

TOGETHER, FOR A MORE EQUAL WORLD



Stichting Oxfam International

ANNUAL REPORT 2019-20



OXFAM

TOGETHER, FOR A MORE EQUAL WORLD

The world, many would insist, has changed unrecognizably. A tiny pathogen has broken through all defence systems, administrative barriers and conventions to leave governments, societies, individuals equally vulnerable. The truth, however, is that the virus has not affected everyone equally.

Its impact is many more times severe on poor and marginalized people. The pandemic has sharpened the inequalities that already existed – in access to healthcare, to the basic amenities, to education, to the state's resources. Many more are close to starvation, women are facing more hardships and those in conflict zones, cut off from relief, are more desperate than ever.

Poverty and injustice are the result of inequality. Unless everyone is treated as full equal human beings and has equal rights and opportunities, the inequality that keep people trapped in poverty and unjust systems, will remain.

Millions, however, are already mobilizing to fight off unjust systems. They have found the courage to hold to account the powerful who perpetuate these unjust systems. Women are organizing themselves and taking the lead in their communities, and questioning patriarchy. Aided by the power of the social media, the young are emerging at the forefront of the struggle for transformative change. Movements such as #MeToo, Ni Una Menos, and the global climate change action are powerful reminders of what can be achieved if people act in solidarity.

We stand in solidarity with the changemakers and champion their causes. We offer them support, amplify their voices, and act together to transform lives and create change that lasts. The pandemic has taught us new ways to stand together with our partners, supporters and staff to bridge inequality and reach critical care to communities we work with.

Cover image:

Shahida Akter Lucky, a 25-year-old unemployed domestic worker living in Dhaka, stands in line with her eight-month-old son at a food distribution carried out by Oxfam partner Nari Maitree. Cyclone Amphan has left her in debt and she has no money to feed her family.

Photo credit: Fabeha Monir/Oxfam

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"Siempre viva, como mala hierba" or "Always alive like persistent weeds", by Rebeca Lane. A part of Oxfam's #SayEnoughCypher to End Violence Against Women.

Video credit: The Orchard Music, ONErpm (on behalf of Rebeca Lane); Warner Chappell, LatinAutorPerf, LatinAutor, BMI - Broadcast Music Inc., and 1 Music Rights Societies.

HIGHLIGHTS 2019-20

We worked with

19.4MN

people in our programs worldwide;
50% are women and girls

Oxfam's and UNAID's call for a People's Vaccine has been publicly supported by

140+

global leaders

We worked with

344

partner organizations in a collaborative response to the COVID-19 pandemic

Oxfam and its partners influenced the Peru government to pass an anti-tax avoidance law that will help collect

US\$1.8BN

in corporate tax from large companies

Oxfam's [Care Calculator](#) tool reached

2MN

users directly, helping people understand the role of unpaid and underpaid care work in their lives

The '[Say Enough Cypher](#)' event to highlight violence against women and girls in November 2019 brought together artists from

15

Countries

KEY GOAL INSIGHTS FROM 2019-20

RIGHT TO BE HEARD

- In a world ravaged by COVID-19, which pushed millions into extreme poverty and exposed inequalities like never before, Oxfam powerfully advocated a [People's Vaccine](#), a patent-free, mass produced, and fairly distributed vaccine available free of charge to everyone, rich and poor alike
- In our [Dignity Not Destitution](#) report, covered by more than 5,000+ media outlets, Oxfam identified how [US\\$2.5 trillion could be unlocked through](#) aid to combat COVID-19
- Oxfam scored a major victory in [Timor-Leste](#), where the government passed a historic resolution in October 2019 to protect the [rights of people with disabilities](#). With its local partners, Oxfam has been advocating for inclusive budgeting, social accountability and pushing for the rights of this historically neglected section
- Oxfam devised the [Civic Space Monitoring Tool](#) that provides a monitoring framework to understand and track trends in the civic space, and make informed decisions about strategy, programming and risk management on issues related to civic space
- In [Vietnam](#), Oxfam supported civil society-led coalitions to monitor the implementation of the [Law on Access to Information](#) at the national and local level

GENDER JUSTICE

- Oxfam connected with a [new youth audience](#) during the 16 days of activism in November 2019 through the [Say Enough Cypher](#) event that featured artists from across 15 countries, working in 5 different languages to talk about harmful social norms that uphold male dominance and control over women's bodies and lives
[#SayEnoughCypher](#) reached about [11 million people](#) on Twitter
- Oxfam provided funds to kickstart the creation of a [feminist journalist network](#) in Latin America and the Caribbean (LAC) led by LATFEM. The network now extends across 21 countries
- No. of people reached by Enough campaign [6,300,000+ people](#)
- No. of people reached by IMatter campaign [7,800,000+ people](#)

SAVING LIVES, NOW AND IN THE FUTURE

- We worked to support more [national and local](#) actors to be the main responders in crisis; [in 2019-20 we worked with 521 partners](#)
- We, together with our partners, helped [13.5 million people with acute humanitarian needs](#), 45% women around the world
- Oxfam and partners supported [9.3 million people](#) to have life giving water and improve health through adequate sanitation; provided money to cover the [basic needs of 2.7 million people](#) and helped [1.5 million have adequate food](#)
- Oxfam invested in [14+ Iraqi organizations](#), as part of a three-year program, so that they can manage most catastrophic emergencies without the help of international aid providers
- Oxfam's Rights in Crisis campaign influenced [196,000 people worldwide](#)
- As of 31 May, 2020, Oxfam and its partners had reached [4,457,211 people](#) since identifying coronavirus as a global priority on 18 March 2020



Natalia Tunis washes her hands in a hand washing station provided by Oxfam to help stop the spread of COVID-19 in Buqui village, Oecusse, Timor-Leste. Photo credit: Freddy Carlos da Cruz/Oxfam in Timor-Leste



Jeannette in Malekula, Vanuatu, holding one of the goats her family raises to earn an income. The family is supported by Oxfam-partner Farm Support Association (FSA), which is helping subsistence farmers transition to small-scale market-oriented farming.

Photo credit: Artur Francisco/Oxfam NZ

- **Project Sani Tweaks** – to increase latrine usage in emergency settings – was rolled out at two major interagency WASH forums; communication tools disseminated in 8 countries over 2019 and 2020

SUSTAINABLE FOOD AND NATURAL RESOURCES

- Oxfam launched the second spike of the **Behind The Barcodes campaign** in October 2019, engaging **14 million people through 945 publications**, bringing to light the conditions of tea workers in India and fruit orchard workers in Brazil, as well those on the farms and plantations in other countries

Dutch supermarket giant Jumbo published a new human rights policy in line with Behind The Barcodes campaign recommendations

- At the UNGA Summit in 2019, 25 Oxfam offices worldwide supported the **biggest climate mobilization** ever seen, showing how we can act quickly and with agility to use our global reach to contribute to a youth-led movement, leading to **9 Multilateral Development Banks pledging to collectively contribute US\$65 billion annually by 2025**
- Our **Land Rights Now** campaign scored a major win with the recognition of the **land rights of the Naso Peoples** in Panama whose land is under threat from hydroelectric dams
- The **Timor-Leste Government** positively reacted to the advocacy efforts of the Land Rights Network supported by Oxfam and called for a **transparent land registration system**
- Oxfam reached **1.9 million** people through our Change Goal of Sustainable Food and **400,000** through our Change Goal of Natural Resources

FINANCING FOR DEVELOPMENT

- On the eve of the **World Economic Forum at Davos**, Oxfam put the focus squarely on **unpaid (and underpaid) care work**, which underpins a sexist, rigged economic model responsible for rising inequality through the publication of the **'Time to Care'** report

The report was downloaded over **16,000 times** in the first week of publication in multiple languages

- Oxfam convened the **#UNHLPF event**, together with the Swedish government and the Centre on International Cooperation, where leaders committed to **global action on inequality**
- Oxfam scored a major victory in driving home, together with its allies, the importance of **free, quality public education** and the risk posed by commercialising it:
 - In June 2019, the **Global Partnership for Education** passed a progressive policy that supports free, quality, public education
 - **Government in Ghana** put a brake on its move towards a PPP model
- Oxfam and its partners saw several progressive changes in the fight for tax justice
 - The **Government of Peru** finally passed the anti-tax avoidance law
 - The UK's 'Crown Dependencies' – **Jersey, Guernsey and the Isle of Man** – announced that they would introduce public registers of beneficial ownership
- **Even it Up (EIU)** campaign reached **261,000 people**



Scholarship recipients smile as they pose for the camera. Oxfam's Girls Education Programme is providing stipends to high-achievers so they can pay for transport and other expenses and continue their education.

Photo credit: Insiya Syed/Oxfam

FOREWORD

OUR PURSUIT OF EQUALITY



Gabriela Bucher
Executive Director, Oxfam International

WE'RE GOING TO NEED ALL WE'VE GOT.

The coronavirus pandemic has brought humanity together like never before. We've needed one another's care to cope and survive. A solidarity forged in the furnace of loss across our neighborhoods and borders.

But the pandemic made clear something else too. It is something powerful that is railing back against our best nature, and against kindness. It is pulling us apart. It's defined this pandemic, and cost us so dearly.

IT IS INEQUALITY.

It is a world in which the street you are born in, your gender and the color of your skin – in which privilege, and not talent or hard-work – defines your opportunities. The virus makes clear that these inequalities decide our chances of putting food on the table, paying the next bill, or living long enough to see our children grow.

WE CAN'T ACCEPT THAT.

Oxfam begins this decade with a clear focus on our part in forging a future that is equal.

The world has until 2030 to avert climate breakdown but only by actions taken now. We've seen billionaires' wealth rise to unimaginable levels. We risk the biggest rise in inequality since records began. Even before the pandemic, the fight against poverty was being hit hard. Now it risks falling off a cliff.

The pursuit of equality will define our collective future. That is why Oxfam has put this at the heart of our new, feminist global 10-year strategy. We dedicate ourselves to the fight against climate and ecological breakdown; the realization of women's and girl's rights; the fight against poverty; to supporting people in crises when systems fail; to holding the powerful to account. At the core of all these is our dedication to addressing such extreme wealth and power in the hands of a few.

This Annual Report – the first that I have the honor to present as the Executive Director of Oxfam International – is a marker on that journey. It is focused on the pre-pandemic period.

BUT IT IS NOT JUST A REPORT ABOUT OXFAM.

To be part of Oxfam is to be a staff member, a volunteer, it is to be one of the countless people that power this force for good. It is to be one of those dropping into an Oxfam shop to gift a t-shirt or standing in solidarity for justice. It is about getting life-saving aid to people facing disasters. It is to trek to raise funds. Or graciously to make a donation to our cause. I am profoundly inspired by the commitment of our supporters who power all we do.

But to be part of Oxfam is also to be a part of something bigger. We don't just face crises as individuals but as communities. We challenge injustice as part of broader struggles. That's the lesson of history and of change-makers from Ni Una Menos to Black Lives Matter. It is why so much of Oxfam's work is, and increasingly will be, alongside our partners, standing with others as part of social justice and feminist movements.

This report shows the progress we make together. From shifting culture to pursue decent jobs for workers in Bangladesh. In Malawi, supporting a coalition for human rights in its elections. In Lima, bringing together activists, politicians and journalists for equality and helping to form a feminist journalist network in the region.

In 30 countries we worked with artists, youth leaders, and technologists, reaching millions to take on the patriarchy that stops women from realizing their rights. In South Sudan, we're promoting women's leadership, as a part of a global effort for women-led peacebuilding. From the UK to Pakistan, we made progress on tax justice, to help claw back money for essential services – and exposed political capture in Peru that denies people their rights.

We continued – in the spirit of Oxfam's founding – to work with communities devastated by crisis, in its aftermath, promoting their resilience against future ones too. We responded, pre-pandemic, to crises across the world, from Yemen to Cambodia to Niger, Honduras to Burundi to Bangladesh. This report also shows our continuing shift to local humanitarian leadership – because from the Iraqi Institution for Development in Mosul, to the ELNHA in Bangladesh, it is community-led responses that are always and inevitably more effective, and truer to our values. And we took our expertise in water, sanitation and hygiene to scale pre-pandemic – in the Cox's Bazar refugee camp – and unlocked it worldwide in the wake of the pandemic.

We recognize the need to rally with others together for global change – from ensuring that the international community hears the voices of Yemeni women on humanitarian response, peacebuilding and security – to lobbying the World Bank's International Finance Corporation to freeze investments in private for-profit primary and secondary schooling which excludes poorer children, especially girls. Health and education must always be available for all, that is why we are today focusing on tackling today's vaccine apartheid caused by pharmaceutical corporations' monopolies, to avail a vaccine for everyone, everywhere – a people's vaccine.

And, again, we helped raise global attention on inequality – with not only action in Davos at the World Economic Forum, but also in 60 countries across the globe as part of the Fight Inequality Alliance – and showed how the over ten billion hours of unpaid care work that women do each day is at the core of today's inequality crisis. We co-led an initiative to bring together heads of state and government from Sweden to Sierra Leone to Spain – in a first of its kind moment – at the United Nations, standing against inequality. We're making progress with a range of companies at every level across the globe, to better hardwire equality into their operating models by pressing for living wages, access to communal lands and gender equality in their supply chains.

COVID-19 focused what we work on even as it has accelerated changes in how we accomplish this work.

Our strategic shift was already introducing more flexibility in the way we work, making us more focused and partner-led. We were moving our model of work to help serve communities in different and more relevant ways. We tried – and are trying – to change our own global footprint as sensitively as possible. This shift has been hastened and deepened by the financial pressures we have been put under by COVID-19, particularly in terms of shop closures.



Shafi Mohammad Solangi, Hyderabad (Pakistan), Allah Deeni; a community leader from her village in Badin, Pakistan, sits with other female community leaders. Oxfam's She Can Lead (SCL) Project is fighting discriminatory practices and enabling women's political participation, empowerment and leadership. Photo credit: Khaula Jamil/OxfamAUS

As a result, we have had to close some of our country offices and lose many staff, which has been a painful decision that we did not take lightly.

We're continuing to reform our governance structures and our leadership teams to be more racially diverse, and feminist – as we must be. We continue the challenging journey we are on – after past failures – to ensure that Oxfam embodies safety and dignity for all, one that I am dedicated to. This report shows action on a range of areas – from driving deep-seated cultural changes to supporting survivor-centered approaches, and coordinating with our peers. And investing in all of this.

We are rebalancing power within Oxfam and growing it in the South. KEDV, a Turkish organization focused on women's rights joined Oxfam, and we are establishing a new Oxfam affiliate in Colombia. This is one part of a shift away from a model that places decisions in the North, a relic from the old world.

As a 21st century institution, I am determined that the equality we demand in the world is reflected in the way Oxfam works. That is to be true to our mission.

And I know all we will be able to achieve will only be possible with your support – and your honest advice and feedback. I promise to welcome that from you.

We're going to give this all we've got. To achieve a just and sustainable world. To make the future equal.

In solidarity,

Gabriela Bucher
Executive Director, Oxfam International

ABOUT OXFAM



WHO WE ARE

Oxfam is a global movement of millions of people who are fighting inequality to end poverty and injustice. Our vision is a just and sustainable world. A world where people and the planet are at the center of our economy. Where women and girls live free from violence and discrimination. Where individuals can influence decisions affecting their lives. Where the climate crisis is contained. And where governance systems are inclusive and allow for those in power to be held to account.



Emily Lenia (27) is Public Health Promotion Officer for Oxfam since October 2017. She shows a clay ecostove that is made as part of Oxfam's project in the Bidi Bidi camp in Uganda. The project intends to help solve the problem of environmental degradation caused by the need for fuel of millions of refugees and locals in northern Uganda.

Photo credit: Emmanuel Museruka /Oxfam Novib



WHAT WE DO

We want lasting solutions, and so we don't just address the symptoms that breed inequalities that keep people locked in poverty and injustice, but tackle the systems, and fight to bring about genuine, durable change. We're working with local communities, activists, social movements and civil society organizations in almost 71 countries, and with 19.5 million people, over 50% of whom are women and girls. We're supporting them to build better lives for themselves, grow resilience and protect lives and livelihoods also in times of crises.

We advocate for just economies that put people and the planet at the center

A just economy is inclusive. It promotes equality, protects the planet, and ends poverty. It builds social cohesion and promotes the economic empowerment of women and marginalized groups. It supports the rights of all workers, offers social protection and ensures that livelihoods and planetary resources can be sustained.

We fight for gender justice and against any form of violence against women and girls

In an increasingly unequal world, advancing gender equality is fundamental to tackling poverty and injustice. A just society is not possible unless women and girls have agency over their lives. It needs to challenge harmful social norms and belief systems that underpin gender and power relations.

We take action to stop the climate crisis

The climate crisis is a man-made disaster that contributes to vulnerable communities becoming even more fragile and exacerbates the risk of conflict and disaster. The voices of feminist organizations, youth, and indigenous peoples must be amplified in climate negotiations, and lead the transition towards greener and fairer economic solutions.

We demand accountable governance

A populist and anti-rights agenda is chipping away at the hard-won gains achieved by the worldwide movement for women's rights, and in the fight against poverty. The demand for accountable and inclusive governance that protects human rights and our planet has never been more intense. The powerful have to be held to account.

OUR VISION

A just and sustainable world.

OUR MISSION

We fight inequality to end poverty and injustice.



EQUALITY: We believe everyone has the right to be treated fairly and to have the same rights and opportunities.

EMPOWERMENT: We acknowledge and seek to expand people’s agency over their lives and the decisions that impact them.

SOLIDARITY: We join hands, support, and collaborate across boundaries in working towards a just and sustainable world.

INCLUSIVENESS: We embrace diversity and difference and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.

ACCOUNTABILITY: We take responsibility for our action and inaction and hold ourselves accountable to the people we work with and for.

COURAGE: We speak truth to power and act with conviction on the justice of our causes.

OUR STRATEGY

In 2013, Oxfam affiliates adopted a common Strategic Plan (2013/19) – [The Power of People against Poverty](#) – which set out our intention to transform into an organization with potential to achieve change on a much larger scale.

The Strategic Plan listed the priorities – articulated through six change goals – for Oxfam over the period of 2013 to 2019, that guided us on how to use resources, campaigns, programs and fundraising to fulfill our overarching purpose.

Following an ‘outside in’, locally rooted and inclusive global strategy process, a new [Oxfam Global Strategic Framework \(2020-2030\)](#) was approved by the Oxfam International Boards in March 2020 and is expected to be externally launched soon. The Framework sets out how Oxfam, over the coming decade, will work to achieve its vision of a just and sustainable world with a strong emphasis on fighting inequality to end poverty and injustice.

Expanding Oxfam’s values of [empowerment](#), [accountability](#), and [inclusiveness](#) to also include [equality](#), [solidarity](#) and [courage](#), we will apply a multi-dimensional approach to inequality and a feminist lens to all our analysis, action and interaction. In our partnerships, we will prioritize engagement with youth, feminist and social justice activists and movements in working towards just economies; gender justice; climate justice and accountable governance.

An [Oxfam Global Horizon Plan](#) will define and prioritize, initially for a two-year period, more specific objectives, outcomes, and interventions to help us implement the framework in a way that is responsible and meaningful in a context of uncertain futures.

INFLUENCING, EVER SO IMPORTANT

We consider taking an influencing approach to achieve long-term and sustainable results that are driven by civil societies in the countries and regions where we work. We believe this is the most effective strategy for realizing the scale of change needed to eliminate poverty and injustice around the world. This extends beyond research, advocacy, and public campaigning as we empower our country teams to make decisions that work for their own national context.

Oxfam has developed a well-tested repertoire of influencing techniques as well as innovative campaigning and public engagement tools, including (but not limited to) policy research, alliance building, mobilization using digital and social media, awareness raising and training with communities as well as civil society organizations and, increasingly, government officials, rallies and protests, and direct lobbying. Used alone or in different combinations, these techniques are implemented to seek change at different levels.

OUR SCALE AND IMPACT: 2019-20

We worked directly with

19.4MN

People in our programs worldwide; 50% of whom are women and girls

3,837

Unique partners

We mobilized

4MN+3.8MN

(online + offline) people to take action on behalf of others

We influenced

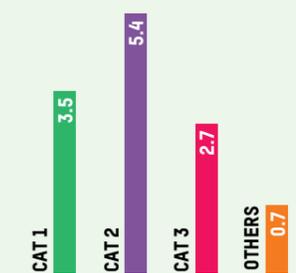
1.1MN

People and 60,000 organizations

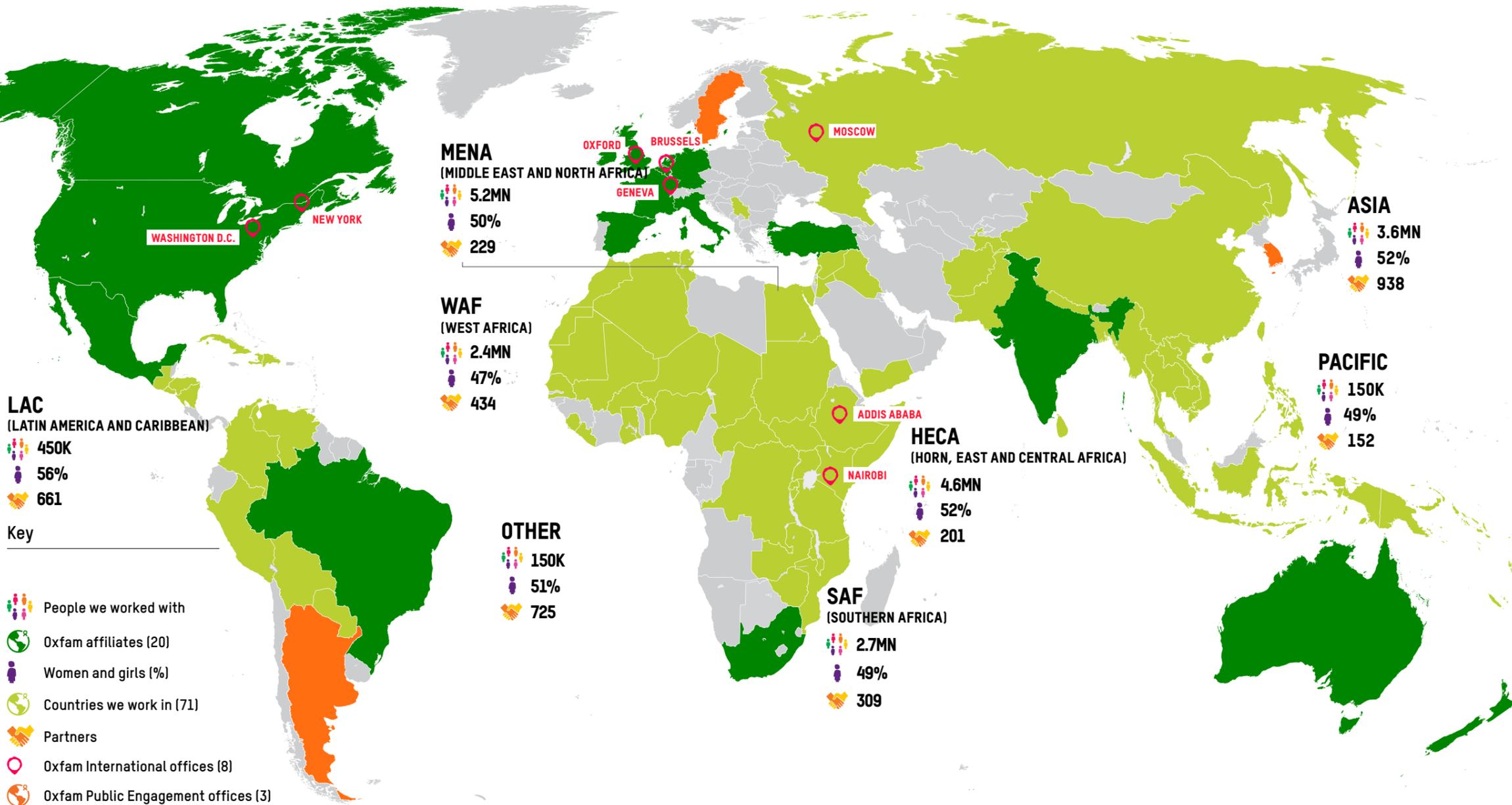
Humanitarian assistance*

64%

of the people we work with directly



*Figures in million



RIGHT TO BE HEARD
1.5MN people we work with
1,407 partners
473 projects

GENDER JUSTICE
1.2MN people we work with
671 partners
278 projects

SAVING LIVES
13.5MN people we work with
521 partners
461 projects

SUSTAINABLE FOOD
1.9MN people we work with
663 partners
272 projects

NATURAL RESOURCES
400K people we work with
311 partners
117 projects

FINANCING FOR DEVELOPMENT
800K people we work with
503 partners
272 projects

About the One Oxfam Output Reporting

People we work with are all project participants that are engaged in project activities and have direct access (benefit) to the products/services of the project. People who take actions are engaged individuals that take concrete actions to support an issue directly related to a particular campaign on behalf of others and do not benefit themselves from their action.

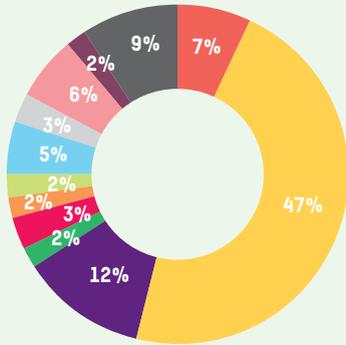
DISCLAIMER

Map not to scale. This year we achieved a 98% report submission rate across the confederation. However, neither Oxfam International nor any of its affiliates can be held responsible for any damages due to errors or omissions in this product. The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by Oxfam.

UNIQUE PARTNERS

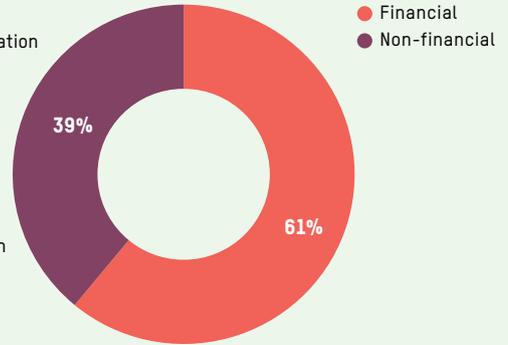
3,837

Unique partners



- National NGO/Civil society organization
- Sub-national/National NGO/Civil society organization
- Network/Alliance of organizations
- Movement
- Cooperative/Union
- Public sector
- National Government
- Sub-national Government
- Multilateral or inter-governmental organization
- Academic
- Youth-led organization
- Others

NATURE OF RELATIONSHIP



CROSS-CUTTING AREAS OF WORK

RESILIENCE

1,039 partner organizations
654 projects
49% women and girls

VAWG/GBV

711 partner organizations
417 projects
50% women and girls

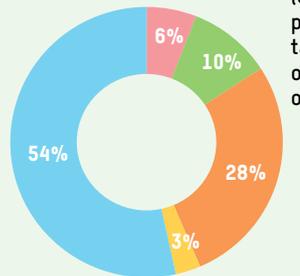
PEOPLE MOBILIZED TO TAKE ACTION

Campaign-wise

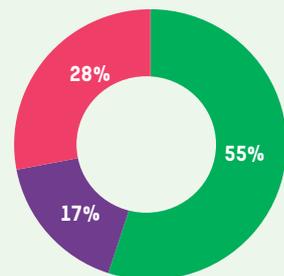
4MN+3.8MN
(online + offline)
people mobilized to take action on behalf of others

Social Media-wise

696
Opportunities offered for people to engage with Oxfam



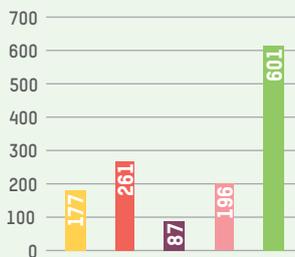
- GROW
- Even It Up
- ENOUGH
- Rights in Crisis
- Others



- Facebook
- Twitter
- Other or no use of social media

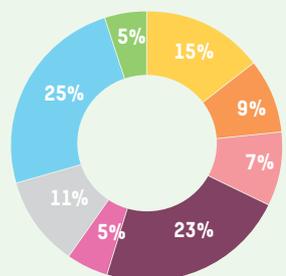
INFLUENCING

Campaign-wise number of influencing projects



- GROW
- Even it Up
- ENOUGH
- Rights in Crisis
- Others

Type of engagements

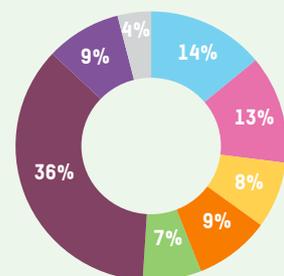


- Profiling knowledge
- Community-level work (including arts)
- Relationship building
- Capacity building for influencing
- Leveraging impact of programs
- Leverage through convening/brokering
- Lobbying
- Acting as watchdog

1.1MN

People and 60,000 organizations influenced

Outcomes



- Raised awareness
- Solidarity and stronger voice
- Equipping people to claim their rights
- Sustainable and transformative change for marginalized community group
- Change in policy and/or decision making
- Policy implementation
- Change in social norms
- Change in social norms community group
- Shifting the terms of the debate

NOTE

This data is based on 98% report submission rate across the confederation. No data available for Oxfam France and KEDV in Turkey. While every attempt has been made to ensure data quality, we acknowledge that there may be some limitations in this information.

ABOUT OXFAM INTERNATIONAL

Oxfam International is a confederation of independent non-governmental organizations that first came together in 1995 to share knowledge and resources and combine their efforts in the fight against poverty and injustice. It is registered as a Foundation (Stichting Oxfam International) in The Hague, the Netherlands, and as a foreign company limited by guarantee in the United Kingdom.

The name “Oxfam” comes from the Oxford Committee for Famine Relief, founded in Britain in 1942. The group campaigned for food supplies to be sent through an allied naval blockade to starving women and children in enemy-occupied Greece during the Second World War. At 31 March 2020, Oxfam included 20 affiliates. Each affiliate is a member of the Foundation and share the same passion and commitment to Oxfam’s mission. We work together under a Global Strategic Plan, resulting in a shared agenda that sets the context within which each organization develops its own unique focus and specific areas of work. We firmly believe that we will achieve greater impact by working together and as an interdependent and truly global network of organizations.

To be more [globally balanced](#), and grow stronger roots and deeper representation in the South, Oxfam International shifted its headquarters from Oxford, UK, to Nairobi, Kenya.

In FY19/20, Oxfam affiliates included [Oxfam America \(USA\)](#), [Oxfam Australia](#), [Oxfam in Belgium](#), [Oxfam Brasil](#), [Oxfam Canada](#), [Oxfam IBIS \(Denmark\)](#), [Oxfam France](#), [Oxfam Germany](#), [Oxfam Great Britain](#), [Oxfam Hong Kong](#), [Oxfam India](#), [Oxfam Intermón \(Spain\)](#), [Oxfam Ireland](#), [Oxfam Italy](#), [Oxfam Mexico](#), [Oxfam New Zealand](#), [Oxfam Novib \(Netherlands\)](#), [Oxfam Québec](#), [Oxfam South Africa](#) and [Kadın Emeğini Değerlendirme Vakfı \(KEDV- Foundation for the Support of Women’s Work, Turkey\)](#).

The confederation is supported by three public engagement offices – in [South Korea](#), [Sweden](#) and [Argentina](#) – which help in raising awareness and funds for our work.

We often welcome outside organizations into our network before they become full affiliate members of the confederation. By working closely together we test our cooperation, consider our shared values, and if we can work together in the future. Observers don’t pay fees and have no voting rights, but have full rights to information and participation in work meetings. At March 2020, there is one observer member – Oxfam Colombia.

A CHANGE IN OUR GLOBAL FOOTPRINT

We are reorganizing our global operations while we implement our new strategic framework and adapt to the continuing financial impact of the coronavirus pandemic.

We intend to focus our efforts and resources on making change happen where it’s needed most in the world. This means working on fewer issues and in fewer countries to make us a stronger partner, have a stronger focus and more capacity for countries where we have a presence.

In May 2020, we made the difficult decision to phase our work out gradually from 18 countries in a fair and responsible manner. But we will continue to work responsibly with our local partner organizations, honoring all our existing contracts and relationships.

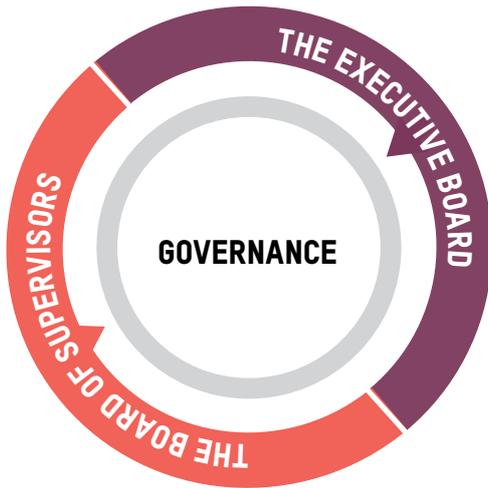
Over time, the countries we will no longer have presence in are Afghanistan, Benin, Burundi, Cuba, Dominican Republic, Egypt, Haiti, Liberia, Mauritania, Pakistan, Paraguay, Rwanda, Sierra Leone, Sri Lanka, Sudan, Tajikistan, Tanzania and Thailand.

We will explore new affiliate members in six countries – Indonesia, Philippines, Colombia, Senegal, Kenya and the Pacific (an amalgamation including five current country teams). We will retain our presence in 48 countries with refocused operational strategies.

GOVERNANCE

In FY19/20, Oxfam International was governed by two boards. Each was made up of representatives from every affiliate. Their roles were different, but they worked together to achieve the shared objective - an end to poverty.

Please note that more recently Oxfam has changed its global governance. Please find out more [here](#).



THE EXECUTIVE BOARD

In FY19/20, the Executive Board consisted of individual Executive Directors of each affiliate and was responsible for managing the Foundation and conceiving, executing and updating Oxfam's Strategic Plan. The Executive Board also organized jointly agreed common activities of the affiliates, managed risks to the Foundation and ensured adherence to the Code of Conduct and Rules of Procedure.

THE BOARD OF SUPERVISORS

It consisted of (apart from the Chair and Treasurer, if independent) affiliate chairs and was responsible for supervising and approving the work of the Executive Board and the Oxfam International Secretariat.



Oxfam staff member Vanessa Betcha poses for a picture as she prepares buckets for distribution in the Bangula camp in southern Malawi on April 4, 2019. Oxfam distributed buckets, soap, and other sanitary items to around 180 households on this day in the camp, aiding people displaced by the flooding caused by Cyclone Idai.

Photo credit: Philip Hatcher-Moore/Oxfam

It also approved and incorporated the Foundation's annual financial accounts, Strategic Plan, Code of Conduct and Rules of Procedure.

THE OXFAM INTERNATIONAL SECRETARIAT

The Oxfam International Secretariat leads, facilitates and supports collaboration between the affiliates to increase their impact on poverty and injustice. It works to provide advocacy, campaigns, development programs and to respond swiftly to emergencies. It also provides line-management for regional teams and country program operations.

Following the move of the Oxfam International Secretariat headquarters from Oxford, UK to Nairobi, Kenya in June 2018, at the end of FY19/20, the Secretariat employed 241 staff members, of which 62 were hosted by other affiliates.

The Secretariat's offices are located at strategic places to influence decision-makers to ensure their policies affecting poor countries have a far-reaching, positive impact on those who are the most marginalized and vulnerable. The offices are located in:

ADDIS ABABA

To help the African Union act as a positive force for realizing the social, economic, political and cultural rights of Africans.

BRUSSELS

To influence key decision-makers to ensure that EU policies benefit poor countries in matters of food security, climate change, development policy and finance, and the provision of humanitarian assistance to victims of conflict and natural disasters.

NEW YORK

To calibrate our influence on the United Nations Headquarters to focus on humanitarian issues associated with our priority responses according to our Rights in Crisis campaign and humanitarian issues discussed within the UN Security Council.

WASHINGTON DC

To focus our influence on international financial institutions, primarily the World Bank Group (WBG) and the International Monetary Fund (IMF), to provide more and better-quality financing to help poor countries and to fight effectively against climate change; to promote progressive fiscal policy including fairer tax systems; and to ensure better investment in agriculture.

MOSCOW

To create and facilitate platforms strengthening knowledge and supporting stakeholders in addressing development and humanitarian problems happening in the countries where Oxfam works and where Russia has a direct influence.

RIGHT TO BE HEARD



A demonstration in Spain to protest the murder of George Floyd in the US. Protest marches were held in different parts of the world to join forces in the fight against racism.

Photo credit: Pablo Tosco

More women, young people and other poor and marginalized people will exercise civil and political rights to influence decision-making by engaging with governments and by holding governments and businesses accountable to respect their rights.



473

Projects worldwide



1,407

Partners involved



1.5MN

No. of people we directly worked with

To be able to find ways to secure a more equitable and sustainable future for themselves, people must be able to voice their concerns. But voices are often muzzled by the powerful, be it in government, society or business. Those who hold power and have vested interests in holding on to it, do not want to break the status quo. That is the reason in many countries and societies, people find their voices stifled, their fundamental civic freedoms curtailed, and their choices restricted. Dissent invites severe reprisal, and even peaceful association, assembly and expression is discouraged. People who demand strong governance and recognition of their entitlement to critical infrastructure and services, organizations that save lives and support people under emergency situations, youths and

activists who demand gender justice and rights for the marginalized LGBTQIA+ are threatened and persecuted. The right to be heard is at risk in many parts of the world, making women, youth, and their organizations especially vulnerable.

Oxfam, together with its partners and allies, works to ensure that people can speak freely, organize and take action against poverty and inequality. We particularly focus on supporting women and youth because deep-rooted inequalities of societal power are often gender- and generation-based.

We have selected four cross-cutting themes to highlight our work at a national and global level in FY19/20.



PUSHING OPEN THE CIVIC SPACE

Poor and marginalized people can gain control over their own lives by exercising their rights to political participation, freedom of expression, freedom of assembly, and access to information and justice.

Yet the civic space in which people can engage and express their views is shrinking all over the world. This was particularly true during the COVID-19 pandemic, with shutdowns imposed by governments having had significant implications for fundamental freedoms and the civic space. We believe that while such restrictions can be necessary for health reasons, they must be proportional, time-bound and reviewed regularly.

A SHARED LANGUAGE TO TALK ABOUT FREEDOMS

This year we published the [Civic Space Monitoring Tool](#), which is a handy resource to look into the different dimensions that make up the civic space and understand what is happening in any context. Using the tool has helped teams to have a new language to identify and analyze potential challenges ahead, to build collective response, and to articulate demands for change towards policymakers.

IMPROVING ACCESS TO INFORMATION (VIETNAM)

Access to objective and reliable information is necessary to critically evaluate policies and hold state and non-state actors to account. Vietnam has passed the Law on Access to Information (LAI) affirming citizens' right to information but is far away from effectively implementing it. Working in a multi-stakeholder coalition, civil society has created spaces for dialogue with the government at different levels, increasing their influence to change the way that LAI is implemented in Vietnam. Apart from legal and attitude changes, a lot still needs to be done. Oxfam in Vietnam has been supporting civil society-led coalitions to monitor the implementation of LAI at the national and local level. [The Center for Education Promotion and Women Empowerment \(CEPEW\)](#), one of the partners in the coalition, was invited by the local government of the province of Thái Nguyên to train officials on the implementation of the law, building capacity to set up systems in place to process information requests and increase understanding of the rights of citizens to access information. The Sơn La and Lào Cai Province also asked CEPEW for similar assistance to support the implementation, demonstrating the success of the approach.

BUILDING ALLIANCES AND OPENING THE DEBATE ON CIVIC SPACE (HECA)

In the Horn, East, and Central Africa (HECA) region, we are working on alliance-building and creating spaces for dialogue and debate. To this end, Oxfam in HECA co-convened the annual East African Civil Society Organizations' Forum (EACSOF) conference in November 2019 that focused on ['navigating the shifting civic space in the HECA region'](#). This symposium brought together civic organizations, media, legal experts and other civil society actors to assess the state of human rights in the region relating to civic space, i.e. right to freedom of assembly, association and expression. The conference sparked interest to continue engagements

between civil society and the East African Legislative Assembly (EALA) to develop a [regional framework](#) on civic space. Such a framework would help harmonize national legislations in the East African region by safeguarding the rights of civil society organizations.

The connections forged helped civil society actors come up with a coordinated response to the COVID-19 pandemic in the region, especially in looking at some of the emerging civic space engagement concerns.



PROMOTING ACTIVE CITIZENSHIP

People are agents of change who can make meaningful and sustainable change happen. But to what extent someone can freely be an 'active citizen' often depends on the civic, social and political context around them.

Oxfam supports people to claim their rights, participate in decision-making and demand their fair share of resources, particularly those belonging to excluded groups such as people with disabilities.

PROTECTING THE RIGHTS OF PEOPLE WITH DISABILITIES (TIMOR-LESTE)

In Timor-Leste, People with Disabilities have historically been absent from debates about the state budget and how it affects them. Through 'Open the Books', an accountability and transparency project in Timor-Leste, we have been working with a coalition of local partners to advocate inclusive budgeting and social accountability to bring people with disabilities to the forefront.

This year, for the first time ever, Timor-Leste's disability stakeholders held press conferences, TV talk shows, seminars and wrote submissions on the state budget. A national seminar, hosted in June 2019 by Oxfam and its local partners together with UN Women and UN Human Rights, pushed the agenda to consider disability inclusion in the state budget. In the run up to the national seminar, we worked with our local partners (Core Group Transparency Timor Leste, Rede Feto, Asosiasaun Defisiensia Timor Leste, Raes Hadomi Timor Oan, Mata Dalan Institute, Asosiasaun Rede Cova Lima and Reino), including Organizations of Persons with Disabilities, to understand People with Disabilities' perceptions on the budget



Disability actors talk about inclusion and the State budget on a national TV talk show for the first time in Timor-Leste/ Oxfam Timor-Leste.

Photo credit: Zeca Nunes

process, what it meant to them, and how they could influence decision-makers to support a more inclusive future for Timor-Leste.

At the seminar, people with disabilities brought their lived experience to decision-makers to enable the latter to better understand the barriers they face and hear directly from them about what could be done to reduce these. Support from other civil society actors who became allies reinforcing these messages was key. Viral social media engagement on the issue demonstrated growing public understanding and support.

On October 1, 2019, the National Parliament of Timor-Leste took an [unprecedented step](#) by unanimously passing the 'Resolution to Promote and Protect Rights of People with Disabilities'. The [resolution](#) specifically referred to the Oxfam co-hosted national seminar on inclusive budgeting.

YOUNG WOMEN PAVE THE WAY (SOUTHERN AFRICA)

Several young feminists from Malawi, Mozambique, Zimbabwe and Zambia embarked on an active citizenship journey early in 2019. The Young Women's Empowerment Programme (supported with discretionary funds of Oxfam Great Britain) started with the review of a youth-led research about "how young women of color in Southern Africa exercise their agency, dissent and organization". They then developed action plans to bring about change in their context. In Zambia, they focused on combating negative effects of social norms, while in Mozambique they aimed at advancing political participation. In Zimbabwe and Malawi, economic empowerment was pursued. Together they developed a regional learning strategy.

Within a year, impressive results were reported. Many young Zimbabwean women were reached with training and coaching to build life skills, while 66% of those trained started their own business.

In Zambia, Oxfam helped build the capacity of our partner, Young Women in Action (YWA). Its members then created youth champions who shared their skills and knowledge with fellow youth. Many of these young feminists contributed to Oxfam's Youth Engagement Plan.



Yolanda with youth activists and Oxfam colleagues to the [Walk the Global Walk](#) March in support of SDG 11 in Italy, 2019.

Photo credit: Neil Nuia



PARTNERING WITH THE YOUTH

Young people constitute ~16% of the global population. Despite their numbers, they remain largely excluded from local and global political and economic processes. As a result, young peoples' experiences, agendas, and visions are underrepresented in the policies that will ultimately govern their lives.

Oxfam listens to young people's needs and aspirations, support and enable projects that are driven by youth. We work with them as collaborators and partners in the fight against inequality.

INTERNATIONAL YOUTH DAY 2019: #IWASTHERE CAMPAIGN

To celebrate International Youth Day (IYD) on August 12, 2019, we worked with young role models to amplify their voices as change-makers in their communities and beyond through the [#IWasThere campaign](#). The young leaders shared their stories on how they overcame challenges, the differences they make and how they are influencing others. These stories will go a long way in inspiring their fellow youth, and motivate them to taken action. Young role models from eight countries shared their stories on online platforms, reaching out to hundreds of young people.

In Bangladesh, young street performers talked about issues that affect them, such as struggling to find a decent job or the load of unpaid care work. In Ethiopia, young entrepreneurs shared their stories of success in local panel discussions, inspiring their peers. Murals were painted by street artists highlighting the risk of gender-based violence faced by young women.

LEARNING FROM EACH OTHER (PERU)

In February 2020, [young activists from Brazil, Colombia, Bolivia](#) (with the support of Oxfam in those countries) and Chile (with the support of Amnesty International Laboratory) arrived in Lima to be part of the National Activism Laboratory, a space for young activists between the ages of 18-30 from Peru.

Since Peru's 2016 elections, when the labs started running, Oxfam has been trying to connect people from different backgrounds, generations and experience to share ideas and brainstorm about the future. Such laboratories are designed by young people for young people, giving them the confidence to engage in social change. Learning from each other, participants explore future strategies to contribute to social change in their own communities as well as build networks around national issues.

At [this year's lab](#) in Peru, the participants learned about what kept inequalities in place, and discussed the challenges they faced individually and collectively. They connected with journalists, academics, politicians and social movement leaders. The labs are connected to the digital platform [Actua.pe](#) which amplifies the voices of civil society actors and citizens engaged in the fight against inequality in Peru.



"Youths must work every day to be the change they want to see. Have a vision and work towards it now by taking the first bold step." Chioma (Nigeria) is a young entrepreneur who has set up Nigeria's foremost waste recycling and social benefit venture.



BECAUSE ELECTIONS MATTER

Elections create an important influencing opportunity for people living in poverty. Issues including access to healthcare and education, social protection, national development, labor rights, and gender equality are all up for discussion and debate.



An Instagram poster of PolétikaRD demanding gender equality in political participation, eradication of violence against women, economic empowerment, equality in education and sexual and reproductive rights.

Elections can be periods fraught with tension and uncertainty. When there is lack of transparency, independent monitoring, access to polling stations, or threats of intimidation, people lose confidence in the electoral system as an avenue to hold power holders to account. Even on such occasions, democratic institutions and systems, such as the judiciary can be a source of hope.

IN DEFENCE OF THE DEMOCRATIC EXERCISE (MALAWI)

Oxfam in Malawi supported the Human Rights Defenders Coalition in ensuring citizens' participation in the elections held in 2019. In 2018, Oxfam's inequality report '[Closing the Divide in Malawi](#)' was used by civil activists to advocate policy-based commitments from the political parties.

When malpractices were reported in the elections, Oxfam continued to support the Human Rights Defenders Coalition with research on corruption, and advice on security and risks. The coalition informed and mobilized citizens to demand fair elections. Citizens gathered in peaceful demonstrations on a weekly basis, adding pressure on the Constitutional Court to review the elections after leading opposition leaders contested the integrity of the electoral process. The Constitutional Court annulled the presidential elections on 3 February, 2020. (An analysis of the election process by Oxfam in Malawi can be found [here](#).)

A DIGITAL TOOL FOR POLITICAL ENGAGEMENT (DOMINICAN REPUBLIC)

Polétika is an innovative digital tool that seeks to achieve political change during and after elections. Users of Polétika can rate the policies and election pledges of different political parties, and thus create pressure on political candidates to commit to better public policies. Civil society organizations and social activists of any country can set up the Polétika online platform to monitor public policies on select topics, including children's rights, fiscal justice, housing, health, social protection, living wages, citizen participation, transparency, and gender equality policies.

Polétika was used in 2019 and early 2020 in the run-up to the general elections in the Dominican Republic. [PolétikaRD](#) organized multiple webinars with presidential candidates on Facebook for citizens to ask questions about policies and proposals. The platform also monitored what candidates were promising. Such monitoring over the course of the pre-campaign and campaign period illustrated changes in candidates' positions and ratings for certain sectors, helping voters make an informed choice.

GENDER JUSTICE



An intrepid young filmmaker on the set of her first movie, produced as part of Oxfam's TABIR project. TABIR worked to strengthen the agency of young men and women in Jordan and increase their capacity to make their voices heard in their communities. In 2019, hundreds of people came together across Jordan for the screenings of these incredible stories.

Photo credit: Mathieu Laprise/Oxfam

More poor and marginalized women will claim and advance their rights through the engagement and leadership of women and their organizations, demonstrating transformative leadership skills; and violence against women will be significantly less socially acceptable and prevalent.



278

Projects worldwide



671

Partners involved



1.2MN

No. of people we directly worked with

We work together with women to support them claiming their rights, and to reduce the prevalence of violence and discrimination against them. Women and girls are systematically discriminated against almost everywhere in the world, and this is as much a cause as a result of inequality that drives poverty. Patriarchy, built on notions of male privilege, and other forms of oppression perpetuate social norms and systems that undermine the rights and equality of women and LGBTQIA+, keeping them excluded from decision-making roles, thus making it much harder to build a better life for themselves.

Gender justice lies at the heart of all we do, cutting across all our Change Goals. Our worldwide **'Enough'** campaign to end violence against women and girls is active in 30 countries globally, spanning Africa, Latin America and the Caribbean, Asia and the Pacific.

Through this campaign and gender transformative education, we are challenging harmful social norms and belief systems that prevent women from realizing their rights. The campaign uses social media, music, art, poetry and creative workshops to bring people of all genders, ages and backgrounds together to speak out against violence and push for change. Through our **#IMatter** campaign, we seek to stand in solidarity and work with women, girls and LGBTQIA+ from the grassroots and support their leadership and advocacy skills. We also seek to create spaces and platforms so that they can influence decision-making. Where women are taking control and leading movements for change, we are seeking ways to amplify their voices, learn from them and sustain the momentum since we believe that it is now more important than ever for women to be supported in developing their own visions and strategies for change.



ENGAGING YOUTH AUDIENCES

Through our **Enough** campaign, we collaborate and co-create moments and events with citizens, collectives, key cultural influencers, and women's rights and youth organizations to bring about social change in their communities.

The Enough campaign saw a global spike during 16 Days of Activism in November 2019 through the **#SayEnoughCypher** event. This cypher was a global poetry and music jam with poets, rappers, musicians, and a wide variety of creative artists to spark conversations around social norms and ideas that fuel violence against women and girls. The event brought together 35 poets and musicians from 15 countries across Africa, Asia, and Latin America, contributing 12 original videos of music and poetry in five languages. Young feminist artists and illustrators widely used social media to build up the momentum and help engage new audiences and forge new alliances. At least 41 countries engaged in the public outreach, and 51,000+ people participated in on-ground activities in 15+ countries. Online, the campaign reached 35.3 million people through the newly created Enough social media platforms, amplifying the messages of the artistes challenging violence against women and girls. Music videos, poetry online, Instagram stories, polls, quizzes sparked off conversations that drew in a new youth audience and helped grow an online community of people hopeful for change.

CHALLENGING GENDER STEREOTYPES (RUSSIA)

The Russian leg of our Enough campaign—titled '**Vidimonevidimo**'—hosted a 'Gender challenge' during the 16 Days of Activism against gender-based violence. This online marathon, designed and implemented in partnership with Russian feminist bloggers, invited young people to share how gender stereotypes affected them and how they wanted to challenge them. Activities of the 'Gender challenge' reached more than 1.4 million people.

DIGITAL RIGHTS OF WOMEN AND ENDING ONLINE VIOLENCE AGAINST THEM (ACROSS AFRICA)

Building on the research on digital feminist activism in Africa supported by Oxfam IBIS, the **Enough** campaign and Oxfam South Africa partnered with the Women's Rights Program of the Association of Progressive Communications (**APC**) to organize a convening that brought together young African digital activists to discuss digital activism, violence against women and girls (online and offline). APC is an organization leading on advocating for feminist internet principles. The convening saw participants from all over the continent share experiences, identify common challenges, and develop joint solidarity actions to end violence against women and girls.



AMPLIFYING VOICES

Women's voices are often undermined by adverse attitudes and norms. But unless their concerns, ideas and solutions are heard, and their priorities addressed, policy and programmatic interventions fail to deliver lasting impact. We ensure that our campaigns and strategies include women and respond to their concerns by addressing issues that matter to them.

IMatter launched a public campaign to mobilize the public in countries affected by conflicts and where the COVID-19 response was impeded by the absence of peace. Together with the public, we asked governments to implement the global ceasefire and a feminist peace and security agenda that ensures the rights, representation and resources of women to build peaceful sustainable futures.

Working with **IMatter** partners, we established local campaigns and created spaces and platforms for their direct and meaningful participation in decision-making on matters that affect them during the COVID-19 pandemic.

One of our partners, **ICAN South Sudan**, organized webinars for refugee women in Bidi Bidi refugee settlement to engage in conversations around peacebuilding and provided tailored trainings to refugee women to support their economic empowerment. They also connected with refugee women to speak on broadcast in South Sudan to amplify the call on peacebuilding.



María Guadalupe García, 40, used to work with Oxfam, organizing women to form 'Saving for Change' groups in San Isidro, Morazán, El Salvador. Oxfam and its partner ACMM have formed networks comprising savings and loan groups, where group members are building their business and taking on leadership roles in their villages and municipalities.

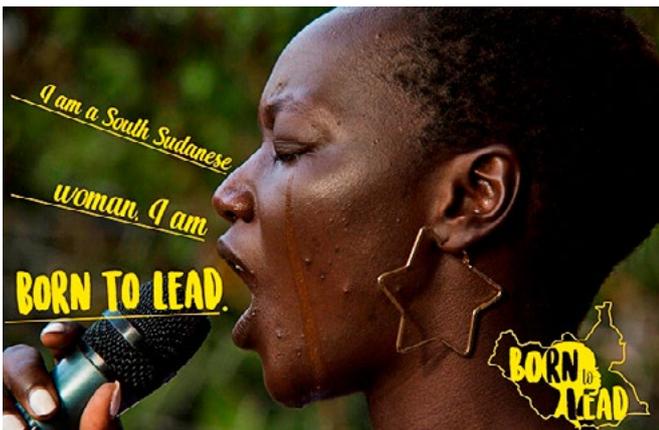
Photo credit: Oscar Leiva Marinero



MORE WOMEN IN PEACE-BUILDING (SOUTH SUDAN)

By ensuring that issues that concern them are considered and prioritized, women can, through their political participation, influence solutions.

In South Sudan, we co-created and launched the 'Born to Lead' campaign with our partner, [Crown the Woman](#), and seven other civil society groups, with Crown the Woman leading the campaign. Through this campaign, we are supporting women rights activists to promote women's leadership at [all levels in South Sudan](#). The campaign saw the launch of a report, '[Search for Peace: Women in South Sudan's National Peace Processes, 2005-2018](#)', which shares stories of the role of South Sudanese women in the country's national peace processes; and a [policy paper](#), released at the Gender Is My Agenda (GIMAC) network meeting at the Africa Union in February 2020. The paper provides recommendations for women's continued and meaningful participation in peace and governance.



Crown the Woman launched a Sunday evening broadcast on Eye Radio in Juba, South Sudan. Each week, they profile a young woman peace-builder who is making a difference in the community. The show aims to create awareness on peacebuilding mechanisms and provide a platform for the women peacebuilders to share and engage in high level discussions. Here is the photograph of South Sudanese poet Tata Joice.

Photo credit: Bullen Chol/Oxfam

MORE MEANINGFUL PARTICIPATION (YEMEN)

On the margins of the 42nd regular session of the UN Human Rights Council, Oxfam co-sponsored an event on [Women, Peace and Security in Yemen: Claiming the Right to Participate in the Peace Process - From the Ground Up in Geneva](#). The event brought women civil society leaders from Yemen together with representatives of the international community, i.e. Austria, Croatia, Czech Republic, Denmark, EU, Germany, Iceland, Iran, Ireland, Lichtenstein, Mexico, Norway, Qatar, Russia, several other nations and UN Women.

Together, they worked on identifying concrete opportunities to improve international support for the meaningful participation of Yemeni women in humanitarian response, peacebuilding and security. The panel saw two rounds of interactive discussions, the first focusing on a situational mapping of the status of women in Yemen and the second delving deeper into recommendations on improving the situation.



Oxfam-Humanitarian Knowledge Hub in collaboration with the Regional Disaster Management Agency (BPBD) involved women in Lende Tovea village in Sulawesi, Indonesia to develop a disaster mitigation strategy. Using a participatory method, the women drew upon their local knowledge to map a gathering point, evacuation route and disaster warning station for their village. A deadly earthquake in 2018 had swallowed houses whole and triggered a tsunami in which 4,340 people lost their lives.

Photo credit: Rosa Panggabean/OxfamAUS

DOCUMENTING VICTORIES, PUSHING FORWARD

It helps to keep in mind hard-fought victories, share our learning and prepare ourselves for the transformation we can effect when we stand together.

In July 2019, the formative research titled, "[Smashing Spatial Patriarchy: Shifting social norms driving sexual and gender-based violence on public transport in Sri Lanka](#)", was launched. The research looks at the beliefs and social norms that are fuelling sexual harassment of women, girls, and gender non-conforming people. A Social Norms Diagnostic Tool was also published to outline the key research methodologies used.

As part of our [IMatter](#) campaign, we observed the International Peace Day on 21 September 2020 and launched a campaign that focused on women's transformative leadership in crisis and post crisis contexts. We started by hosting a webinar where women rights practitioners from across the globe discussed how women can ensure they get a seat at the decision-making table in peace-building matters and subsequently launched the report, [Transforming Power to Put Women at the Heart of Peacebuilding](#).

SAVING LIVES, NOW AND IN THE FUTURE



Mary Warau at Vanuatu with her e-card as part of Oxfam's Unblocked Cash Program, which is helping rebuild the local economy and assist the most vulnerable with cash transfers in the wake of Cyclone Harold and the COVID-19 crisis. Oxfam is deploying this blockchain-based Cash and Voucher Assistance (CVA) solution, a more transparent financial aid for relief efforts, in other regions as well.

Photo credit: Arlene Bax/Oxfam in Vanuatu

Fewer men, women and children will die or suffer illness, insecurity and deprivation by reducing the impact of natural disasters and conflict. 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 in dignity.



461

Projects worldwide



521

Partners involved



13.5MN

No. of people we directly worked with

Saving lives, now and in the future, is one of our key goals. By reducing the impact of natural disasters and conflict we aim to create a world in which fewer women, men, and children will die or suffer illness, insecurity, and deprivation. We already have a well-recognized role in providing humanitarian relief in times of natural disaster and crisis. Through partnerships and better coordination, we are being able to deliver timely key services such as supply of water, sanitation, food, support to livelihoods, critical cash and respond to widespread and systematic threats to people's safety during emergencies. Our focus is also adapting to strengthen and create resilience among local communities to guard against future crisis. Together with the reinforcement of people's rights to guard against the effects of conflicts, natural disasters and emergencies, we are building up their capacities to come up with self-managed local solutions. This, of course, includes their knowing and exercising their rights to devise ways and approaches that suit their environment, be it rural or urban. But it also involves strengthening institutional capacities of states to respond

to the needs of people in times of crisis, building up emergency preparedness through support to local organizations, particularly that of women, and creating opportunities for young people whose future is threatened by conflict and climate change. Our focus is thus increasingly veering towards providing long-term solutions through the triple nexus of humanitarian relief, development programs and peacebuilding.

During the year, we delivered life-saving support and assistance to communities caught amidst conflict and disaster and focused our efforts to respond to the pandemic. The fallout of the health crisis and the ensuing restrictions were felt with great harshness by hundreds of millions of people at the intersections of conflict, the climate crisis, gender-based violence, and inequality. It compounded sufferings among communities in countries such as Yemen, the Central African Republic, and Syria which were already struggling to overcome malnutrition and the spread of disease. The impact was also devastating in most developing countries, where the pandemic exposed shallow or broken social protection infrastructure.



CHAMPIONING LOCAL HUMANITARIAN LEADERSHIP

Oxfam and allied organizations are charting a new course. We are helping build a movement to shift power and resources into the hands of local humanitarian leaders.

There are several reasons we are doing so: local actors are already in the affected areas, and know the context and generally have better access. They are able to make use of local resources and increase the sustainability of interventions. Besides, by encouraging local engagement, we also have the opportunity to correct power imbalances and challenge the patriarchal structures within the global humanitarian ecosystem. In shifting the agency to local actors, energizing local networks and using local knowledge, we are building a valuable body of diverse perspectives and practical learning that inform our humanitarian work.

USING LOCAL KNOWLEDGE FOR CYCLONE RELIEF (BANGLADESH)

When Cyclone Fani hit southern Bangladesh in May 2019, and tore down roofs, drowned livestock and inundated crops, Oxfam partner **Jago Nari** rushed to the scene. The organization provided affected communities food and essentials, and also handed cash that enabled families to tailor the assistance to their particular needs, be it medicines or goods that could generate income. Hafiza's family, for example, lost their fishing boats and nets, but with the cash, she could replace her sewing machine that helped her earn a livelihood. Jago Nari is part of an Oxfam program known as **ELNHA** (Empowering Local and National Humanitarian Actors), which is dedicated to helping strengthen the ability of local organizations to launch effective emergency responses. Over the course of three years, Jago Nari and 55 other Bangladeshi NGOs have undergone training to build their capacity to carry out disaster responses that meet international standards for quality. Local organizations such as these have the potential to be the fastest emergency responders and are also the most sensitive to local cultures and needs.



Cyclone Fani struck Bangladesh in May 2019. Oxfam partner Jago Nari provided families in badly affected communities with a water jug, soap, a water pitcher, ten packets of oral rehydration salts, and 4,500 taka [US\$53] in cash to spend on whatever they chose. The family of Samiya (shown here) bought a goat. "Jago Nari arrived quickly," says Champa Begum, whose community had to evacuate to a cyclone shelter. "First they came to ask what we needed. Within three or four days they were delivering things to us. Jago Nari didn't just give us things. They talked to us and listened to us. It helped heal our pain".

Photo credit: ©2019 Oxfam America

A PROTECTION ROADMAP (COLOMBIA)

Oxfam keeps protection at the heart of its humanitarian agenda in order to act proactively to reduce violence, coercion and abuse (including all forms of gender-based violence) against civilians, and to ensure respect for international humanitarian law.

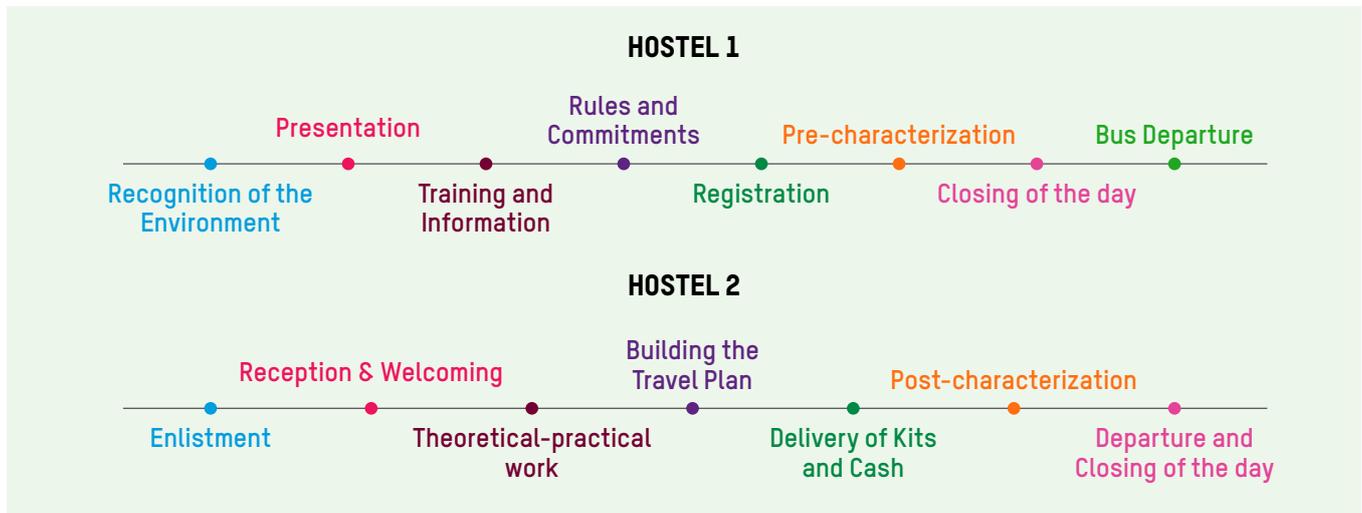
All humanitarian programs of Oxfam, whether implemented directly or with partners, ensure they do not cause harm to people nor to the principles, values and standards that underpin our work. Beyond this Oxfam and partners also carry out specific protection work responding to widespread and systematic threats to people's safety. In response to the migration crisis affecting Colombia, Oxfam Colombia and Fundación Mujer y Futuro (the Women and Future Foundation) came up with the Protection Roadmap. Thousands of people, many women, have been forced to become walkers ("caminantes") leaving everything behind in Venezuela to try and start rebuilding their lives in Colombia again. The Roadmap aims to strengthen the capacities of women walkers to better address their migration path by have a deeper understanding of the differentiated risks and vulnerabilities along the way, and thus reduce risks and vulnerabilities – such as sexual exploitation, forced recruitment by illegal and drug armed groups, and others – and thus strengthen their capacity to lead a dignified and peaceful life. Throughout the Roadmap, spaces are organized for training about rights, risks and services; delivery of hygiene and food kits, sexual and reproductive health services, and humanitarian transport. It also offers mechanisms for referencing complex cases to other specialized institutions and; the migrants are assisted, through a workshop, to define their travel planning. This allows women to decide what they will do in the following days of their migration journey towards their final destination. The roadmap has helped 9,917 women migrants in Colombia already. Learning and evidence continue strengthening the program.



Women walkers from Venezuela.

Photo credit: Oxfam/FMF

METHODOLOGY FOR THE IMPLEMENTATION OF THE COMPREHENSIVE PROTECTION ROUTE WITH A GENDER-FOCUSED HOSTEL



ENCOURAGING INNOVATION FOR SUSTAINABLE SOLUTIONS

Innovation plays a critical role in helping the Water, Sanitation and Hygiene (WASH) sector develop more effective approaches and technologies, thereby improving the impact our programs have on the poor and disaster-affected people.

We provide WASH services directly to communities in emergencies and promote more sustainable approaches to WASH in our recovery and longer-term programs. We are creating models that are not for our exclusive use, but ones which governments, institutions and the wider WASH sector can follow and implement. Since 2004, this enterprise has been supported through the [Oxfam WASH Innovation Fund](#).

USING TECHNOLOGY IN REHABILITATION EFFORTS (BANGLADESH)

Sludge management in refugee settlements pose a significant challenge in rehabilitation. At Cox's Bazar in Bangladesh, which has provided shelter to hundreds of thousands of Rohingyas who fled from Myanmar since 2017, for the first time there was a concerted effort across multiple agencies to ensure proper treatment and disposal of faecal waste. There are now at least eight different types of technologies being used in over 20 sites. With the support of [ARUP](#), Oxfam undertook a [study](#) to compare the different types of faecal sludge technologies in order to help the agencies decide the most appropriate technology for their use. The study showed that up-flow filter was a more viable option than lime treatment. Anaerobic lagoons could also be considered where there are no space constraints.



Oxfam is providing almost 25,000 Rohingya households with vouchers that can be exchanged at market stalls for fresh vegetables and ingredients to supplement their basic rations. Choosing from 13 items such as spinach, aubergine, potatoes, eggs, dried fish and spices, families can prepare tastier, more nutritious meals. An efficient new e-voucher system enables refugees to make their purchase by simply scanning a card pre-charged with credit. The market stalls are identified by a green Oxfam logo.

Oxfam encouraged Bangladeshi food traders who live nearby to set up shop inside the Rohingya refugee camp, ensuring a stream of customers via the voucher scheme. The increase in business benefits the local community, which has seen a strain on resources like firewood and water due to the arrival of close to a million refugees.

Photo credit: Maruf Hasan/Oxfam

SUSTAINABLE FOOD AND NATURAL RESOURCES



Morsen, 51, and Leitamat, 50, at their home in Vanuatu, where they raise poultry and grow vegetables with support from Oxfam partner Farm Support Association (FSA). Their children have gone to university and hold skilled jobs thanks to the income from their parents' vegetable gardens. Oxfam and FSA are helping the agricultural sector transition from subsistence to small-scale market-oriented farming.

Photo credit: Artur Francisco/Oxfam NZ

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.

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 stress on climate.



389

Projects worldwide



974

Partners involved



2.3MN

No. of people we directly worked with

In a world that produces enough food for everyone, more than 800 million go hungry, many of them in low-income countries. Inequality and hunger are inextricably connected, with the power over the global food system being concentrated in the hands of a small elite of government and corporate interests. In this unequal food system hundreds of millions of small-scale food producers, who grow most of the food, and billions of those who consume it, have no agency. Land governance in many countries favor corporate interests over the rights of local farmers and communities. Labor and land rights, and indigenous communities' rights to precious resources like water are squandered by profit-hungry corporates who control the food supply chain. Women, poor and unskilled, who make up a large part of this impoverished workforce in this system, are particularly vulnerable. Climate change has made the situation worse for these

people, wrecking livelihoods of small-scale producers, subsistence farmers and rural and urban landless people.

We have been working relentlessly to advance the rights of poor people to adequate and sustainable livelihoods for decades. Our **GROW** campaign is part of our fight against hunger. Our goal is to enable millions of women and communities on the frontline of this fight to respond to a changing climate, to become more resilient and productive, and to secure access to the land and natural resources on which they depend. Through **GROW**, we have developed cross-cutting strategies to connect with civil society, individuals and organizations to build up a movement for a just economy, where our goals of social justice, gender justice, fair sharing of revenues, fair treatment of workers come together with our advocacy for policies that sustain rather than fragment society.



AGAINST INEQUALITY IN THE GLOBAL FOOD SUPPLY CHAIN

Oxfam has been pushing public institutions and private companies to take action to promote human rights across food supply chains.

Our [Behind the Barcodes](#) or Behind the Price (BTB/P) campaign aims to end inequality in the global food supply chain. In October 2019, the second big world-wide campaign push was launched, which saw widespread global media coverage that generated 945 reports and articles, reaching 14 million people the world over. Among our reports that generated the storm were [Workers' rights in supermarket supply chains](#), the [Brazil Case Study](#) and [India Case Study](#).

The campaign held a spotlight on the conditions of tea workers in India and fruit orchard workers in Brazil, as well as those on the farms and plantations in other countries. Through consumer engagement, demonstrations, social media campaigns, panel discussions, documentary screenings, celebrity promotions in Brazil, [India](#), Thailand, and other actions, we were able to put pressure on the private sector and the government.

As a direct result of our continued campaign and advocacy, several companies committed to policy changes publicly. Dutch supermarket giant Jumbo published a new human rights policy in April 2019, in line with BTB/P campaign recommendations. In April, the European Union formally approved [new European rules](#) that ban abusive trading practices by supermarkets and large buyers in the global food supply chain.

SCORING HIGH WITH THE SUPERMARKET SCORECARD

An important part of the BTB/P campaign is the tracking of companies through [our global scorecard](#) update. The [2019 Supermarket Scorecard](#) shows that some supermarkets (Ahold Delhaize's Dutch subsidiary Albert Heijn, Aldi South, Jumbo, Morrisons, Rewe and Tesco) have made important new policy commitments to ensure that women and men in their supply chains are treated fairly. Supermarkets have also made significant progress on transparency. Eight of the 16 companies have publicly identified and addressed policies and practices that could lead to the abuse of workers and smallholder farmers in their supply chains.

In Thailand, the campaign against human rights abuses faced by seafood workers, released its second scorecard update. Major seafood exporters made public commitments on labor rights in a public forum organized by the Ministry of Labor and Oxfam. Tesco Lotus, for example, translated and published its policy on human rights in the supply chain.



FIGHTING FOR LAND RIGHTS

Our [Land Rights Now](#) campaign has been mobilizing people on behalf of the land rights of indigenous peoples and communities and fighting off governments and big organizations who try to criminalize land rights defenders.

The failure to recognize land rights not only undermines the human rights of indigenous communities but also endangers our ability to fight climate change and achieve food security because they open up ecological hotspots to greed and devastation.

STANDING UP FOR INDIGENOUS PEOPLES AND LAND RIGHTS DEFENDERS (PANAMA)

In Panama, Oxfam put pressure on the government to recognize the rights of the Naso peoples whose land is under threat from the construction of hydroelectric dams. In November 2019, the Ministry for the Environment signed a legal resolution recognizing Naso peoples' rights over their land. The resolution also recognized the land rights of the indigenous peoples living in protected areas, including a UNESCO World Heritage site.

The [Global Mobilization](#) drive of the [Land Rights Now](#) campaign successfully mobilized millions of people online around five cases of criminalized defenders.

The campaign led to dialogue and concrete commitments from governments to protect the defenders. In Timor-Leste, Oxfam and its allies have been calling for a transparent land registration system. In January 2020, the government decided to cancel the contract with a private company conducting land registration and decided to establish a Land Cadastral Department.

In June 2019, Oxfam and partner organizations launched the [Defend Her Voice](#) campaign in Colombia to raise awareness and urge action to protect women land defenders there.

PRIORITIZING LAND RIGHTS AND LIVELIHOODS OF WOMEN (UGANDA)

Women are particularly vulnerable because of widespread dispossession of community land rights. They have little say in large-scale investments in agriculture (LSBLI) even when these decisions affect them. Together with our partners we have developed a community engagement tool that empowers women and communities to engage and participate in decisions during LSLBI operations. This year, Oxfam Uganda, once again drew attention to women's concerns in a paper titled, '[Locked Out: How unjust land systems are driving inequality in Uganda](#)'. As a result, the Ugandan Ministry of Lands, Housing and Urban Development has expressed interest to adopt the LSBLI tool. The local government wants to translate the tool, which includes a scorecard to monitor the implementation of women's land rights instruments, into local languages so that they can use it to guide their engagement with the communities.



ADVOCATING CLIMATE CHANGE FINANCING

One of the objectives of our **GROW** campaign is to make governments address the needs of small-scale women food producers and their communities, particularly those affected by climate change, through pro-poor climate adaptation plans, push them to compensate for irreversible loss as result of climate change, and secure equitable land rights.

At the UN General Assembly meet in 2019, 25 Oxfam offices worldwide supported the biggest **climate mobilization** ever seen. As many as nine Multilateral Development Banks (MDBs) pledged to collectively contribute US\$65 billion annually by 2025, to support communities adapt to and mitigate climate risks.

In early 2020, Oxfam kicked off the new global, public-facing campaign on climate change — **#ClimateChangers** — by engaging the public on the bushfires in Australia, the drought in Zimbabwe, and locusts in East Africa. Our campaign, marking the first anniversary of Cyclone Idai, one of the worst cyclones to hit Africa, was critical in **raising awareness** of the aftermath of a crisis, and how over 9 million people continue to be in need of food aid 12 months after the cyclone.

Oxfam helped draft the Global Commission on Adaptation's **report**, which was released in September in 2019. The report called on world leaders to increase and accelerate climate finance to support communities. The GCA has managed to mobilize US\$90 million to scale climate adaptation solutions and to support over 300 million small-scale food producers to become resilient.

At the Climate Action Summit 2019 in September, Oxfam's advocacy helped increase both public and private climate finance and scale up ambition on adaptation. The replenishment pledge to the Global Climate Fund increased to US\$7.5 billion.



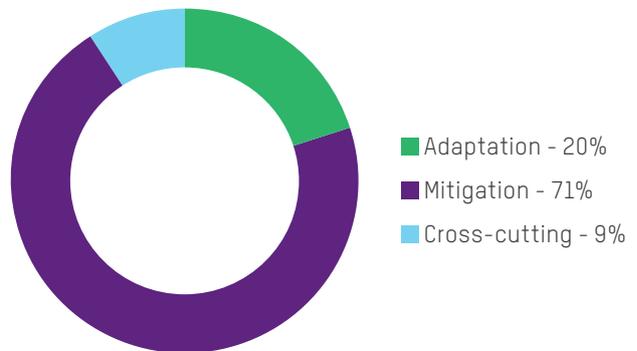
Addise, 26, Beekeeping Cooperative Secretary, Bahirdar, Ethiopia. As a teenager Addise dreamt of becoming a doctor, but at 15, she was forced into an early marriage and had to leave school. When Oxfam started a beekeeping project in Addise's village, Addise seized the opportunity to take part. "It felt like I was in school again and I had started a new chapter of my life". Alongside beekeeping training, the project also included numeracy and literacy classes.

Photo credit: Kieran Doherty

PROMOTING WOMEN'S LEADERSHIP IN CLIMATE TALKS

Our advocacy on gender and climate resulted in a significant achievement at the United Nations Climate Change Conference COP 25 in December 2019. The conference at Madrid saw the adoption of a new five-year **Gender Action Plan** (GAP), which lays down concrete steps to increase participation and leadership of women in international climate talks and the implementation of climate policies. The action plan has been adopted by governments and will serve as a blueprint to promote gender equality in the United Nations Framework Convention on Climate Change and support activities to that end.

GLOBAL SHARES OF MITIGATION, ADAPTATION AND CROSS CUTTING FINANCE IN 2015-16



Source: Third Biennial Reports (2018); own calculations based on OECD (2018a)



Malikesi, member of an extractives advocacy group in Malawi, stands with an Oxfam funded advocacy manual, which they are using to conduct negotiations with Mkango Mines, who are currently exploring the area with the hope of mining rare earth minerals.

"We never dreamt of one day sitting together with the mine authorities to discuss anything to do with mining...but...we are now talking and I would say things have improved."

Photo credit: Aurelie Marrier d'Unienville/Oxfam AUS

FINANCING FOR DEVELOPMENT



Rumi (23) does everything in her power so her daughter can receive quality education and a good life. Empower Youth for Work and Oxfam Bangladesh are working together to provide young people with suitable skills and knowledge so they can enter the job market better prepared and confident.

Photo credit: Syed Tasfiq Mahmood

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, and question tax avoidance and tax havens. 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.



272

Projects worldwide



503

Partners involved



800,000

No. of people we directly worked with

One way to beat poverty and injustice is to ensure that public money is spent wisely for the welfare of marginalized communities so that they have an equal access to education and essential services such as health, clean water, sanitation, energy and disaster risk management. Inequality, after all, is the result of discriminatory practices and policies that lead to unequal distribution of resources and access to facilities and infrastructure that should be accessible and available to all. This unequal division, the result of concentration of power in the hands of a few, has the potential to keep people trapped in poverty for generations.

We focus on the link between **education and inequality** by using new evidence to change public and policy conversations about public education. We mobilise people to change the narrative about economic and gender inequality by highlighting the issue before global media and institutions, national governments, and push for the adoption of policies or practices that reduce gender and economic inequality. From citizen budget monitoring to high quality global research to bringing the voices of our partners to top

global economic institutions like the World Bank, we work with allies across civil society to achieve our aims. Our Fiscal Accountability for Inequality Reduction (**FAIR**) and **Even it Up (EiU)** program empower citizens, particularly women and young people, to demand progressive tax and spending policies that benefit the majority. Financing for development has strong governance implications, and is linked directly with our first Change Goal—Right to be Heard. Open dialogue, freedom of expression and engagement are essential to effect long-term changes in financial systems.

The COVID-19 pandemic has had a devastating effect on inequality, aggravating existing socioeconomic inequalities— from the burden of unpaid care work on women to the deeply unjust health inequalities in who has access to medical treatment and who will be able to afford a vaccine. The pandemic is also demonstrating which parts of our economy are truly important to our collective ability to survive and thrive.



ADVANCING THE GLOBAL FOCUS ON GENDER AND ECONOMIC INEQUALITY

We work to get global media, global institutions, national governments and other actors to adopt policies or practices that reduce gender and economic inequality. Already, there is greater awareness of the link between gender and economic inequality globally, regionally and even nationally. But more needs to change.

A disproportionate share of the house work and caring for the family, be it the young or the elderly, is carried out by women and girls as per socially accepted norms. They thus remain shut out from prospects of getting proper education, or taking on jobs and roles that could let them have a say in either their own life or that of the community. The pandemic has aggravated this socio-economic divide, and heightened inequality.



Rowena is a day care teacher in the Philippines – a job she loves. Before her husband began doing his share of care work and household chores, it was all down to Rowena to teach as well as to do the house work. Women and girls do 12.5 billion hours of care work every day. It's rarely seen as real work. But care work is everyone's responsibility.

Photo credit: Jed Regala/Oxfam



FOCUS ON UNPAID CARE WORK AND A HUMAN ECONOMY AT DAVOS

Every year, in January, the World Economic Forum draws intense media and political attention as the rich and powerful convene in Davos. As in the years past, Oxfam leveraged this attention to shine a light on growing inequality, which inhibits the fight against poverty and stops people from being able to claim their rights. This year, we put the focus squarely on unpaid (and underpaid) care work, mainly done by women and girls, which underpins a sexist, rigged economic model responsible for rising inequality.

Released ahead of the summit, our 'Time to Care' report drew attention to the scale and drivers of inequality. The key messages from the report and the solutions it offered to the

inequality crisis were key part of the media narrative during the WEF, and Oxfam's work contributed to the wider public debate on inequality, echoing even after the forum got over. The report itself was downloaded over 16,000 times in the first week in multiple languages and sparked a wider debate on inequality across the global media.

Oxfam's [Care Calculator](#) tool reached 2 million users directly, helping people understand the role of unpaid and underpaid care work in their own lives, and helping personalize the conversation about inequality and care. Over 60 Oxfam affiliates and countries, as well as our allies, took part in this key moment. [Fight Inequality Alliance](#) (FIA), our ally, attended the meet, and for the first time, Njoki Njehu, from FIA, was able to speak, asking difficult questions in WEF events and in person.



WINNING GLOBAL AND NATIONAL COMMITMENT TO TACKLE INEQUALITY

Together with the Swedish government and the Centre on International Cooperation, we convened the #UNHPLF (UN High Level Political Forum) [event](#) in July 2019, where nine government leaders declared their unified intention to fight extreme inequality and exclusion. [Each](#) is trying to tackle inequality in their own country and believes that unity across the borders is necessary to achieve greater impact. The leaders were from Ethiopia, Indonesia, Ireland, Korea, Namibia, Sierra Leone, Spain, Timor-Leste, Tunisia and Uruguay. Countries like New Zealand and Burkina Faso also expressed their desire to become more involved.

In February 2020, we also convened a [panel](#) at the African Union 2020 Summit, where one of the leaders from the HLPF event, President Julius Maada Bio of Sierra Leone, [reaffirmed his commitment to fight inequality](#).

In Morocco, we are driving the conversation on inequality nationally. The International Monetary Fund (IMF) lending agreement (Article IV) for Morocco now includes the need for the Kingdom to reduce inequality. King Mohammed VI recently announced the launch of a committee charged with elaborating a new development model to tackle inequalities. The Morocco Article IV also includes reference to [Oxfam's Commitment to Reducing Inequality Index \(CRII\)](#), as an 'inclusive growth' indicator.

Our concerted efforts have also encouraged the EU coordinator for development aid programs in Burkina Faso and the manager of all aid consortiums in the country to commit to reviewing the design of aid programs under their control. This would promote the resilient development of displaced populations, migrants, and people in their communities, rather than investing in making them stay in their place at all costs.

FIGHTING FOR TAX JUSTICE AROUND THE WORLD

Taxation is one way of funding pro-public spending on essential services that fight gender and economic inequality. We had the pleasure of seeing several progressive changes that we had long pushed for being implemented: The UK's

‘Crown Dependencies’ – Jersey, Guernsey and the Isle of Man – announced that they would introduce **public registers of beneficial ownership**. The Government of Peru finally passed the **anti-tax avoidance law**, following our efforts, together with our allies, to build up pressure on the government through our exposé of an incredible story of political capture. The government estimates this new law will help collect US\$1.8 billion in corporate income tax from large companies, critical for a country that has huge gaps in health or education.

As a result of our long advocacy and engagement efforts with the Federal Board of Revenue and the Ministry of Finance, among others, the Government of Pakistan cut the 17% rate of GST to 7.5% on prepared food items. The year also saw the Government of India increase the rate charged above income tax for those earning above ₹5 crore (50 million) from 15% to 37% – thus taxing the rich more heavily. Our global report and India inequality reports have been widely referred to by the media.



FURTHERING UNIVERSAL EDUCATION, LESSENING INEQUALITY

Universal, quality, free public education is one of the most powerful tools to fight poverty and inequality. The world is now facing a serious health crisis, which has kept **1.57 billion** students worldwide out of schools. Now is the time to secure a strong public education system for all, instead of throwing public money into the hands of profit-making school businesses.

We are against the public-private partnerships (PPPs) and other education models that **push for ‘low fee’ private schools** because these disproportionately exclude the poorest students and in particular girls. Despite this, multiple major donors fund or promote education PPPs in poor countries. We set out to turn the tide of using aid funding in for-profit and commercialised provisions for children’s education.

MAKING EDUCATION FUNDING WORK BETTER TO FIGHT INEQUALITY

We worked extensively with allies to impress upon the **Global Partnership for Education**, the biggest multilateral donor in education funding, and bilateral donors who partner with GPE, the importance of free, quality public education and the risk posed by commercialising it. In June 2019, the GPE Executive Board passed a progressive ‘Private Sector Engagement’ policy by which it stated that it will not put funds into for-profit private education providers.

This key change in GPE policy will contribute toward building similar positions/changes in other important education sector donors and actors. We also worked with allies across different EU member states advocating a similar policy. The EU has decided that its funding will not be used on for-profit education provision.

Together with our allies, we have been trying to convince the IMF and World Bank, and its private sector arm, the International Finance Corporation (IFC), to stop expanding privatised education. New World Bank President, David Malpass, heard directly from our civil society partners from Sierra Leone and Uganda, and our affiliate in Ghana, at the **Civil Society Town Hall** of the World Bank Annual Meetings in October 2019. He was also presented an open letter that we had organized from 173+ civil society organizations from 63 countries, demanding that the Bank stop funding for-profit education. At an event we organized on education in parallel to the Annual Meetings in October 2019, the Bank’s representative stated that the Bank will fund public education in Ghana and Sierra Leone. This is a commitment we will follow up.

INFLUENCING NATIONAL GOVERNMENTS TO COMMIT TO FREE, QUALITY PUBLIC EDUCATION (GHANA)

The Government of Ghana had been considering the PPP model, which would have undone recent strides in education and the progress on equality. We helped organize civil society allies to voice these concerns. Together, we raised an outcry that made the government rethink. In June 2019, the government announced that it was pulling the brakes on the PPP. Oxfam in Ghana held a **Political Parties Dialogue on PPPs**, at which it had all major political parties, including the ruling party, announce in public about their commitment to promote free, quality public education.



“Hopefully our work will help eradicate the old prejudices toward girls’ education,” says Gladys Asare Akosu, a teacher at Savelugu Girls Model School.

Photo credit: Lotte Ærsøe/Oxfam IBIS



ADVOCATING A FAIR BUDGET

Uniting our work and that of our partners in 40+ countries, **FAIR** (Fiscal Accountability for Inequality Reduction), our influencing program, draws attention to the fiscal rights of commonly overlooked groups, and the barriers to their voices, issues and participation.

Closely linked to our Even It Up! Campaign, FAIR empowers people, particularly women and youth, to demand more progressive taxation and transparent pro-poor spending to fight inequality. During the COVID-19 pandemic, Oxfam continued to ensure that governments raised revenues in a fair and pro-poor manner and that the money was spent on those areas that are most important to fight inequality.

CAMPAIGNING FOR SPENDING ON HEALTHCARE

Progressive public expenditure on healthcare is needed so that every citizen has access to quality healthcare. In the Occupied Palestinian Territory and Israel (OPTI), together with our partners, we launched the **Right2Health** campaign in November 2019 through social media. The campaign called on Palestinians to sign an online petition demanding the Ministry of Finance increase budget for healthcare so that more medical staff, equipment and medicine could reach the underserved in rural areas. The aim was to create pressure on the Ministry of Finance for abolishing a big Corporate Tax exemption in Occupied Palestinian Territory (OPT) and cancelling a hospitality tax deduction that would free up more resources for quality healthcare service. The campaign collected over **50,060 signatures**. The Right2Health campaign became even more relevant in the context of the COVID-19 outbreak in March 2020, when it became necessary to increase healthcare support in order to stop the spread of the pandemic in OPT.



Amna is a sheep herder in the Jordan Valley. Settlements, military and checkpoints make daily life difficult for Amna's family. The family depends on livestock to make an income and is part of a project implemented by Oxfam and partner Palestinian Livestock Centre. Their sheep are cared for by regular visits from the vet and she has access to affordable fodder and vaccinations.
Photo credit: Kieran Doherty/Oxfam

BUDGET MONITORING FOR ACCOUNTABILITY AND TRANSPARENCY

In both **Kenya and Uganda**, we work with multiple partner organizations to engage with budget monitoring groups at the district and village level. In Kakuma, Kenya, through the trainings and capacity-building by Oxfam and local partners for public participation in the budget process, the local budget monitoring group was able to notify the county government of the irregularities in the construction of a health clinic. This not only led to the use of better materials but also the setting up of a maternity ward, a need highlighted by the group.

In Uganda, we worked with our partner, Civil Society Budget Advocacy Group (**CSBAG**) in **budget monitoring** of health and education expenditure in the Buliisa and Rakai Districts. CSBAG helped mobilize citizens, especially women and youth, to engage in local budget and procurement processes for enhanced transparency and accountability. Citizens' reports tracked the efficiency of public procurement and management in the health and education in the two districts. With over 60% of local government development budgets executed through public contracts, advocacy on public contracting has contributed to improved delivery of services.

PROTECTION MICROGRANTS FOR SUPPORT DURING PANDEMIC

Oxfam teams in Lebanon and the Philippines – with partners UTOPIA, UNYPHIL and PHILSSA – are using protection microgrants to support those most at risk of COVID-19. In Lebanon, they are supporting people to get legal papers from courts that enable them to access healthcare more easily. In the Philippines, PHILSSA is helping people purchase medicines, PPE gear and other basic needs. Cash is also being provided to meet a variety of protection in Occupied Palestinian Territory (OPT), South Sudan and Somaliland.



Randy Duran helps his wife Maria Socorro with the family laundry outside their home on Tubabao Island, Philippines. After Maria did an RCA (We Care Rapid Care Assessment) run by Oxfam, she and Randy started to share household chores.

Photo credit: Aurelie Marrier d'Unienville/Oxfam

OXFAM DURING THE PANDEMIC

Oxfam made its coronavirus response a global institutional priority on 18 March 2020, a few days after the World Health Organization made a formal declaration of the pandemic. With its devastating impact on public health, humanitarian, economic and gender injustice, the pandemic was a “meta-crisis” that needed prompt and sincere action. Oxfam knew that it would hit the poorest and the marginalized people first and in the worst possible manner.

In the next few months, we forged new and existing partnerships with 344 local civil society organizations across 62 countries. This network, which includes all the work that Oxfam teams are implementing directly, is part of the fabric of how local communities themselves are responding in their own contexts and helping each other to adapt and survive.

OXFAM'S RESPONSE WITHIN THE FIRST FEW MONTHS OF THE CRISIS*

- We responded to water, sanitation and hygiene needs in 56 countries
- We acted on to food insecurity and livelihood needs in 39 countries. In 23 countries, we advanced social protection through direct work with vulnerable people or by influencing governments
- We worked with communities to monitor protection threats and responded to specific needs in 25 countries
- While all our work is gender-sensitive, Oxfam supported specific influencing or programs for gendered needs in 43 countries
- In 34 countries, Oxfam worked on opportunities to advance local humanitarian leadership

*Between March 18, 2020-May 31, 2020

CALL FOR PEOPLE'S VACCINE

Our best chance of staying safe is to ensure that a COVID-19 vaccine is available for all as a global common good. This will only be possible with a transformation in how vaccines are produced and distributed — pharmaceutical corporations must allow the COVID-19 vaccines to be produced as widely as possible by sharing their knowledge free from patents.

People's Vaccine Alliance is a coalition of organizations and activists united under a common aim of campaigning for a 'people's vaccine' for COVID-19 that is based on shared knowledge and is freely available to everyone everywhere. A global common good, it is coordinated by Oxfam and UNAIDS and its members include Frontline AIDS, Global Justice Now, Nizami Ganjavi International Center, STOPAIDS, Wemos and the Yunus Centre.

HUMANITARIAN

Our teams have increased and adapted the delivery of clean water, sanitation services such as handwashing facilities and hygiene materials like soap. We work with communities on public health awareness, help ensure access to food and other essentials, and get cash to those most in need.

ENSURING PEOPLE'S VOICES ARE HEARD

We have gathered evidence and worked to influence and change the policies and behaviors of those in positions of political and economic power, so that no-one is left behind.

We are pushing G20 leaders to develop a global public health plan and emergency response to tackle the disease head on.

We have created an [Economic Rescue Plan](#) to pay for the huge increase in public health and to help ordinary people cope with the huge economic costs precipitated by this virus.

FOCUS ON WOMEN

We anticipated that the pandemic could likely create a backlash against women's rights in many countries, and make things harder particularly for those women in situations of poverty and vulnerability. There is widespread evidence of that. It is estimated that 47 million women and girls have been pushed into extreme poverty since the declaration of the pandemic. Around 70% of the world's health workers are women who are on the frontline of infection risk. They shoulder the vast burden of unpaid care which has increased dramatically. Care work is essential to the healthy functioning of our societies and economies and must be better supported through policy and social norms change. Care work must be at the heart of a feminist COVID-19 recovery.



Contactless Handwashing Device in Cox's Bazar, Bangladesh as part of our COVID-19 response.



4.5MN

Of the world's most vulnerable people reached with food and clean water within the first two months of the pandemic



US\$2.5 TRN

Needed to tackle the pandemic and prevent global economic collapse, a fact highlighted by our Economic Rescue Plan



54%

Of the people Oxfam reached out are women and girls

AS PART OF THE PEOPLE'S VACCINE ALLIANCE, WE ARE CALLING ON GOVERNMENTS AND PHARMACEUTICAL CORPORATIONS TO

- 1 Ensure the vaccine is purchased at true cost prices and provided free of charge to people.
- 2 Prevent monopolies on vaccine and treatment production by making public funding for research and development conditional on research institutions and pharmaceutical companies freely sharing all information, data, biological material, know-how and intellectual property.
- 3 Ensure the vaccine is sold at affordable prices: Pricing must be transparent and based on the cost of research, development and manufacturing, as well as taking into account any public funding provided.
- 4 Implement fair allocation of the vaccine which prioritizes health workers and other at-risk groups in all countries. Distribution among countries should be based on their population size. In-country vaccination programs should include marginalized groups, including refugees, prisoners, and people living in slums and other crowded housing conditions. Allocation between and within countries should be based on need and not ability to pay.
- 5 Ensure full participation of governments in developing countries as well as civil society from north and south in decision-making fora about the vaccines (and other COVID-19 technologies) and ensure transparency and accountability of all decisions.

PEOPLE AND CULTURE

WORKING IN SOLIDARITY

Our staff are our most valuable asset. We aim to enable our staff through an organizational culture which embodies our values — Accountability, Courage, Empowerment, Equality, Inclusiveness and Solidarity — and helps us live our feminist leadership principles.

We are committed to advancing gender justice, diversity and inclusion, being an equal opportunity employer and ensuring the safety of all staff and volunteers through living our values every day.

In 2020, we continued to optimize our recruitment processes with a greater focus on diversity and inclusion. We are equipping our staff to work in a global network of organizations – working collaboratively within and across teams and leading and managing across boundaries. In response to COVID-19, we developed a range of tools to support our staff and managers to respond to remote working, increased pressures around work/life balance, and for re-evaluating work priorities. We have done all of this while ensuring the safety and well-being of our staff at the center.

DIVERSITY AND INCLUSION

At Oxfam, diversity and inclusion is an essential part of our culture. We aim to increase the representation of women and staff from the global south in leadership positions while acknowledging and addressing issues of racial inclusion and concerns of LGBTQIA+ employees and those from other diverse groups. During the reporting period, the global Diversity and Inclusion Working Group, supported by sub-groups, continued to take forward their important work. Among our key achievements is the development and launch of the Racial Education Challenge, which invites all staff to reflect on why race matters. In 2021, we will continue to strengthen our D&I work through regular messages and awareness-raising activities using key global moments.

LEARNING AND DEVELOPMENT

We continue to invest in our staff through a strong focus on learning and development. During 2020, we reviewed and refreshed the cohort of courses which support our induction, enabling our staff to work in line with our values and principles. In the context of COVID-19, we focused on providing a range of courses and information designed to support the well-being of our staff and work from home.

We refreshed our performance management system, 'Let's Talk', with a focus on flexibility while supporting staff and managers to understand the importance of care and solidarity.

During 2021, we will continue our focus on refreshing and updating our learning and development, with a focus on enabling our leaders, and support each of our staff members to contribute to our work.

FEMINIST PRINCIPLES

We want more women to gain power over their lives and escape poverty, and that both women and men are able to challenge inequalities and benefit from less restrictive gender roles. In August 2019, our Gender Justice Platform shared a list of guiding feminist principles to support all staff to understand and implement their work through the lens of [feminist principles](#). It has provided a new framework that will be applied while we ascertain our program priority decisions, our partnering model, our governance, and make recommendations.



Julia, an aid worker for Oxfam, collects soap and water purification liquid from a warehouse in Beira, Mozambique, three months after Cyclone Idai. Julia manages a team of 25 'activistas' from the local community.

Photo credit: Peter Caton/DEC

TRANSFORMING CULTURE

“Our ambition is to achieve a workplace culture that genuinely models Oxfam’s values and is embedded in the feminist principles as an organization, so that together we can create a safe culture.”

–MEG OTIENO ATIEMI, Oxfam International’s Culture Lead

Our biggest achievement has been to spur an ongoing dialogue within the Oxfam confederation, something which is vital for staff motivation and for us to become a better and safer place to work. Our staff have formed a network called “Living Our Values Everyday” (LOVE), which now has 1,200 followers (as of March 2020). We have seen initiatives such as a Community of Practise on sexual diversity and gender identity and others similarly across our affiliate organizations grow and strengthen.

A diverse Culture Change Community of Practise is now giving advice and direction to the implementation of organizational changes within the confederation. Similarly, a Global Diversity & Inclusion Working Group comprising 28 individuals across affiliates, countries and regions was put in place to focus on four areas — LGBTQIA+ (to increase awareness and understanding of LGBTQIA+ issues and work towards inclusiveness), disability (to offer fair and equal opportunity employment of individuals with disabilities), gender (to examine and respond to gender parity in the organization) and race (to create a diverse, enabling and future-oriented global work environment while looking at embedding racial justice across internal practices).

We are beginning to create more “safe spaces” for staff to share and challenge the status quo. We are also continuing to promote conversations around difficult issues such as racism,

sexual identity and hierarchy. Many of the discussions around culture are focused on needed ‘Care Conversations’ in the context of the coronavirus. These conversations are aimed at caring for each other, showing love, kindness and gratitude for what we have, and together developing innovative ideas to change how we work and deliver our results.

As part of our Safeguarding and Culture Plan, we recruited a Culture Change lead to drive the deep-seated changes that we need to transform as an organization. We acknowledge that these changes will take time, hence a culture budget has been set aside to support and promote culture initiatives. In addition, we also now have a Chief Ethics Officer in the largest affiliate in the confederation (Oxfam Great Britain).

Our new strategic framework acknowledges that part of practising our values and feminist principles is living a culture that acknowledges everyone’s contribution. The new values: equality, empowerment, solidarity, inclusiveness, accountability, and courage are a clear extension of our feminist principles. We envision a better understanding of these values and how they apply to our day-to-day work in 2021 as they get socialized among our staff across the confederation. We can, however, envision a trend of our staff being more aware about feminist principles and how to apply them in their work as was evidenced in the Oxfam International Secretariat change process. Working on our culture is an ongoing process and hence we continue to build on the foundations of wonderful work done by colleagues across the confederation.



1,200 as at March 2020

Followers of the staff-led network Living Our Values Everyday



Oxfam worker interacting with Rupali Sardar in southwestern Bangladesh. She makes baskets for the Base organization that Oxfam Intermón sells in its fair trade stores. This allows her and her family to have their own income and look forward to a better future.

Photo credit: Pablo Tosco/Oxfam Intermón

OUR COMMITMENT TO SAFEGUARDING

“Oxfam is committed to achieving zero tolerance for inaction over sexual harassment and sexual exploitation and abuse in its system. We will do everything in our power to prevent it from happening and to address it rigorously when it occurs. We have improved but we have a lot more to do.”

– **GABRIELA BUCHER**, Executive Director, Oxfam International

BACKGROUND

In February 2018 – as the UK Charity Commission launched its inquiry into OGB – the Oxfam International confederation launched a 10-point plan and later “Improving Safeguarding and Culture Plan” to strengthen Oxfam’s safeguarding policies and practises and transform our working culture, across all Oxfam’s affiliate members and country teams.

As part of that plan, Oxfam established an Independent Commission (IC) to review its international confederation in terms of culture; accountability; and safeguarding policies, procedures, and practices. The IC was co-chaired by Zainab Bangura, former United Nations Under-Secretary General, and Katherine Sierra, former World Bank Vice-President.

The Independent Commission published a final report in June 2019, saying:

- Oxfam had prioritized its program goals over how it realizes its core values and the principle of “do no harm” with communities, partners, and staff
- Oxfam can transform itself into an organization that is more accountable to and better protects the people it serves and that, with commitment and a keen focus on implementation, it had the potential to become a voice of leadership in wider sector reform

It’s seven broad recommendations have guided Oxfam’s transformation since, around reinventing its safeguarding system including community reporting, being ‘survivor-centered’, more transparent, personal, supportive and working with others.

During the year, we concluded our reporting against the 10-point plan (10PP) for safeguarding and transferred key elements into a new Safeguarding and Culture Framework, which includes our actions against the recommendations from both the [Independent Commission](#) (12 June 2019) and UK Charity Commission Reports.

Our new [Improving Safeguarding and Culture Plan](#) serves as a framework to drive Oxfam’s work over the next two years. It aims to align our approach to safeguarding across the confederation and links our work on safeguarding, culture change, gender, our programs and HR.

The four strategic areas for the new Safeguarding and Culture Plan

1. Enhanced accountability and management of safeguarding investigations
2. Safe and robust reporting
3. Quality and accessible survivor assistance
4. Transforming Oxfam’s culture and ensuring that we live our values

KEY PROGRESS MADE IN 2019-20

Standard Operating Procedures (SOP) are now available for consistent application of safeguarding across the confederation, including the Protection from Sexual Exploitation and Abuse (PSEA) Policy, the One Oxfam Child Safeguarding Policy and the Reporting Misconduct SOP, the Digital Safeguarding Policy, the Youth Safeguarding Policy and the One Oxfam Case Management SOP.

The **Shared Legal Service (SLS)** team finalized guidance on reporting misconduct to national authorities and identified authorities that would provide legal support in 20 countries. Training for Country focal points was done throughout 2019.

Oxfam has worked on implementing a **Safe Programming Strategy and Framework**. Safe Programming is a holistic ‘do no harm’ approach that brings together safeguarding, protection and other practical aspects of good programming practices.

Oxfam staff dialogues on improving culture have continued with outcomes and themes being shared with Oxfam’s leadership to inform their decisions. Many of these discussions around culture were more focused on needed ‘**Care Conversations**’ in the context of the coronavirus.

Survivor-centered approaches are being embedded in confederation-wide procedures for the management of safeguarding cases, replacing tools and processes that affiliates had used to date.

Safeguarding during the pandemic has led us to adapt and improve our approach to safeguarding, including increased virtual working. We are identifying good practices and areas where safeguarding can be better integrated into our coronavirus program interventions.

Inter-agency coordination to improve safeguarding across the sector, particularly in the context of the pandemic. Oxfam is playing a key role in coordinating with agencies, including Inter-Agency Standing Committee (IASC), Australian Council for International Development’s Safeguarding Community of Practice, local Protection against Sexual Exploitation and Abuse (PSEA) networks and so on.

We continue to collect, collate and analyze confederation wide case data every six months to promote transparency.

NUMBER OF OIS EMPLOYEES AS AT 31/03/2020

LOCATION	EMPLOYED BY OIS	HOSTED BY AN AFFILIATE	HOSTED BY OI	INTERN	OI REGIONAL PLATFORM	GRAND TOTAL
Australia		5				5
Belgium (OIS Office)	18		1	4		23
Bolivia		1				1
Boston		1				1
Brazil		1				1
Canada		5				5
Ethiopia (OIS Office)	3		1			4
Geneva (OIS Office)	1		2	2		5
Germany		3				3
India	1	4				5
Ireland		2				2
Italy	1					1
Kenya (OIS Office)	63		7	1	22	93
Netherlands		6				6
New York (OIS Office)	3			1		4
OPTI		1				1
Oxford (OIS Office)	61				1	62
Pakistan		4				4
Peru		1				1
Russia		3				3
South Africa	1	4				5
Spain		20				20
Sri Lanka		1				1
Sweden		2				2
Tanzania		1				1
Thailand		1				1
Vietnam		1				1
Washington DC (OIS Office)	6			1		7
Zimbabwe		1				1
GRAND TOTAL	158	68	11	9	23	269

OIS EMPLOYEES AS AT 31/03/2020

GENDER	Number of OIS Employees
Female	174
Male	95
GRAND TOTAL	269

OI - Oxfam International

OIS - Oxfam International Secretariat

SUPPORTER STORIES



The generosity of our millions of supporters around the world is absolutely critical for our life-saving programs. It is because of them that we are able to deliver urgent humanitarian aid, save lives and provide our assistance and expertise wherever there is need to supply clean water, assure food security and better healthcare and give voice to the millions who are battling inequality and injustice.

The restrictions during the pandemic made it difficult for many of our supporters to engage with us in the usual way, be it through a visit to our shops or talking with a face to face fundraiser or through participation in any Oxfam event. But that did not hold them back! Some walked the 100 km Trailwalker 'virtually' from their kitchens or balconies, some pledged to increase their monthly gift despite financial uncertainty, and some signed petitions to demand fair access to vaccines for all.

A big thank you to every one of you!

We'll leave you with one of the many inspirational messages of hope our supporters sent in for our humanitarian teams in 2020:

"If it wasn't for the front-line workers, society would literally crumble. Society will remember not the leaders of this pandemic, but actually all the people that bore the burden of carrying humanity forward. I'm grateful for them all."

AN INCREDIBLE JOURNEY

After nine months cycling around the world, Catherine Dixon and Rachael Marsden smashed the world record for being the fastest in circumnavigating the globe on a tandem bicycle – all to raise vital funds for Oxfam and the MND Association. The pair cycled around five continents and 25 countries, covering over 18,000 miles while raising awareness on women's cycling and motor neurone disease. The journey wasn't without its challenges. Apart from bushfires in Australia and monsoons in India, they ended in France on March 18, 2020 as it was locking down due to the coronavirus outbreak before racing the 126 km back to Oxford at breakneck speed. Their goal was to raise £1 per mile – but they ended up raising over £35,000!

"We have experienced extreme heat, monsoon, drought, cold and seen environmental pollution and climate change on a scary scale – but we have also experienced the incredible beauty of our world and the kindness and generosity of people.... We've met the Oxfam team here [India] and we've been talking about the phenomenal work they've been doing, and it's been truly inspirational... This also goes for the climate change work that [Oxfam has] been doing."

– **CATHERINE DIXON, OXFAM SUPPORTER**

"One in three women in India experience some sort of abuse and what [Oxfam is] doing is to create safe spaces and police stations. They can rehouse and rehome people as well if necessary and that's quite extraordinary I think."

– **RACHAEL MARSDEN, OXFAM SUPPORTER**

Our individual supporters from all over the world have also contributed generously in the first few months of the pandemic to directly support our COVID-19 response.



€2MN

Contributed by our supporters in the first two months of Oxfam's COVID response

In March 2020, Oxfam supporters Cat and Raz broke a world record by circumnavigating the world on a tandem bike. They raised funds for both Oxfam and MND Association, with a fundraising target of €10,000.

Photo credit: Tom Skipp

INCOME & EXPENDITURE

INCOME & EXPENDITURE

€919 **€998**

Total Income

Total Expenditure

-€79

Excess of Income
over Expenditure

BALANCE SHEET

€716

Total Assets

€346

Total Liabilities

€370

Net Assets

All figures in millions of Euros

Figures represent CONSOLIDATED income across the confederation (19 affiliates plus the Oxfam International Secretariat). Inter-affiliate transfers have been eliminated.

CONSOLIDATED MONETARY VALUE OF FUNDING RECEIVED BY SOURCE

REVENUE BY SOURCE	MILLIONS OF EURO	%
Institutional Fundraising	405.2	44.2
UN and UN Institutions	61.3	6.7
EU and EU Institutions	64.4	7.0
Other Supranational Institutions	10.1	1.1
Home Government Institutions	159.6	17.4
Other Governments	64.2	7.0
NGO & Other	43.8	4.8
Associated organisations	1.8	0.2
Public Fundraising	326.0	35.6
Fundraising Events	10.0	1.1
Humanitarian Appeals	10.8	1.2
Regular Giving	160.1	17.5
Single Gifts	51.1	5.6
Bequests	34.4	3.8
Lotteries	15.4	1.7
Other Corporate, Trust & Foundation Donations	35.0	3.8
Other Public Fundraising	9.2	1.0
Interest and Investment revenue	3.0	0.3
Trading Revenue *	167.7	18.3
Other income	14.8	1.6
TOTAL REVENUE	916.7	100.0

REPORT THE SIX LARGEST DONORS AND THE MONETARY VALUE OF THEIR CONTRIBUTION

REVENUE BY SOURCE	MILLION EUROS
a) Trading Revenue *	167.7
b) Regular Giving	160.1
c) Home Government Institutions	159.6
d) EU and EU Institutions	64.4
e) Other Governments	64.2
f) UN and UN Institutions	61.3
TOTAL 6 LARGEST DONORS:	678.2

NET TRADING REVENUE:

PARTICULARS	MILLION EUROS
Trading Revenue	167.7
Trading Costs	148.0
NET Trading Revenue	19.7

* Trading Revenue figures are gross - no trading costs have been deducted.

EXPENDITURE

CATEGORY	MILLIONS OF EURO	%
Program	669.3	67.2
Program Implementation	548.3	55
Development & Humanitarian	474.3	47.6
Influencing	74	7.4
Program Management	121	12.1
TOTAL EXPENDITURE		

CATEGORY	MILLIONS OF EURO	%
Non-program	327.2	32.8
Management & Administration	69.5	7
Fundraising-Marketing	109.7	11
Institutional fundraising	12	1.2
Public Fundraising & Marketing	97.7	9.8
Trading	148	14.9
TOTAL	996.5	100

* Expenditure figures do not include €6.3 million of losses (Included 3.787 of unallocated spend)

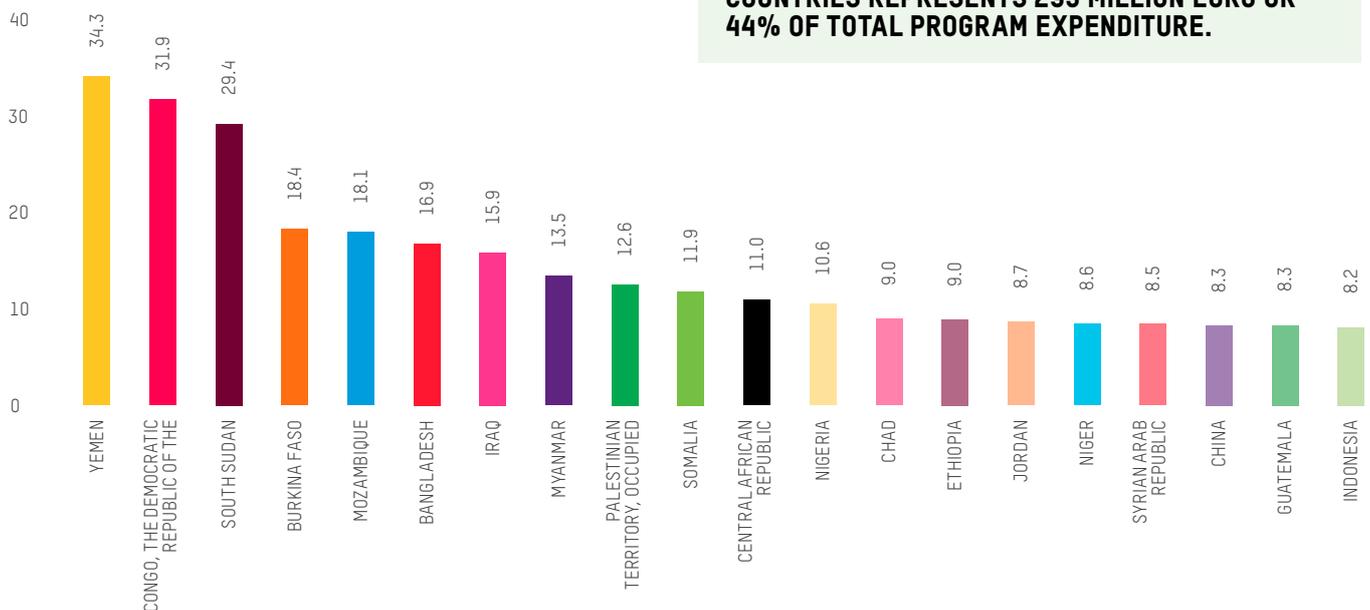
PROGRAM EXPENDITURE

OXFAM REGIONS	MILLION	%
Global Level Allocation	104.2	15.6
East & Central Africa	60.2	9.0
Horn of Africa	56.9	8.5
West Africa	84.8	12.7
Southern Africa	42.1	6.3
Maghreb & Middle East	102.8	15.4
East Asia	57.9	8.7
South Asia	44.3	6.6
Eastern Europe & Former Soviet Union	22.7	3.4
Central America, Mexico & the Caribbean	16.7	2.5
South America	11.2	1.7
Pacific	12.6	1.9
Other*	52.8	7.9
TOTAL	669.2	100

* 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

CHANGE GOALS	MILLION	%
Active Citizens	110.2	14.8
Gender Justice	82.5	11.1
Saving Lives	318.0	42.7
Sustainable Food	81.6	10.9
Access to Natural Resources	71.0	9.5
Essential Services	82.2	11.0
TOTAL	745.5	100

PROGRAM EXPENDITURE - TOP 20 COUNTRIES



PROGRAM EXPENDITURE FOR THE TOP 20 COUNTRIES REPRESENTS 293 MILLION EURO OR 44% OF TOTAL PROGRAM EXPENDITURE.

Reporting period April 1, 2019 - March 31, 2020
(All figures in million Euros)

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