters and camps, we provided life-saving emergency support – treating people with dignity and respect – as any of us would wish if facing the same appalling circumstances.

In Serbia, we assisted vulnerable migrants and asylum-seekers living outside and inside designated accommodation sites. Working in partnership with local organizations, we distributed basic essentials such as food and clothing, and provided legal counseling and support for people who had been pushed back across borders. Rather than being places of safety, countries of the Western Balkans left

“They took our clothes and made us sit in the snow and ice – we were frozen. They broke our mobile phones and took our money, and beat us badly.”

Maalik from Afghanistan, in Hungary
thousands of people facing an uncertain future, often subjecting them to violence and intimidation. In the first months of 2017, The Belgrade Centre for Human Rights, Macedonian Young Lawyers Association and Oxfam collaborated on a hard-hitting joint agency briefing paper – A Dangerous ‘Game’ – to draw attention to these illegal violations of human rights.

With the support of local partner organizations, we also worked in organized official camps with tens of thousands of refugees — like Zaatari in Jordan or Nyarugusu in Tanzania — and informal communities and small tent settlements, like those in Lebanon’s Bekaa Valley.

In Syria, Jordan, and Lebanon, we continued to help more than 2 million people with life-saving clean water, washing and toilet facilities. In Jordan and Lebanon, we supported...

“I’ve been here for three years. I have four children; two of them were born here in the camp. I left everything in Raqqa, my life, my memories, my souvenirs. The most difficult time here in the Bekaa is the winter. It’s very cold and wet and we’re not used to living in tents.”

Hannan, 20, Syrian refugee in Lebanon
refugees with clean drinking water and cash donations to buy food and other basic essentials, installed piped water schemes, and helped families to understand their legal and human rights, and access improved work opportunities, medical, legal and other support services. We built shower and toilet blocks in refugee camps, informal settlements along routes used by people fleeing Syria and installed or repaired toilets in communities hosting refugees.

Fear of violence and intimidation forced over 110,000 refugees, mostly women and children, to flee their homes Burundi to neighboring Tanzania. They were in urgent need of clean water, adequate sanitation, health care, food and shelter. As 70,000 people arrived at Kagunga beach on the border, they were transported in buses to Nyarugusu camp, Oxfam worked with a local partner, Tanzania Water and Environmental Sanitation (TWESA), to provide clean water, shelter and food. “Nyarugusu camp is already the third largest refugee camp in the world, and Nduta is growing by the day, yet the situation for Burundians in Tanzania is struggling for attention and adequate funding,” said Jane Foster, Oxfam’s Country Director. Cholera was confirmed in both locations, with over 200 cases in one camp, so educating people about how the steps they needed to take to be safe was critical.

Three years of brutal conflict in South Sudan had forced three million people from their homes, and 7.5 million people were in urgent need of help. We established seven humanitarian bases across South Sudan and ran life-saving activities in other locations as needs arose. In 2016 we helped more than 600,000 people providing food and water, sanitary latrines in camps and settlements, digging boreholes and wells and training people to look after and maintain their own water supply.

More than 1 million South Sudanese also fled to Uganda, thanks to a generous refugee policy by the country’s government. Bidibidi in Northern Uganda grew into the largest refugee settlement in the world - home to over 270,000 South Sudanese refugees. Our teams worked with a local partner, Community Empowerment for Rural Development (CEFORD), to provide clean drinking water to around 200,000 people and establish water systems that will last for 20 years - because we think people will remain here for decades. As more funding came through, Oxfam was able to also establish a gender and protection program for vulnerable groups, as well as recreational activities for children and young people.
WIDESPREAD HUNGER IN A WORLD OF PLENTY

The number of people in need of food aid around the world rose to 70 million – and the world faced the prospect of four unprecedented famines. Unremitting conflict and seriously low rainfall forced huge waves of people – many of them women and children - to abandon their land and homes. If lives were to be saved, Oxfam and other humanitarian agencies needed a large injection of funds to rapidly scale-up their provision of emergency aid and livelihood assistance, and to initiate measures to ensure that people were protected and safe.

In early 2016 there was a risk of famine in Ethiopia, Somalia and Kenya. Oxfam issued a stark warning that Ethiopia was on the brink of famine after the worst drought in 50 years - 8.5 million were at risk. Water and food shortages led to an increased displacement of drought-affected people in the country, particularly in the Southern Somali region where 700,000 people were on the verge of starvation. We targeted the hardest hit areas in Southern Somali region, reaching 653,000 people in areas least covered by other humanitarian agencies with clean water and cash assistance, latrines, toilets, and new boreholes to provide water in strategic locations.

While there was less of famine in Kenya, thousands of people were affected by drought and faced dangerous levels of hunger. We worked alongside local partners - the Diocese of Lodwar in Turkana, and the Arid Lands Development Focus (ALDEF) and WASDA (For the People of the Horn of Africa) in Wajir - with humanitarian interventions reaching 329,862 people. This included the rehabilitation of water points in schools, improving access to water through e-water (cash for water activities), hygiene promotion and sanitation, and providing cash to people through a partnership with the Hunger Safety Net Programme and Equity bank.

In Somalia, 620,000 people were on the move with their livestock in search of elusive seasonal rains, triggering a warning sign of impending food crisis. “We have moved four times in the last four months. We were trying to follow the rain—moving according to where the rains were supposed to come. But they haven’t. If the rains don’t come, none of us will survive,” said Farhia, a 25 year-old pastoralist from Somaliland.

Pastoralist communities were already living on the edge because of a failure of successive rains and ongoing violence and intimidation by a variety of non-state groups, including al-Shabaab. Less resilient and with livestock dying, they were in urgent need...
of humanitarian intervention. Sabaad Mohamud Mussa and her husband once raised 30 camels and 800 goats, which they traded for food and money. Now they have just three camels and 15 goats left. “When we needed money, we used to sell one camel and buy the things we needed,” she says. “Now we have almost no camels and therefore, no savings, no income, and nothing to eat.”

After her husband left to find fresh water and grass to keep their remaining animals alive, Mussa’s situation grew more precarious so she took her children to another district in search of food and water. She settled in Garadag where there is a school and clinic for women and children. Oxfam partners Candlelight (For Environment, Education & Health) and the Horn of Africa Voluntary Youth Committee (Havoyoco) are providing people with clean water, sanitation, and cash transfers for food and medicine. The district, which had a population of 12,200 in 2014, has seen an influx of 1,000 families since the drought began.

From early 2017, Oxfam became increasingly concerned that food scarcity would turn to famine in West Africa, Yemen and South Sudan – with 30 million people suffering extreme hunger. At the same time as implementing large-scale humanitarian responses in these countries, we challenged governments around the world to meet their humanitarian obligations with the funds and political will to end these crises. “Famine does not arrive suddenly or unexpectedly. It comes after months of procrastination and ignored warnings,” said Nigel Timmins, Oxfam International Humanitarian Director. “It is a slow, agonizing process, driven by callous national politics and international indifference.”

Eight years of conflict and insecurity in West Africa has displaced millions of people from their homes in Cameroon, Niger and Nigeria into the Lake Chad Basin. As the UN General Assembly met in New York in September, 15 humanitarian organizations joined together to call for urgent action to help people in need, as well as guarantee their safety, uphold their rights and allow immediate humanitarian access to areas receiving little to no assistance. Oxfam’s report: Lake Chad’s unseen crisis drew on the experiences of refugees and displaced people and was issued for impact just before the New York meeting.

“Civilians have paid a high price for policies of cutting off Boko Haram’s food and supplies. People should be able to fish, farm and sell their goods at markets. We have seen hugely generous communities welcome people who have fled their homes – but now they have nothing to give. They too are hungry and need access to aid,” said Lisa Bay, Oxfam’s
Operational Lead. Oxfam worked in all three countries to provide emergency food support, clean water, sanitation, cooking equipment, seeds and tools reaching 245,000 people in Nigeria, 55,000 people in Niger, and 50,000 in Chad. We also set up community protection groups for women.

Two and a half years of bitter conflict between a Saudi-led coalition of Gulf countries and the Government of Yemen against the Ansar-Allah movement (also known as the Houthis) has devastated civilian life. Over 57,000 people have been killed and injured, and almost three million people forced from their homes because of the fighting. By 2017, nearly 70 percent of the population – 18.8 million people – needed humanitarian and protection assistance, the greatest number in any country in the world.

The people of Yemen were on the brink of famine and cholera had started to break out in nearly every corner of the war-ravaged country. Oxfam responded with essential aid in the hard-to-reach north and south of the country, reaching more than 1.2 million people. We supplied water by truck, repaired water systems and latrines, and supported families with cash payments to buy food in the local market or livestock. In response to the cholera outbreak, we directly supported more than 430,000 people from four governorates, working in coordination with other agencies to deliver clean water, filters, jerry cans, building latrines and organizing hygiene awareness programs.

Yemen remains on the brink of catastrophe and if a famine of huge proportions is to be averted, a massive humanitarian response is needed. This will require an international commitment by donor governments and those responsible for fueling this crisis through the supply of arms - to ensure the flow of food and supplies into Yemen’s ports. The extremely challenging and dangerous environment that aid agencies must work in is compounded by the violence that continues to drive the crisis, and every government with any influence must dramatically step up diplomatic pressure on the warring parties in and outside of the country.

In February 2017, famine was declared in South Sudan’s Unity State, directly affecting 100,000 people in Leer and Mayendit counties, with a further 1 million more on the brink. Thanks to the generosity of the public and governments, Oxfam and other humanitarian agencies helped to avert a full-scale famine but over the next few months, as the conflict intensified in other parts of the country, the likelihood of the balance tipping from food insecurity to high risk of starvation became very real for 5 million people.
This appalling situation is the outcome of an escalating and on-going brutal civil war in which untold thousands have been killed, villages burned to ashes, hospitals and churches attacked, bodies dumped in rivers, women and children raped, and men forcibly recruited to fight. Repeated forced displacement is leading to suffering and hunger, even in places where food had been plentiful. The number of food-insecure people is on a scale that has not been witnessed before in South Sudan, and acute malnutrition remains a major public health emergency. Oxfam has established seven humanitarian bases in Northern Bahr el Ghazal, Western Bahr el Ghazal, Unity, Upper Nile, Jonglei, and Central Equatoria from which to provide food and water, build sanitary latrines in camps and settlements, dig boreholes and wells, and train people to look after and maintain their own water supply.

More than 1 million people also fled to Uganda, thanks to a generous refugee policy by the country’s government. Bidibidi in Northern Uganda grew into the largest refugee settlement in the world - home to over 270,000 South Sudanese refugees. Our teams worked with a local partner, Community Empowerment for Rural Development (CEFORD), to provide clean drinking water to around 200,000 people and establish water systems that will last for 20 years - because we think people will remain here for decades. As more funding came through, Oxfam was able to also establish a gender and protection program for vulnerable groups, as well as recreational activities for children and young people.

Isaac was a few months shy of his 17th birthday when the fighting started close to his home. He was going to see friends when he saw people running and he had no choice but to go in the same direction. “We were stopped by a gunman asking where we were from and going. A woman gave me a [food] container and whispered that I should say I was from the Uganda side and had come to deliver lunch for my parents [in South Sudan],” he said. “Then they told me to go. I am not sure what happened to the other people fleeing. I am now alone; I tried looking for that woman but in vain. I am just thinking of how to survive”.

Oxfam’s emergency resources were stretched to the limit in 2016-17 and, as this year closed and we looked ahead to 2017-18, it was clear that our large-scale humanitarian responses in each of these countries would need to continue – 30 million people in four countries remained at risk of starvation. More so now than ever before, we must use our best fundraising, campaigning and advocacy talent to raise the income that we need to respond and hold the world’s governments to account for their responsibility and moral obligation for immediate humanitarian assistance and political action to solve these crises.
SECTION 6

SUSTAINABLE FOOD AND NATURAL RESOURCES

WORKING WITH
1045 PARTNERS

WE REACHED
2.3 MILLION PEOPLE

THROUGH
482 PROJECTS
For the millions of people on the frontline of the fight against hunger - climate change, insecure tenure and access to land and natural resources, lack of investment in small-scale agriculture and lack of power within food supply chains are obstacles that stand in the way of their right to food and decent livelihoods.

Urgent investment is needed that puts both the needs of small-scale producers or workers and the management of natural resources (such as land and water) before the rich and powerful interests that threaten them. Women are the driving force for an equitable and more sustainable food system but governments and society must invest in them for them to be more productive, protect their rights and challenge discriminatory policies as well as the societal norms and practices that hold them back.

Oxfam partner RACHANA works in Takeo province, Cambodia, to improve the livelihoods of smallholder farmers and their families. They train and equip them to better cope with climate change and natural disasters such as floods and droughts. Kimlong Meng/ Oxfam
STAND FOR LAND

For local communities and indigenous peoples, land rights are not just an abstract concept – they’re a matter of survival. Since 2009, Oxfam and others have been raising the alarm about the massive global rush for land acquisition to meet a rising demand for food and biofuels, and earth’s riches through speculation and mining.

Oxfam’s Stand for Land campaign championed the rights of numerous communities who stood up against powerful forces wanting control of their indigenous land. As momentum built and more people signed up to campaign, this made it harder for governments and the wealthy elite to ignore.

We maintained our support for villagers from Paanama village, Sri Lanka whose peaceful protests against eviction were met with violence and intimidation.

Result! As a direct result of the campaign, the Sri Lankan Parliament raised questions and Government answered by stating that there is no impediment to releasing the lands to the community. The Human Rights Commission has re-opened its investigation on this issue. We will stand by this community until their lands are returned to them.

We supported indigenous people to stand up for their rights in Peru

Result! By March 2017, intensive activism and lobbying by indigenous communities in Nuevo Andoas had opened the door to negotiation with the Peruvian Government about their right to be consulted on the use of their ancestral lands. While not stopping oil exploration entirely, the future agreement would enable them to have a say, and prioritize their health and that of their immediate environment.

“We live with the uncertainty that the government could license our territory out to oil companies at any time.”

Teddy Guerra, Peru

We stood by the Kimberly Land Council that was fighting for greater recognition of Aboriginal land rights and full, rather than partial, ownership of their land.

Result! As a direct result of our campaign and advocacy report, the Minister for
Indigenous Affairs in Western Australia was compelled to listen and respond to issues raised by the Aboriginal Kimberley Land Council, and the planned removal of Native Title Rights in new conservation areas.

**We championed the rights of Garifuna communities in northern Honduras whose homes and farms are at risk from palm oil plantations, real estate barons and hotel developers who, with the government’s blessing, are forcibly taking and exploiting their land, threatening their livelihoods.**

“Communities are being displaced, and cultures are being lost, because of the expansion of tourism and other developments.”

Miriam, Afro-Honduran Garifuna

**Result!** A corruption case was lodged against the Deputy Minister for National Resources and, together with women human rights activists, we built a national alliance to stop a hearing intended to drop charges against him, and the Commission for Gender and Human Rights committed to support our campaign.

Oxfam is proudly part of the Land Rights Now campaign, now counting more than 600 organizations worldwide standing with farmers, pastoralists, forest-dependent people, fisherfolk and indigenous communities defending their land rights. We will keep using our campaigning and advocacy leverage to work alongside them for their rights. Click here to find out more.

**BERTA CÁCERES – HER GLOBAL LEGACY**

On 3 March 2016, indigenous rights activist Berta Cáceres was shot and killed in her home sparking unprecedented global outrage. Oxfam added its voice and campaigning weight to tens of thousands of others demanding action around the world. In four short and intense weeks, we helped to secure some of the demands that Berta’s organization – the Council of Popular and Indigenous Organizations of Honduras (COPINH) – had fought so hard to realize.

As part of a broad coalition working together, our objective was to put pressure on investors, companies and, ultimately, the government of Honduras, to protect the rights of the indigenous communities affected by the proposed Agua Zarca hydroelectric dam.
To achieve this, we brought campaigning expertise, knowledge and leverage already built through our global Land Rights Campaign.

On 13 March, we launched a public action demanding companies and investors pull out of the Agua Zarca dam. Then, three days later – a second indigenous rights activist - Nelson García - was assassinated. “Bad things kept happening,” said one activist. The very next day FMO (the Dutch development bank) temporarily suspended all activities in Honduras. Two weeks later, after public demonstrations in Germany and publication of Oxfam’s research dossier generated 150 media stories, Voith Hydro announced it was suspending turbine delivery.

With momentum building fast, we maintained pressure on the Government of Honduras to investigate Berta’s murder and protect Gustavo Castro, her colleague, who was also injured in the attack. On May 9, the Government of Honduras arrested four suspects two with direct ties to the Agua Zarca developer. Castro was also safely returned to Mexico. The intense spotlight on Berta’s murder clearly contributed to a decision by the Government of Honduras to investigate Berta’s case.

The crucial driver of change was the groundswell of outrage that built through social media and public statements by governments and UN officials. We helped to amplify public condemnation through a global petition of 57,000 signatures and 1.8 million views and 5,000 shares of the campaign video, and brought crucial access to high-level influencers and decision-makers in multiple countries, including the governments of the Netherlands, Germany and Finland where financiers and companies investing in DESA (the Honduran company with a contract to build the dam) were based.

The struggle to stop the Agua Zarca dam for good will continue through the vigilance and work of the COPINH, the coalition, and Oxfam as part of our Land Rights Now campaign.

**ADAPTING TO CLIMATE CHANGE**

In 2011, the Government of the Philippines set up an annual rolling fund that would make 1 billion Peso (USD 15m) of equity funding available for communities to adapt to climate change. Oxfam welcomed this initiative but was concerned that the People’s Survival Fund would go unclaimed because local government officials lacked the technical capacity to put together a good plan.
After the strongest ever recorded typhoon devastated eastern and central parts of the Philippines in November 2013, government and aid agencies helped communities to rebuild. But, while a lot was done to restore livelihoods and enable communities to protect themselves from extreme weather events in the future, nearly three years after Typhoon Haiyan there was hardly any municipal investment in helping communities to adapt to climate change.

Oxfam is implementing two adaption and risk reduction projects in Mindanao and Eastern Visayas, both of which showed that with the right knowledge and foresight, women and men could dodge the worst impacts of climate change and fight back against poverty and hunger. Each also emphasized the need to build the capacity of women and girls, making them equal partners in helping their communities to become more resilient, and through which they could also develop their own income streams through agriculture.

An important aspect of our work is to influence public sector investment in climate change adaptation and risk reduction programs. In 2016, with the support of Oxfam partners, Sentro sa Ikauunlad ng Agham at Teknolohiya (SIKAT) and Paglilingkod Batas Pangkapatiran Foundation (PBPF), we conducted assessments and initiated plans for adaptation projects, and as a result the municipal governments of Del Carmen in Surigao del Norte Province and Lanuza in Surigao del Sur province were allocated a total of USD2.6 million funding for their projects.

GOVERNMENT SCALES UP SUPPORT TO FARMERS IN GEORGIA

Wine production is integral to the social, economic, cultural and spiritual life of Georgia, where 50,000 self-employed farmers grow vines on small plots of land as their main source of income. With economic opportunities to be gained, Oxfam, in the framework of EU funded ENPARD (European Neighbourhood Programme for Agriculture and Rural Development) program, and together with Agriculture Cooperatives Development Agency (ACDA), organized a forum to find ways to support small-scale producers of grapes and wine.

The quality and export potential of Georgia’s wine has substantially increased but small-scale farmers have not been able to take full advantage of this opportunity because a fragmented, largely locally orientated industry. Oxfam has used its influence in Georgia to advocate for better quality government investment in smallholdings that will enable
farmers to form cooperatives, share resources, and gain better access to markets for their grapes and locally produced quality wine.

The forum in March brought together agricultural cooperatives, farmers, leading specialists and scientists, as well as the representatives of the processor and exporter enterprises to discuss forward-thinking ways to develop the viticulture industry. It was especially important in enabling smallholders to talk about their lack of access to capital and to look at ways to implement positive changes that would enable them to increase their revenue from grapes and improve the quality of their livelihood.

This work has paid off, with the government announcing a new pilot project to support wine growing cooperatives. It will enable farmers to gain access to the capital that they need to invest and produce wine themselves, adding maximum value to their product and reducing their dependency on processing companies.

GOOD NEWS FOR GLOBAL FOOD SECURITY

In July 2016, the US Senate passed the Global Food Security Act. Thanks to the hard work and effort of Senators Isakson and Casey, and seven years of extensive public mobilization and lobbying by Oxfam and our allies, the new bill puts food security at the heart of US foreign assistance.

In the last decade, the number of hungry people on the planet fell by 100 million to under 800 million people. “But this is still 800 million people too many” was the message that Oxfam and our allies took to the US Congress, urging Senators to strengthen support for critical development programs such as Feed the Future that is helping millions of farmers to lift themselves out of poverty.

When the Global Food Security Act was passed into law, Oxfam was delighted. “As we embark on efforts to achieve a vision of zero hunger and sustainable development for all, passage of the Global Food Security Act demonstrates American leadership to make these aspirations a reality,” said Eric Munoz, Oxfam’s Senior Agricultural Policy Advisor. As a result of the legislation, improving livelihoods for smallholder farmers, building resilience and fighting hunger and malnutrition are core objectives of US foreign assistance.
SECTION 7

FINANCING DEVELOPMENT

WORKING WITH

451 PARTNERS

WE REACHED

600,000 PEOPLE

THROUGH

266 PROJECTS
The economic decisions that all governments make about how to raise and spend money have a direct impact on the lives of every citizen. When progressive governments allocate larger proportions of their domestic budget to funding essential public and social services or put in place high-quality aid provision for countries in need, this results in a decrease in poverty and inequality.

Our goal is to persuade governments to invest more, and better quality, funding in the fight against poverty and inequality, in the countries where we work and globally. This means holding governments to account for how they choose to spend money. We work alongside partners and allies to empower citizens, and especially women, building their capacity and confidence, so that they have what they need hold governments, donors and private sector organizations to account for how revenue is raised and spent.

By 2019, we want more women and men, girls and boys to exercise their right to universal quality health and education services, and to participate in strengthening the economic, social and democratic fabric of their societies. From involving citizens in the budget process to creating space for the voices of developing countries in global bodies and processes, Oxfam wants to see an economy that works for everyone not just for few.

Looking at the future: a father holds his daughter as he stands on a site from which local residents have recently been evicted to make way for new developments, close to luxury apartments in North Jakarta, Indonesia. In the past two decades, the gap between the richest and the rest in Indonesia has grown faster than in any other country in South-East Asia. Tiara Audina/Oxfam
IT’S TIME TO EVEN IT UP!

This year, Oxfam continued to drive the inequality debate, at global, regional and national levels. Again and again, we stood up to speak truth to power to show leaders how extreme inequality prevents us from eradicating poverty, and how rigged the rules are in favor of those who are already at the top. We demanded change – and a world economy that works for everyone.

Calling on global leaders for a fairer tax system - Despite world leaders signing up to a global goal to reduce inequality (at the World Economic Forum in 2013), the division of wealth between the richest 1% and everyone else showed no sign of abating. With this chasm in inequality growing, it was time to make a stand. In 2016, we started to build and publicize our vision for a new ‘human’ economy by urging global action on an unfair tax system that deprives developing country governments of the resources they need to deliver the essential services that we know reduce inequality and poverty.

When, on 9 May 2016, documents were leaked detailing information about more than 200,000 offshore entities, despite Panamanian law firm Mossak Fonseca’s attempts to block the leak, it caused a media storm. Oxfam was there calling for an end to the era of tax havens, urging global leaders to make sure that companies pay their tax where instead they make profit, and pushing global institutions like the World Bank and IMF to look at how their practices can change to support more responsible corporate tax behavior.

In September 2016, as world leaders met at the UN General Assembly in New York, our evidence-based reporting, influencing and public awareness campaigns ensured that Oxfam’s call to end global inequality was front and center. As President Barack Obama told delegates in his departing speech: “A world in which 1% own as much as wealth as the other 99% will never be stable.”

Pressure on the EU - We worked with members of the European Parliament (MEPs) to demand that companies be transparent about what they earn, and where, and when they pay taxes, showing how companies like banks can otherwise stash billions in profits in tax havens. In response to Oxfam’s report on European Union (EU) banks and tax dodging – Opening the Vault – Pierra Moscovici, European Commissioner, tweeted: “Thanks to EU rules, NGOs such as @Oxfam can bring to light unfair practices of some companies. #transparency is a win-win! @EU Commission.”
Anti-Corruption Summit - In May 2016, in advance of the UK Summit, Oxfam brought together 300 thought leaders and top economists to affirm in an open letter that tax havens have no economic justification. As delegates met at this high profile event, our letter urging the UK government to ensure that Britain’s offshore territories publish full public registers showing who controls and profits from the money invested there achieved widespread media coverage.

Working with countries in the global South – Oxfam was invited by the governments of Ecuador, El Salvador and Bolivia to share information about more equitable tax policies, and worked with 677 countries to support their calls for a global tax body and reforms to the global tax system, to ensure a voice for developing countries. The launch of several national inequality reports helped to kick-start the inequality debate nationally in countries from Indonesia to Uganda to Vietnam. Indonesia’s four richest men have more wealth than the country’s poorest 100 million people, and the income of just one of them could wipe out extreme poverty in the country. In February 2017, Oxfam welcomed President Jokowi’s decision to make fighting inequality his top priority, and will continue to hold the government to account for achieving progressive policy, such as enforcing a living wage for all workers, increasing spending on public services, and ensuring that big corporations and rich individuals pay their fair share of tax.

Global witness - An important part of our work has involved making sure that the experiences of people from developing countries are heard in the global debate about inequality and how to solve it. Working with partners and allies, we showed the detrimental impact of user fees on access to health care, supporting Malawian partners to advocate against the rolling back of health care provisions. We showed how inequality impacts women especially, who are ‘Underpaid & Undervalued’ for their work both within and outside their homes (as these video clips show). We also engaged the public in this conversation, finding innovative ways to share our messages about the unfair global tax system – as shown in our hidden camera stunts in Italy and Ireland.

The rich and the rest - Our interactive online Inequality Calculator allowed viewers in Latin America to see just how big the gap was between their income and that of multimillionaires, a powerful way of showing the gap between the rich and the rest. We also showed how tax dodging impacted the lives of millions of ordinary people in Malawi – where there are just three nurses for every 10,000 people. Yet the lost tax revenue from the money held by Malawians in HSBC accounts in Geneva could pay the salaries of 800 nurses for one year, and tax dodging by just one mining company cost Malawi more than
US$43 million over the last six years.

**World Economic Forum, Davos** - Since 2015, the richest 1% have owned more wealth than the rest of the planet. Left unchecked, growing inequality threatens to pull our societies apart, increasing crime and insecurity, and undermining the fight to end poverty. In May 2016, in Davos, we revealed that that the world’s 8 richest people own as much wealth as the bottom half of the world, and shared stories of what this kind of extreme inequality means for people in Kenya, Vietnam and Brazil, mobilizing with allies from across the Fight Inequality Alliance (of which Oxfam is a founding member). This was an opportunity to also launch our visionary Human Economy concept that advocates the design of a global economy whose primary purpose is to benefit everyone, and not just the privileged few.

**Universal Health Coverage** - Oxfam and allies mobilized more than 300 organizations and 350 academics from over 60 countries in a campaign to persuade the Inter-Agency and Expert Group (IAEG) to include Universal Health Coverage as a key indicator of progress towards achieving the UN Sustainable Development Goals. In November 2016, we were delighted when the IAEG announced that this indicator would be retained. This was a big win for the alliance and will mean that the 100 million people pushed into poverty each year by paying for health care will no longer be invisible in the Sustainable Development Goal’s monitoring data. This will improve our understanding of which health policies best address poverty and inequality, and enable us to push for policy change that will achieve health for all.

The world is finally talking about inequality and how we can fix it, and we continue to raise the voices of those most disadvantaged by an unfair system, to call for change and an economy for the many, not just the few.

**HOT NATIONAL DEBATE IN BRAZIL CONNECTING INEQUALITY AND EXCLUSION**

Oxfam Brazil’s empowering way of working with youth movements is engaging young people on issues such as inequality and fiscal accountability. These issues normally don’t have the “cool” factor, but by combining culture, identity and politics, Oxfam Brazil and partners have managed to do exactly that! Young people engaged with social movements in urban Brazil are taking up these issues raising their voices together and making them their own.
85% of Brazilians live in cities and 11.2 million of these people live in slums (favelas) on the edges of big cities. Despite progress on reducing poverty through social programs, income redistribution and new regulatory and legal frameworks such as the Cities Statute Youth Statute, Brazil is still one of the most unequal countries in the world.

Brazil’s cities are seen by the privileged few as places of modernization and opportunity. But the day-to-day reality for millions of Brazilians is that of poverty and segregation. Young people – and especially young black women and men who make up half of Brazil’s population under 30 – are hardest hit by the reality of urban exclusion, discrimination and violence.

To achieve a more equal society with opportunities for all, young people need access to information and tools to challenge the status quo and assert their right to a better future. The key to Oxfam and our partner’s success in engaging the hearts and minds of young people has been a combination of being able to work with existing social movements – and to then step back. Providing the space and means by which activists can take up and run with issues that they are passionate about – in their own way.

The Levante Popular de Juventude (LPJ) had already brought together young people with strong independent perspectives on issues that were deeply rooted in their communities. We reached out to the LPJ to engage members on the issue of inequality and tax justice. Seeing these issues as important, they then turned Oxfam’s policy positions into language that would connect with young audiences, using their own networks and communication channels. They adapted messages from Oxfam’s briefing paper ‘An Economy for the 1%’ into a parody of the popular song “Aquele 1% bilionário’ that has had 40,000+ hits on Youtube. In this way, Oxfam Brazil contributes to enhancing this vibrant Brazilian youth social movement’s work.

Millions of Brazil’s young people will be directly and negatively affected by their government’s new fiscal reforms, which effectively freeze public spending for 20 years. This will hit public services such health, education and social security that marginalized urban young people depend on. Youth activist Thailla spoke up clearly and powerfully in the run-up World Economic Forum in Davos in January 2017 about the injustice of paying more tax to get lower quality public services. Oxfam Brazil believes young people have huge potential – and untapped energy – to achieve significant change in Brazil and on the world stage.
THE FIRST PEOPLE’S BUDGET

The Occupied Palestinian Territory (OPT) – the West Bank (including East Jerusalem) and the Gaza Strip – while under the control of Israel, is self-governed by the Palestinian National Authority (PNA). Oxfam has been working with its Ministries of Health, Education, Higher Education and Local Governance to develop a citizen’s budget that allows ordinary people to understand and track how public funds are spent.

Oxfam’s ambition, and that of its partners, was to increase the responsiveness of Palestinian national and local budgets to citizens who were most vulnerable in society. We wanted to strengthen the capacity of civil servants, local organizations and citizens to influence decisions that would ensure that government funds and foreign aid is targeted and spent appropriately on reaching people in most need.

A citizen’s budget is a simplified version of the PNA’s public budget that summarizes government financial policies in terms of expenditure and allocations for the year ahead. The published document provides citizens of OPT with easy-to-understand information about how each ministry is financing and spending its budget, as well as foreign aid, and the exact amount allocated for the programs and priorities of each.

To achieve this, we worked with MIFTAH (Palestinian Initiative for Promotion of Global Dialogue and Democracy), an organization that promotes the principles of democracy and good governance in Palestinian society. Miftah and the Ministry of Social Development (MoSD) provided 24 training sessions for 34 civil servants – including the deputy Minister, heads of departments and programs, and finance staff – on budget transparency and participatory budgeting; developed a four-page citizen’s budget (published in March 2017); and created the means by which citizens would be consulted about the formulation of next year’s fiscal budget. We also persuaded the Ministry of Finance and the Cabinet to increase budget allocation to reach the most vulnerable people in the OPT.

Drawing on the positive experience with the MoSD, the project team approached the Ministry of Education and, by the end of 2016, a similar way of working had been agreed, with a citizen’s education budget planned for the following year. The experience working with both Ministries reflects increased political will by the PNA to endorse inclusive and participatory budgeting, with a particular achievement including the provision of data indicating the extent to which women are able to access services provided by the MoSD – a great starting point for providing more equal and transparent access to resources.
The first result of a series of recommendations submitted to the President’s Office, Cabinet, Ministry of Finance and the Legislative Council, has been to support the creation of an online portal that all social assistance programs and donor agencies can access, and the agreement to write off the deficit in the MoSD’s budget for 2017, so that essential programs for the most vulnerable people can be sustained. Successful cooperation between Miftah and MoSD teams showed that increased financial transparency in the OPT is not just possible, but an important pathway to ensure that Palestinian national and local budgets are more responsive to the needs of poor and marginalized people.
SECTION 8

SUPPORTER STORIES

Oxfam is deeply grateful for the continued and generous support of all our friends. **Your commitment and passion is an inspiration.** Emergency appeals, leaving a legacy, sponsored events, innovative partnerships with brilliant businesses – we do whatever it takes to help people to run, bake, trek, knit, spend, give or even sky-dive their way to a world without poverty. By giving your support, you became part of a global movement to end poverty for everyone, for good.

MEXICO

City streets are a challenging place to introduce people to Oxfam. Despite hundreds of busy people mostly walking by, every now and again, someone stops. Viviana Flores, our face-to-face manager in Guadalajara, Mexico, had just one minute to open up a conversation with Arturo that resulted in a special conversation.

“I don’t have two minutes... I’ll give you just one,” said Arturo when Viviana made eye contact. Arturo wasn’t happy. He didn’t want to talk and resented being asked. “Before you start, I want to tell you that I don’t believe in anything,” he continued.

So Viviana took that minute and asked him what he liked most about his job. Arturo looked skywards and took a deep breath. He started to talk about his job and why it was so important to him. He apologized for being rude at the start and revealed that his 24-year old daughter, who had dedicated her life to activism, had just died. “This has made me bitter ... now my work is the only thing that makes me keep going,” he said.

Arturo listened to Viviana because she reminded him of his own daughter who had worked with indigenous communities from a young age. She would return from her travels and talk about her experiences, until the last time when she didn’t come back. With tears in his eyes, Arturo thanked Viviana for listening to him – he had been thinking about his daughter and needed to talk to someone. Registering as a donor for Oxfam in Mexico, he said: “My daughter would be really proud of me. You do a great job and she would have done this too.”
THIS CARD SAVES LIVES

“I like the idea of being able to donate to someone directly so they can choose to buy what they need,” said one cash donor who responded to a new Direct Giving approach in the UK. Others liked it too - and more than 886 people put £10 on a Lifesaving Card to enable families in Iraq to buy essential provisions.

Our fundraisers are always looking for innovative ways to connect donors with the people with whom we work – especially in countries like Iraq where humanitarian needs are so great. So many families have been forced to flee because of the war and fear of ISIS, seeking shelter in unfamiliar places with few possessions to their name. In these situations, we aim to meet immediate needs in a way that also enables people to make choices. By distributing smart cards, families can buy their own essentials - rice, eggs, oil and wheat - from local shops and markets instead of having to survive on handouts.

We captured the impact of the smart cards when testing a new Direct Giving pilot. By texting £10, this money went directly onto a card, used by a family, to buy what they needed. Once purchased, the donor then received a text message letting them know what a family had bought. It’s this kind of immediate and uncomplicated connectivity between a donor and a recipient that brings home the value of Oxfam’s work.

The results of the test phase were excellent, with posts on social media and street fundraising raising £8,860 for the Iraq card program, supported by over 1,000 people. Of these donors, more than half were new to Oxfam. When asked why they had signed up, several responded as follows: “I liked the immediacy and ease of the process, and the idea that it would give an individual person the opportunity to choose how to spend the money.”

One month after their initial donation, we sent a second text message to some of these supporters to show what their donation had achieved and asking them to give again for three months. We achieved a good response, and the success of this trial will be repeated in a second, much larger test next year using digital and face-to-face fundraising. Testing new fundraising ideas helps us to reach out to new supporters who may prefer new digital options over traditional fundraising methods.
SECTION 9

INCOME AND EXPENDITURE

REPORTING PERIOD: 1st April 2016 - 31st March 2017

<table>
<thead>
<tr>
<th>INCOME &amp; EXPENDITURE</th>
<th>€ (MILLION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income</td>
<td>€ 1,041</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>€ 1,025</td>
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<tr>
<td>Excess of Income over Expenditure</td>
<td>€ 16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BALANCE SHEET</th>
<th>€ (MILLION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>€ 699</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>€ 339</td>
</tr>
<tr>
<td>Net Assets</td>
<td>€ 360</td>
</tr>
</tbody>
</table>

All figures in millions of Euros
## INCOME

### CONSOLIDATED MONETARY VALUE OF FUNDING RECEIVED BY SOURCE

<table>
<thead>
<tr>
<th>REVENUE BY SOURCE</th>
<th>€ (MILLION)</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Fundraising</td>
<td>€ 439.1</td>
<td>42.2%</td>
</tr>
<tr>
<td>UN and UN Institutions</td>
<td>€ 67.6</td>
<td>6.5%</td>
</tr>
<tr>
<td>EU and EU Institutions</td>
<td>€ 84.6</td>
<td>8.1%</td>
</tr>
<tr>
<td>Other Supranational Institutions</td>
<td>€ 13.3</td>
<td>1.3%</td>
</tr>
<tr>
<td>Home Government Institutions</td>
<td>€ 166.8</td>
<td>16.0%</td>
</tr>
<tr>
<td>Other Governments</td>
<td>€ 50.4</td>
<td>4.8%</td>
</tr>
<tr>
<td>NGO &amp; Other</td>
<td>€ 56.4</td>
<td>5.4%</td>
</tr>
<tr>
<td>Associated organizations</td>
<td>€ 0.0</td>
<td>€ 0.0</td>
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<tr>
<td><strong>Public Fundraising</strong></td>
<td>€ 395.6</td>
<td>38.0%</td>
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<tr>
<td>Fundraising Events</td>
<td>€ 18.9</td>
<td>1.8%</td>
</tr>
<tr>
<td>Humanitarian Appeals</td>
<td>€ 29.8</td>
<td>2.9%</td>
</tr>
<tr>
<td>Regular Giving</td>
<td>€ 171.1</td>
<td>16.4%</td>
</tr>
<tr>
<td>Single Gifts</td>
<td>€ 69.1</td>
<td>6.6%</td>
</tr>
<tr>
<td>Bequests</td>
<td>€ 36.5</td>
<td>3.5%</td>
</tr>
<tr>
<td>Lotteries</td>
<td>€ 15.4</td>
<td>1.5%</td>
</tr>
<tr>
<td>Other Corporate, Trust &amp; Foundation Donations</td>
<td>€ 39.3</td>
<td>3.8%</td>
</tr>
<tr>
<td>Other Public Fundraising</td>
<td>€ 15.5</td>
<td>1.5%</td>
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<tr>
<td><strong>Interest and Investment revenue</strong></td>
<td>€ 11.8</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>Trading Revenue</strong></td>
<td>€ 179.2</td>
<td>17.2%</td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td>€ 15.0</td>
<td>1.4%</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>€ 1,040.7</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
## SIX LARGEST DONORS AND THE MONETARY VALUE OF THEIR CONTRIBUTION

<table>
<thead>
<tr>
<th>REVENUE BY SOURCE</th>
<th>€ (MILLION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trading Revenue</td>
<td>€ 179.2</td>
</tr>
<tr>
<td>Regular Giving (Public Fundraising)</td>
<td>€ 171.1</td>
</tr>
<tr>
<td>Home Government Institutions</td>
<td>€ 166.8</td>
</tr>
<tr>
<td>EU and EU Institutions (Institutional Fundraising)</td>
<td>€ 84.6</td>
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<tr>
<td>Single Gifts (Public Fundraising)</td>
<td>€ 69.1</td>
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<tr>
<td>UN and UN Institutions</td>
<td>67.6</td>
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<tr>
<td><strong>Total 6 largest donors</strong></td>
<td><strong>€ 738.4</strong></td>
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### NET TRADING REVENUE

<table>
<thead>
<tr>
<th>REVENUE BY SOURCE</th>
<th>€ (MILLION)</th>
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<tbody>
<tr>
<td>Trading Revenue</td>
<td>€ 179.2</td>
</tr>
<tr>
<td>Trading Costs</td>
<td>€ 152.1</td>
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<tr>
<td><strong>NET Trading Revenue</strong></td>
<td><strong>€ 27.1</strong></td>
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</table>
## EXPENDITURE

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>€ (MILLION)</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>€ 709</td>
<td>69%</td>
</tr>
<tr>
<td>Program Implementation</td>
<td>€ 594</td>
<td>58%</td>
</tr>
<tr>
<td>Development &amp; Humanitarian</td>
<td>€ 512</td>
<td>50%</td>
</tr>
<tr>
<td>Influencing</td>
<td>€ 82</td>
<td>8%</td>
</tr>
<tr>
<td>Program Management</td>
<td>€ 115</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Non-program</strong></td>
<td><strong>€ 316</strong></td>
<td><strong>31%</strong></td>
</tr>
<tr>
<td>Management &amp; Administration</td>
<td>€ 69</td>
<td>7%</td>
</tr>
<tr>
<td>Fundraising-Marketing</td>
<td>€ 95</td>
<td>9%</td>
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<tr>
<td>Institutional fundraising</td>
<td>€ 6</td>
<td>1%</td>
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<tr>
<td>Public Fundraising &amp; Marketing</td>
<td>€ 89</td>
<td>9%</td>
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<tr>
<td>Trading</td>
<td>€ 152</td>
<td>15%</td>
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<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>€ 1,025</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Expenditure figures do not include €15.3 million of losses
# PROGRAM EXPENDITURE BY REGION

<table>
<thead>
<tr>
<th>OXFAM REGIONS</th>
<th>€ (MILLION)</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Level Allocation</td>
<td>€ 141.7</td>
<td>20.0%</td>
</tr>
<tr>
<td>East &amp; Central Africa</td>
<td>€ 50.3</td>
<td>7.1%</td>
</tr>
<tr>
<td>Horn of Africa</td>
<td>€ 56.9</td>
<td>8.0%</td>
</tr>
<tr>
<td>West Africa</td>
<td>€ 86.4</td>
<td>12.2%</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>€ 52.3</td>
<td>7.4%</td>
</tr>
<tr>
<td>Maghreb &amp; Middle East</td>
<td>€ 92.8</td>
<td>13.1%</td>
</tr>
<tr>
<td>East Asia</td>
<td>€ 62.0</td>
<td>8.7%</td>
</tr>
<tr>
<td>South Asia</td>
<td>€ 47.5</td>
<td>6.7%</td>
</tr>
<tr>
<td>Eastern Europe &amp; Former Soviet Union</td>
<td>€ 10.2</td>
<td>1.4%</td>
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<tr>
<td>Central America, Mexico &amp; the Caribbean</td>
<td>€ 37.4</td>
<td>5.3%</td>
</tr>
<tr>
<td>South America</td>
<td>€ 15.9</td>
<td>2.2%</td>
</tr>
<tr>
<td>Pacific</td>
<td>€ 12.6</td>
<td>1.8%</td>
</tr>
<tr>
<td>Other *</td>
<td>€ 42.9</td>
<td>6.1%</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>€ 708.9</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

* The category “Other” includes Regional Level Allocations for: Africa; Horn, East & Central Africa; Latin America & the Caribbean; as well as program spend in Western Europe and North America.
Program expenditure for the top 20 countries represents 298 million Euro or 42% of total Program expenditure.

<table>
<thead>
<tr>
<th>Country</th>
<th>€ (Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Sudan</td>
<td>€ 28.4</td>
</tr>
<tr>
<td>Yemen</td>
<td>€ 26.6</td>
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<tr>
<td>Congo, The Democratic Republic Of The</td>
<td>€ 21.6</td>
</tr>
<tr>
<td>Mozambique</td>
<td>€ 20.6</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>€ 20.6</td>
</tr>
<tr>
<td>Nepal</td>
<td>€ 19.4</td>
</tr>
<tr>
<td>Palestinian Territory, Occupied</td>
<td>€ 15.7</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>€ 14.7</td>
</tr>
<tr>
<td>Haiti</td>
<td>€ 14.6</td>
</tr>
<tr>
<td>China</td>
<td>€ 13.3</td>
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<tr>
<td><strong>Total Expenditure</strong></td>
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