



# OXFAM ANNUAL REPORT

APRIL 2017 - MARCH 2018



OXFAM



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COVER PHOTO: Children take part in a fun painting workshop organised by Oxfam's PHP team in Hassansham camp, northern Iraq.

PHOTO © Tommy Trenchard / OXFAM INTERMÓN

PHOTO (LEFT): Fati Marmoussa is 26 years old, has 3 children and lives with 7 people in the Tafgo community, Burkina Faso.

PHOTO © Pablo Tosco / OXFAM INTERMÓN



## SECTION 1

# FOREWORD

Last year Oxfam's global confederation reached more people than ever, 22.3 million. To our supporters, partners and donors – thank you. You honor Oxfam with your continued trust. Together we are making a positive difference to build more powerful social justice movements around the world against poverty, inequality, discrimination and danger.

In this context I apologize for the failure last year of our largest affiliate, Oxfam Great Britain, to protect properly the people we exist to serve. Some Oxfam staff sexually abused young women in Haiti in 2011 and our safeguarding response was exposed, in February this year, as having been badly flawed.

Immediately we took collective responsibility and action in making wide-ranging improvements across our confederation. We appointed an Independent Commission on Sexual Misconduct, led by women's rights and human rights leaders, to interrogate all aspects of Oxfam culture and safeguarding work. We invested €3m into our safeguarding system including hiring 119 more investigators and training more staff as "focal-points" in all our country teams.

We are putting in place better policies and practices to protect people and change our internal culture across the more than 90 countries we work in. You will find more detail in this report, and we are reporting publicly on our progress on our 10-point Action Plan every three months. Oxfam is becoming a different organization now, with one approach to safeguarding across our global confederation. We know we have more to do. We will continue to listen and learn and improve our organization to be fully-aligned with our values, without exception.

We are too rethinking the way we effect change. Oxfam is working even closer now with women's rights organizations around the world, focusing our support to Southern leaders and women leaders

so that they may assert themselves into all levels of decision-making. By next year Oxfam will be channeling 30% of its humanitarian funding directly to local organizations who know best how to effect change in their own contexts.

In the past year Oxfam was a proud partner with more than 7300 organizational allies. We worked alongside them, be it providing funding, knowledge or platforms to influence those with power. In Tunisia, for example, Oxfam was part of a nation-wide campaign with 60 Tunisian feminist and human rights organizations to end the right of a rapist to be able to marry the woman he had raped. Its parliament moved to ban this practice by law in shifting the blame from the survivor to the perpetrator – a huge success for Tunisian women.

Millions of people continue to live in conflict-ridden states, mired in insecurity and locked into poverty. With your support Oxfam and local partners mounted life-saving work programs for 10 million-plus people in 40 countries, including in Syria, Iraq, Yemen, South Sudan, Ethiopia and in Bangladesh with Rohingya refugees. Conflict is a factor common to them all and we do not build our humanitarian responses in silence. We refuse to allow the rights of ordinary citizens to be wished away. In alliance with other agencies, for example, we campaigned against arms sales to warring parties in Yemen and insisted that they uphold international humanitarian law. The public's support was inspiring.

However, the needs of people living in conflict and crisis far outstrip the capacity of our international humanitarian system. Hunger is again on the rise, says the UN, reversing years of progress. Oxfam continues to do more to advocate for policies to favour people on the front-lines of this injustice, including those facing the continuing break-down of our climate. We shore up their resilience so they can adapt better to chronic, human-made crises. We are investing more in local leaders to assert communities' ownership of decisions and of their natural resources. Across the board, Oxfam is prioritizing the roles of women and girls who are discriminated against most gravely from the resources they need to face down and recover from a crisis.

It is clearer than ever to me that humanity's fight to end the injustice of poverty is within reach. But to do so we must re-determine the structures of a grotesquely unequal and sexist economy. Some of Oxfam's most inspiring work, with our allies, is in the fight against extreme economic inequality. Oxfam fired up debates and offered evidence-based research throughout the year on inequality from India to Brazil. Our new 'Commitment to Reducing Inequality Index' exposed the performance of more than 150 countries on their economic policy choices. Far from out of their control, our index shows that government action can reduce inequality, and that some are succeeding.

We again chose Davos as a chance to remind the world that 82% of the world's new wealth last year went to the top 1%, while the bottom 50% of the human population saw no increase at all. World leaders seem more willing to take on this issue and they welcome Oxfam's research – but not enough of them have followed through! Again, I look with hope to the grassroots, this time from Nairobi, where our allies in the Fight Inequality Alliance organized a festival challenging inequality in Dandora – somewhere better known for its garbage mountain. This reminds us that we fight for change both within the corridors of power, and outside them. Through working together as citizens, we command a power that can force through change.

Oxfam's commitment to end the injustice of poverty is as strong as ever. The people we work alongside in social justice movements around the world demand it from us. We are committed – more strongly than ever – to do our part in building a world in which women and girls are safe and enjoy equality and dignity. And so, in humility, we learn, we work harder to change ourselves, knowing that this is the right path and so that we are better able to help change our world.

Thank you for staying with us on our journey,

In solidarity,



**WINNIE BYANYIMA**  
EXECUTIVE DIRECTOR OXFAM INTERNATIONAL

## SECTION 2

# SAFEGUARDING AT OXFAM

This section focuses on the progress that Oxfam has made towards implementing the real and deep change needed to safeguard and protect the people we work with from sexual exploitation and abuse.

In February 2018, the British newspaper *The Times* reported on a case of sexual misconduct by Oxfam GB aid workers in Haiti that occurred during its aid operation following the 2011 earthquake. The devastating story was picked up by many other media outlets and, in response, Oxfam apologized for what had taken place and acknowledged its failure to put in place the right steps, processes and culture to protect the people it was created to serve and its own staff and volunteers.

“ This is a time for us to ensure strong, self-reflective and visible leadership. This requires the fostering and amplification of a critical mass of diverse staff who are personally and professionally committed to, and invested in, the culture we seek to create; and it requires practical and purposeful action at the individual and systemic organizational level. ”

WINNIE BYANYIMA

EXECUTIVE DIRECTOR, OXFAM INTERNATIONAL

From 2011, we began to make improvements to our safeguarding practices but we regret we did not go far enough and fast enough. In October 2017, we started a taskforce to lead on structural changes. And in February 2018, a program of immediate improvement was implemented to strengthen Oxfam’s safeguarding policies and practice, and a [Ten-Point Action Plan](#) to drive the systemic change needed to address the power imbalances and culture that had exposed Oxfam, its partners and the people it works with to this level of risk. Responding to the Ten-Point Plan, our leadership teams acted promptly and decisively to ensure a zero tolerance approach to all forms of sexual exploitation and abuse. These measures included:

- A new internal [Global Safeguarding Taskforce](#), with Winnie Byanyima as one of the co-chairs, to guide Oxfam through this transformative moment and ensure that organizational values are lived by all staff.

- An **investment of more than €2m** to implement new safeguarding practices (March 2017), **doubling the size of the team** dedicated to handling cases of abuse, harassment and sexual misconduct in confidential and appropriate ways.
- External **whistleblowing systems** in five languages for survivors to report cases of misconduct and abuse and, over the course of 2018/19, to put in place a team of **'Safeguarding Focal Points'** (trained staff who are initial points of contact for staff grievances and lead on preventative measures) in all countries where program activities take place.
- Ensuring that all staff understood and signed Oxfam's updated **Code of Conduct**, ratified in October 2017 by Oxfam's Executive Board, and which explicitly forbids behaviors witnessed in Haiti.

On March 16, 2018, Oxfam announced that an **Independent Commission** would have full powers to look into all aspects of its policies, practices and culture (past and present). Zainab Bangura, former United Nations Under-Secretary General, and Katherine Sierra, former World Bank Vice-President, were brought in to co-lead a team of business, government and civil society experts with responsibility to report directly to the Commission and publish their report and recommendations within 14 months (May 2019). The overall goal of the Commission is to help Oxfam to learn and improve in order to create a culture in which people feel safe and in which harassment and abuse are consistently rooted out across the organization.

## PROGRESS ON SAFEGUARDING

Oxfam invested €150,000 in safeguarding training across the confederation, recruiting a new Oxfam International Associate Director for Safeguarding and Culture and regional safeguarding advisors. Working with the **CHS Alliance** (which sets standards of quality, accountability and people management in development and humanitarian sectors), Oxfam has developed a program of certified training to equip staff within Oxfam, other NGOs and partner

organizations with the skills and knowledge to become safeguarding investigators (creating a pool of skilled people to drive improvement standards across the international NGO sector).

All Oxfam staff, volunteers, partners and people with whom we work have been actively encouraged to report instances of abuse, whether personally experienced or witnessed, including cases not previously reported or inadequately dealt with in the past. This is likely to increase the number of cases reported, as people become more confident in Oxfam's safeguarding systems. A new Safeguarding Strategy to strengthen policies and procedures and achieve cultural change was also approved by Oxfam's Executive Board. This includes defining the mandatory training and future processes by which Oxfam will assess references, recruit and vet current and incoming staff in all roles.

We have a lot to learn and put right in Oxfam. We are listening to the thoughts and concerns of survivors, donors, partners, staff, allies and women's rights organizations, and defining our changes in consultation with them. We are reaching out to regulators and governments in countries where we work to share any information. This includes in Haiti, the United Kingdom and in the home countries of the individuals involved. In the UK Oxfam GB is cooperating with all external investigations, including by the UK Charity Commission and the UK Parliament's Select Committee on International Development.

By March 2018, Oxfam had outlined its approach to raising safeguarding standards. Winnie Byanyima addressed the World Bank Advisory Council on Gender and Development to share lessons with the Bank and government officials. Sectorial initiatives have taken place in the USA through the InterAction alliance and in Canada through a new Steering Committee to Prevent and Address Sexual Misconduct. In the UK, we participated in a **Safeguarding Summit** that led to a commitment from NGOs, **DFID** and the UK Charity Commission to

*“improve the standards and delivery of safeguards, including a culture of zero tolerance to sexual exploitation and abuse in all we do”.*

We pledge to stand alongside the women who were abused and will improve our policies, practices and culture, which will enable us to act promptly and decisively, putting the survivor at the heart of what we do. We will continue to invest in advocacy, campaigns and international programs that focus on changing the social norms that trap women in cycles of poverty and violence.

### **OUR COMMITMENT TO PUBLISHING SAFEGUARDING DATA**

Oxfam is committed to publishing data relating to safeguarding cases from across the global confederation. This includes the data that individual

Oxfam affiliates make public including for some in their own Annual Reports. We take a survivor centered approach and thus ensure confidentiality in all public reporting. Oxfam continues to improve its systems and processes including the management of safeguarding data collectively across the confederation. All the case management information and data are held by individual affiliates, each of which is responsible for safeguarding management in their headquarters and relevant country operations. We are committed to further improving our case and data management and reporting both internally and in collaboration with the wider sector. Oxfam has adopted commonly used definitions, including by the United Nations, relating to safeguarding. In October 2018, Oxfam started to publicly disclose every six months global consolidated anonymized data. These reports can be found [here](#).



Children from a primary school in Lusaka, Zambia, demonstrate good hand washing practice to reduce incidences of waterborne diseases such as diarrhoea, typhoid and cholera. This year, Oxfam funded community led water, sanitation and hygiene activities that were subsequently adopted by the Zambian government.

PHOTO © Georgina Goodwin / OXFAM AUS



## SECTION 3

# ABOUT OXFAM

### WHO WE ARE

**OUR VISION** is a just world without poverty. We want a world in which people are valued and treated equally, enjoy their rights as full citizens, and can influence decisions affecting their lives.

**OUR PURPOSE** is to help create lasting solutions to the injustice of poverty. We are part of a global movement for change, empowering people to create a future that is secure, just and free from poverty.

**OUR CONFEDERATION** – We operate as a global confederation that builds on the respective strengths of each of its affiliates around the world. By working together, we enhance our collective impact and cost effectiveness, and contribute to a just world without poverty.

### WHAT WE DO

**Working in more than 90 countries** – and in partnership with thousands of local groups and civil society organizations, Oxfam enables poor and marginalized people to realize the changes that they want to see in their lives.

We use a combination of rights-based sustainable development programs, public education, campaigns, advocacy and humanitarian assistance in disasters and conflicts to strengthen the resilience of individuals and communities.

**To achieve the change that we want to see in the world** – it's essential that we challenge the structural causes of poverty. Together with our partners and allies, we urge governments and

global institutions to realize their commitments to poverty reduction and achieving the United Nations' [Sustainable Development Goals](#); we challenge private sector organizations to raise standards and improve their supply chains; and we ensure that issues, such as inequality, land rights, climate change and discrimination against women are front and center of international policy making and debate.

### OUR STRATEGY

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

Three key areas identified for development were to:

- **BECOME A GLOBALLY BALANCED NETWORK:**  
To better reflect the global nature of our organization and be closer to the people we exist to serve.
- **STRENGTHEN OUR ABILITY TO INFLUENCE:**  
To create a world-wide influencing network that is united by a common vision for change, rooted in the countries that we work as part of a wider movement to fight against the injustice of poverty and inequality. We are committed to working in partnership and to bringing people from north and south together in equality.
- **SIMPLIFY AND STREAMLINE OUR WAYS OF WORKING:**  
To deliver change through integrated delivery of country and regional strategies, reducing complexity especially in our management of

country programs, and strengthening capacity and efficiency through shared confederation systems and approaches.

## OUR PROGRESS

We are now four years into our Strategic Plan and have made substantial progress in adapting our organization into one that is more capable of achieving change at scale.

We have put strength, reach and resources in the hands of those best placed to make real change. Independent Oxfam affiliates now exist in countries like Brazil, South Africa and India. Our country teams are integrating influencing within their humanitarian and development work and creating strategies for a 'One Program' approach. We are also generating a body of critical evidence to test our assumptions about how change happens so we can strengthen our future strategy. As this financial year closed, our Oxfam International headquarters moved from Oxford to Nairobi, Kenya.

## WHY IT IS IMPORTANT TO INFLUENCE

Taking an influencing approach is the most effective way for Oxfam to realize the scale of change needed to eliminate poverty and injustice around the world. This strategy is intended to achieve long-term and sustainable results that are driven by civil societies in the countries and regions where we work. While the numbers of people we work with directly (in development and humanitarian programs) over time might decrease, through campaigning and influencing with partners and civil society we will be able to reach millions of people more and achieve a far greater impact.

It's important to view this trajectory in a context of climate change and significant potential for increasingly severe natural disasters and conflict over scarce resources. In 2017-18, the scale of the global humanitarian crisis compelled Oxfam to continue to implement targeted emergency response programs reaching 17.3 million people, however, longer-term our strategy is to build the skills and resources of local non-governmental organizations, increasing their capability to work directly with communities to prevent and respond more effectively as disasters occur.

With our teams now in place, our influencing strategies are extending beyond research, advocacy and public campaigning. Our country teams are now more empowered to make decisions that work for their own national contexts. We're building a worldwide influencing network with our Oxfam affiliates and country teams joining with their own civil society allies to support the voices of marginalized people in areas that cut across all of our programs and activities. We hope this will also enable more agile and decentralized influencing and calculated risk-taking.

We are working with our partners, and within networks and civil society alliances to:

- Change the social norms and behaviors that underlie poverty.
- Strengthen civil society and citizens' voice.
- Scale up innovative solutions based on Oxfam's or others experience of implementing development and humanitarian programs.
- Open political spaces by bringing together governments, private sector and civil society organizations, and others.

That's the vision. So how is our vision translating into practice? Our [blog posts](#) explore the vital and challenging process of influencing from local to global, with examples from Oxfam and elsewhere.

## CHALLENGES AND OPPORTUNITIES

We live in a rapidly changing world and, year-on-year, we see seismic shifts in the global dynamics of power.

At Oxfam, it was essential that we adapt and change as an organization to continue to be relevant and effective in the fight against poverty and injustice.

## THERE WERE OPPORTUNITIES TO BUILD ON

Levels of extreme poverty in the developing world have more than halved since 1981, from 52% of people living on less than \$1.25 per day to just 15%, thanks in part due to massive change in China. People have more access to new technologies, more children attend school, many countries have better health care, and we have seen the rise and rise of feminist power.

## AND SIZEABLE CHALLENGES AHEAD

We couldn't escape the fact that more than 750 million people (amounting to 1 in 10 people) still lived in extreme poverty in the global South, particularly in sub-Saharan Africa. In the last three years, more than 65 million people have been forced from their homes by war and persecution, and have all too often been met by shut doors from countries that could help. The gap between the ultra-rich and the rest of the world grows wider every year. Climate change has intensified droughts and tropical storms. Massive corporations racing to snap up scarce resources like forests and farmlands threaten the small communities that depend on them.

The balance of international power has shifted too. The influence of the United States and Europe on poverty-related issues is slowly waning with the rise of the BRICs (Brazil, Russia, India, China and South Africa), the Asian Infrastructure Investment Bank, and the G20. Civil society is also shifting the way it operates. The communications revolution and social networking has enabled more and more especially young people to share information, ideas and to organize themselves. But at the same time, this technology has allowed more authoritarian governments to spy and crack down on activists and close down civic spaces where citizens should be free to express their ideas, to raise their voices and influence change in their societies.

## FIND OUT MORE

- [The Enough campaign](#) to end violence against women and girls, running in nearly 28 countries, mostly from the global south, is one example of Oxfam's Worldwide Influencing Network in action.
- [A Rights in Crisis Guide to Influencing](#) – an essential resource for understanding how the humanitarian system works, including how to influence and what issues to campaign on in order to ensure respect for the rights of women, men, girls and boys at risk or affected by conflicts and disasters.
- [How Oxfam has influenced for change over the last 75 years](#) – Views and Voices, Oxfam's Policy & Practice.

## OUR REACH AND SCALE IN 2017-18

### KEY RESULTS

In 2017-18 we reached 22.3 million people. There was a 15% increase in the numbers of people we worked with compared to FY2016-17. This was due to an increase in humanitarian work in response to emerging crises, particularly in Southern Africa, Syria and Iraq.

### INFLUENCING

This year for the first time we collected data on influencing. In the reporting period, Oxfam engaged with approximately 7307 partners, allies, networks and coalitions to achieve change through influencing; media have not been included in this number because at times they are collaborators and other times they are targets.

- 24% of all Oxfam projects included components of influencing as part of their plans and activities.
- Of the 24%, 10% were involved with GROW, 28% with Even It Up and 5% with ENOUGH campaigns.
- 23% of projects were focused on building capacity for influencing, 17% contributed by profiling knowledge and another 6% worked on influencing through arts.

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 REACH AND SCALE: FINANCIAL YEAR 2017/18

Depending on how we work in different countries and programs, the numbers of people and partners can vary greatly (independently of the budget size). For example, in countries where we focus on advocacy and campaigning, the numbers of people we work with directly are considerably lower than in countries where we engage in direct delivery (such as humanitarian assistance).

# OUR REACH AND SCALE 2017-18

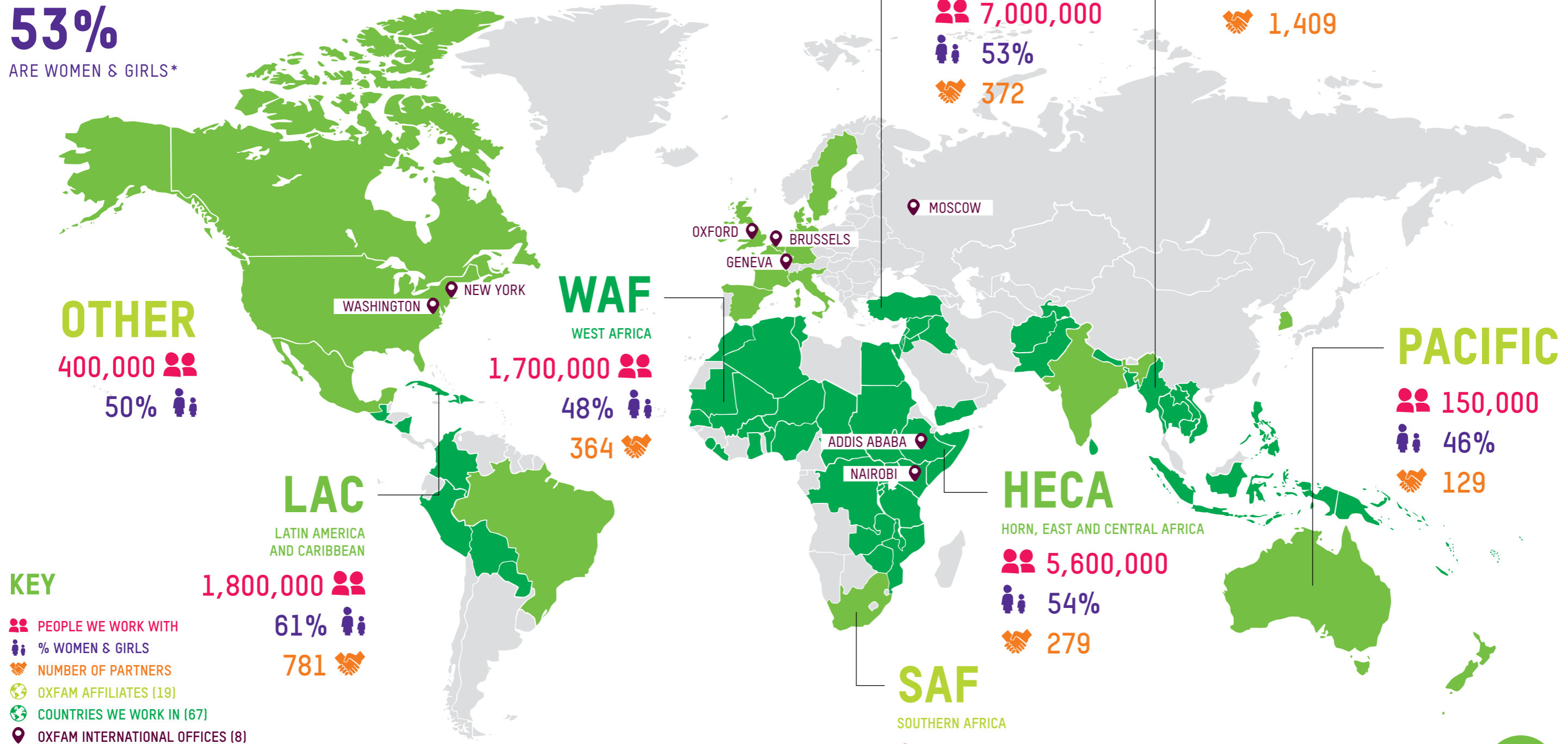
WE WORKED DIRECTLY WITH

## 22.3 MILLION

PEOPLE IN OUR PROGRAMS WORLDWIDE

## 53%

ARE WOMEN & GIRLS\*

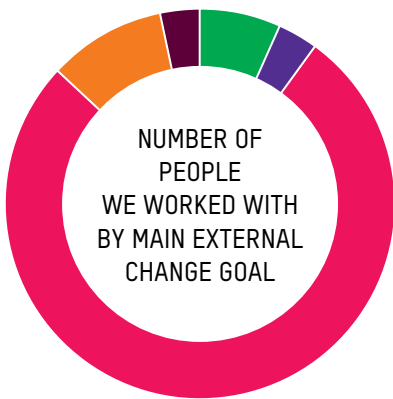
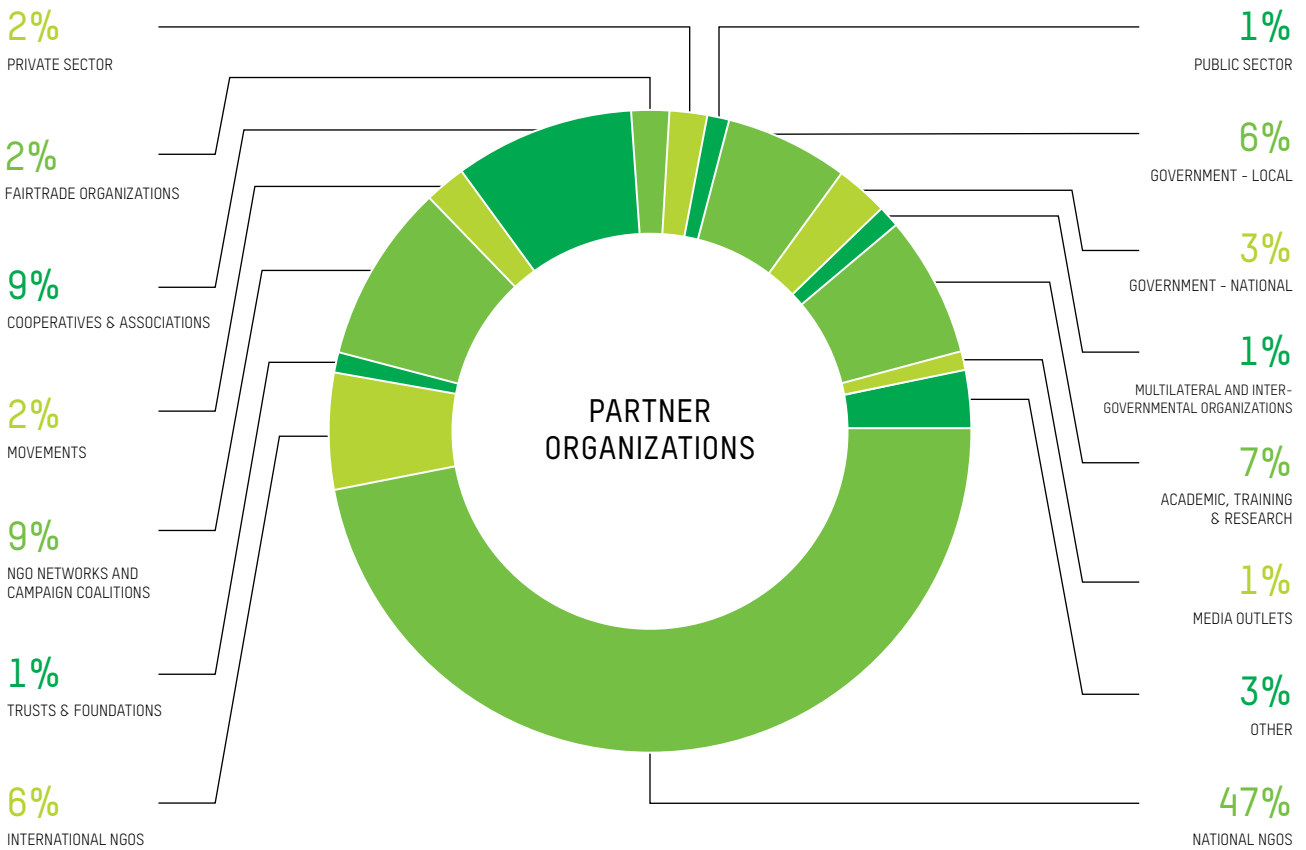


DISCLAIMER:  
Map not to scale. This product has been created with the highest degree of accuracy possible. However, Oxfam International, nor any of its affiliates, contractors or suppliers can be held responsible for any damages due to errors or omissions in this product. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by Oxfam.

\* September 2018. Figures are rounded, based on reports by countries. "Other" includes home countries and "Global Level Allocation".



We worked together with 3,663 unique partner organisations in both funding 64% and non-funding 36% relationships to achieve shared long-term goals.



**1,500,000**

RIGHT TO BE HEARD

**750,000**

GENDER JUSTICE

**17,300,000**

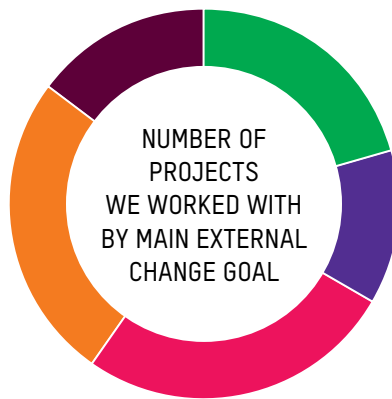
SAVING LIVES

**2,200,000**

SUSTAINABLE FOOD & NATURAL RESOURCES

**700,000**

FINANCING DEVELOPMENT



**384**

RIGHT TO BE HEARD

**235**

GENDER JUSTICE

**487**

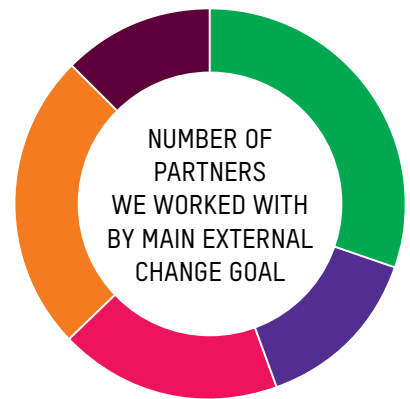
SAVING LIVES

**470**

SUSTAINABLE FOOD & NATURAL RESOURCES

**270**

FINANCING DEVELOPMENT



**1,388**

RIGHT TO BE HEARD

**644**

GENDER JUSTICE

**837**

SAVING LIVES

**1,119**

SUSTAINABLE FOOD & NATURAL RESOURCES

**562**

FINANCING DEVELOPMENT

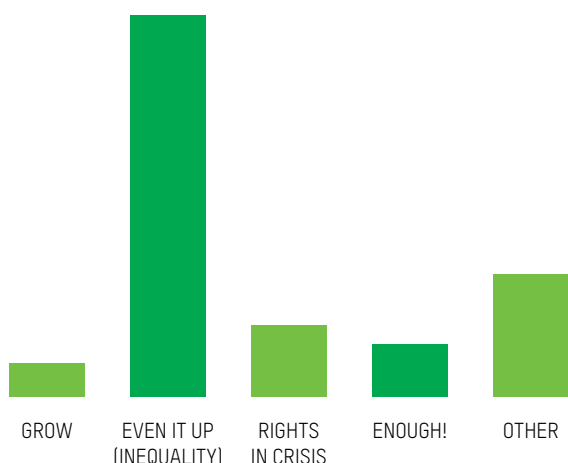
## ABOUT THE ONE OXFAM OUTPUT REPORTING

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. Activists 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. The Influencing category is new for this year, so we are cautious of the quality of data and will endeavor to improve it next year.

### WE MOBILIZED

# 1.8 MILLION

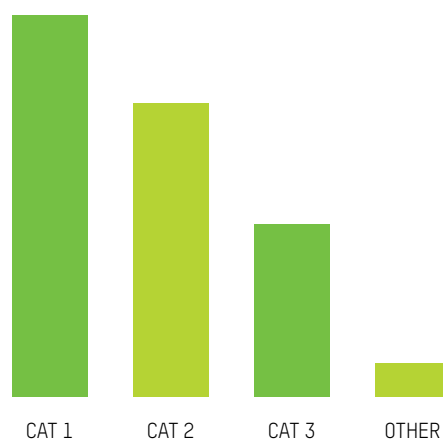
PEOPLE TO TAKE ACTION



### HUMANITARIAN ASSISTANCE ACCOUNTS FOR

# 59%

OF THE PEOPLE WE WORK WITH



#### RIGHT TO BE HEARD

WORKING WITH 1,388 PARTNERS  
WE REACHED 1,5 MILLION PEOPLE  
THROUGH 384 PROJECTS  
47% OF THESE PEOPLE  
WERE WOMEN AND GIRLS

#### GENDER JUSTICE

WORKING WITH 644 PARTNERS  
WE REACHED 750,000 PEOPLE  
THROUGH 235 PROJECTS  
66% OF THESE PEOPLE  
WERE WOMEN AND GIRLS

#### SAVING LIVES

WORKING WITH 837 PARTNERS  
WE REACHED 17,3 MILLION PEOPLE  
THROUGH 487 PROJECTS  
54% OF THESE PEOPLE  
WERE WOMEN AND GIRLS

#### SUSTAINABLE FOOD

WORKING WITH 829 PARTNERS  
WE REACHED 1,7 MILLION PEOPLE  
THROUGH 358 PROJECTS  
54% OF THESE PEOPLE  
WERE WOMEN AND GIRLS

#### NATURAL RESOURCES

WORKING WITH 290 PARTNERS  
WE REACHED 500,000 PEOPLE  
THROUGH 112 PROJECTS  
44% OF THESE PEOPLE  
WERE WOMEN AND GIRLS

#### FINANCING DEVELOPMENT

WORKING WITH 562 PARTNERS  
WE REACHED 700,000 PEOPLE  
THROUGH 270 PROJECTS  
52% OF THESE PEOPLE  
WERE WOMEN AND GIRLS

#### RESILIENCE

WE WORKED WITH 1,315 PARTNER ORGANIZATIONS IN  
697 PROJECTS WHICH HAVE A RESILIENCE COMPONENT.  
54% OF THESE PEOPLE WERE WOMEN AND GIRLS

#### VAW/GBV

WE WORKED WITH 929 PARTNER ORGANIZATIONS IN  
402 PROJECTS WHICH HAVE A VAW/GBV COMPONENT.  
53% OF THESE PEOPLE WERE WOMEN AND GIRLS

This year we achieved a 93% report submission rate across the confederation. We thank all affiliates, Country Directors and their teams for contributing to these efforts. No data available for Japan, France or OI Brussels offices. While every attempt has been made to ensure data quality, we acknowledge that there may be some limitations in this information. Data gaps may occur in relation to our regional programming.



## SECTION 4

# RIGHT TO BE HEARD

WORKING WITH

**1,388**

PARTNERS WE REACHED

**1,5 MILLION**

PEOPLE THROUGH

**384**

PROJECTS

**47%**

OF THESE PEOPLE WERE WOMEN AND GIRLS

Community meeting with Oxfam and PARED, La'Atarugu, East Mamprusi District, Ghana. PARED (Partners in Rural Empowerment and Development), Nalerigu, sponsored by Oxfam, runs a number of programs in La'Atarugu and other communities in the Northern Region of Ghana.

PHOTO © Nana Kofi Acquah / OXFAM



GOAL 1:

# RIGHT TO BE HEARD

MORE WOMEN, YOUNG PEOPLE AND OTHERS WHO ARE POOR AND MARGINALIZED WILL EXERCISE THEIR CIVIL AND POLITICAL RIGHTS TO INFLUENCE DECISION-MAKING BY ENGAGING WITH GOVERNMENTS AND BY HOLDING GOVERNMENTS AND BUSINESSES TO ACCOUNT FOR THEIR ACTIONS.

Power determines who has a seat at the table, who is listened to and who is heard, who gets excluded, and who is ignored or silenced. Those who hold power and wealth – in government, business or society – tend to (or often) seek to maintain the status quo to protect their own interests and concerns. Oxfam, together with our partners and allies, aims to redress this balance so that millions of people can find ways to secure a more equitable and sustainable future for themselves and their families.

In all of the countries that we work, we try to get to the root causes of why poverty persists and how inequality has become so entrenched in societies. At Oxfam, we fight inequalities in society to beat poverty and work with partners and allies to defend and expand the space that people have to be heard, so that citizens and civil society can speak freely, organize and take legitimate action to hold those in power to account.

One of the biggest lessons that we have learnt is that we need to tackle a number of intersecting inequalities in our work with partners – including gender, sexuality, physical, social and/or intellectual disabilities, age, race, ethnicity or caste – because to ignore them risks reinforcing the power dynamics and political choices that trap marginalized people in poverty. The civic spaces in which people can engage and express their views is shrinking all over the world, especially for those in society who have the least power. We have joined the struggle of those who are fighting to retain their right to participation, freedom of expression and collective action.

Powerful individuals and institutions seek to maintain the rules and regulations that support their vested interests. But power holders can be challenged and the balance of power tilted to favor a more equitable and sustainable future. This is why the themes of voice, empowerment, participation, influence and collective action re-occur throughout this report, resonate in our Strategic Plan – [the Power of People Against Poverty](#) – and cut across all areas of our program.

In all of our work, our intention is to enable people to have more influence over the formal institutions that govern their formal civil and political rights. We also work with civil society to address the extent to which people's rights are undermined in less formal ways, by those who want to retain power and control and when views are entrenched in society. This particularly necessitates working with women and girls who have the least formal power and influence, and fewer resources than men. If gender and power relations, and the structures, norms and values that support them, are not transformed, there will be no hope of ending inequality and the

injustice of poverty. In all of our programs, we are helping women to exercise leadership through taking collective action to achieve their rights as citizens who are growing as a powerful force for poverty reduction. We have selected three crosscutting themes to highlight our work at a national and global level in 2017-18.

- **DEFENDING AND EXPANDING CIVIC SPACE:**  
for people to exercise their civil and political rights and shape their futures, their communities and their countries.
- **VOICE WITH POWER TO INFLUENCE:**  
developing new approaches to amplify the voices of marginalized and discriminated groups and strengthen the influencing capacity of civil society organizations.
- **PARTNERING WITH YOUNG PEOPLE:**  
as a creative force for change so that they can help shape the destiny of their communities and countries.

## PART 1

### DEFENDING & EXPANDING CIVIC SPACE

Civic Space is the oxygen for people's civic engagement, involvement and participation and enables them to play a role in shaping their future. This space isn't static. It expands and contracts – opening for some groups in society while decreasing for others – depending on a variety of societal factors.

The most marginalized groups (such as women, LGBTI+, youth, people with disabilities, ethnic minorities and indigenous peoples) usually have least access to opportunities for engagement. But this isn't always the case. In some contexts, it may be politically expedient for powerful interests to include one group over another. In one context

gender might be a safe topic to discuss but in others talk of gender and women's rights will be closed down. Dialogue might be encouraged locally but repressed at a national level where power is concentrated. Digital technology has become an important new space for dialogue in some countries but in others, social media is seen as an existential threat to powerful elites.

“ The global trend of shrinking civic space mutes citizens' voices and threatens civil society's very existence. Without space to speak out, organize and take action, progress on inclusive development is severely constrained. ”

OXFAM BRIEFING NOTE, JULY 2018

Much of Oxfam's work takes place in fragile and conflict-afflicted states where most of the world's people in poverty will live by 2030. One of the root causes of violence is the breakdown in trust between governments, power-holders and citizens, and the loss of ways to hold governments to account for their action or inaction.

## CASE 1

### COALITION FOR CIVIC SPACE – VUKA!

Millions of people all over the world face serious restrictions and repression when exercising their basic rights. This includes citizens who raise their voices against corruption and political dysfunction, organizations that save lives and provide basic services to people in need, communities that defend their sustainable livelihoods and demand a fair share of natural resources, and activists who fight for gender justice and LGBTI+ rights.

To strengthen our collective approach and contribute to the global movement defending civic space, in 2017 we developed a [Global Influencing Strategy on Civic Space](#). In this strategy we identified the key drivers behind shrinking and shifting civic space, as well the changes that we intend to influence. These included protecting and standing by our partners when the space for them to organize and assert their rights closes; building new inclusive narratives on civic space and activism; supporting southern civic space champions; engaging with the private sector; and using our global alliances and networks to stand with partners.

Oxfam is a founding and active member of the [YUKA!](#) Alliance on civic action - a global alliance of national and international development, human rights organizations, trade unions and individual activists. Convened by [CIVICUS](#) (World Alliance for Citizen Participation), this network seeks to help people and organizations across the world reclaim civic space. It does this by increasing civil society's resilience to attacks, by building international solidarity, sharing knowledge and increased collaboration and support to organizations in need in three pilot countries (Philippines, Mexico, India).

## PART 2

### VOICE WITH POWER TO INFLUENCE

If people's voices are to be heard in contexts that are often fluid and quick changing, we need to transcend traditional development approaches. This means continuously focusing on the principles of partnership, empowerment, inclusiveness, accountability – and integrity. For us, this means asking ourselves critical questions about how to appropriately connect and support broader social movements in dynamic environments that are shaped and re-shaped through the interaction of policy makers, civil society and the private sector.

Oxfam's work with civil society involves supporting and standing with grassroots and national organizations to foster initiatives and test new approaches that maintain and extend the spaces within which people can assert their rights and



Women and men in Cambodia are using photography to challenge gender stereotypes and as a tool for social change (Case 2 on the follow page).

PHOTO © CamASEAN

realize the changes they want to see. This involves an explicit understanding that change happens in subtle and complex ways and is sustained through the inclusion of diverse groups and voices.

Oxfam adds value by enabling people to make the links between local power structures and broader social and political systems with the objective of mobilizing global movements for collective change. While Oxfam brings an ability to influence at a high-level, it is important that we proactively listen to the perspectives of the people we serve and support in a way that does not take over the space of others to get their voices heard. Because some groups in society have more space to speak out than others, Oxfam's main focus is to work as the allies of marginalized populations, women and young people, who are often the most left out.

[Voice](#) is an innovative grant that is financed by the Netherlands Ministry of Foreign Affairs and managed by Oxfam and [Hivos](#), and which aims to support the development of the capacities of Civil Society Organizations (CSOs) led-by and/or representing the voices of the most marginalized, discriminated against communities in Mali, Niger, Nigeria, Uganda, Cambodia, Laos (Oxfam) and Indonesia, the Philippines, Kenya and Tanzania (Hivos). It specifically targets under-represented groups, such as: people with disabilities; LGBTI+ people; women at risk of exploitation, abuse or violence; vulnerable age-discriminated groups (youth and elderly); and indigenous peoples and/or ethnic minorities. It aims to amplify and connect thus far unheard voices in efforts to leave no one behind. Voice is anchored in the principles to 'Leave No One Behind' and 'Nothing About Us Without Us', which form part of the manifesto of the [Sustainable Development Goals](#).

## CASE 2

### CAMBODIA – MY VOICE, MY STORY

Advocacy and youth group, [CamASEAN](#), received an Empowerment Grant for [My Voice, My Story](#) – a unique project funded by the Voice program to enable transgender couples to use positive imagery to challenge gender stereotypes and heteronormativity (the assumption that heterosexuality is the norm in society) in Cambodia.

*"I am so proud that I can share my life story through technology that can change the mindset of Khmer people to understand, accept, protect and support us as homosexual people,"* said Pheng Sanh, one of the participants of a unique project in Cambodia that uses participatory photography as a tool for social change.

Since its start in late August 2017, more than 100 LGBTI+ couples, mainly from rural areas, have welcomed people into their homes to show mainstream society that they, like any other group in society, lead 'normal' lives and have the same rights to healthcare, social services and family-life. These intimate events, often involving traditional music and theatre, have proved popular, in some cases attracting up to 500 visitors, including from local authorities. This increases acceptance and is a crucial step towards enhancing the protection and safety of LGBTI+ couples in Cambodian society.

As their stories of love and tolerance were shared, more individuals and couples joined the project from other districts and locations. Their visual narratives

were exhibited in a pop-up exhibition displayed at events in various locations and through social media targeting a much wider audience online. Another benefit of the project has been that older people have learnt to use smart phones to share their stories, live-streaming talks on Facebook and using Messenger to publicize events.

The knowledge gained through implementation of this project has been shared across the Voice program, through linking and learning events in which recipients of grants are able to exchange experiences with each other. CamASEAN was one of the first Voice grantees to be invited to attend a regional learning event in Laos in 2017, after which they were able to connect with other grantees and CSOs working in similar area.

## PART 3

### PARTNERING WITH YOUNG PEOPLE AS ACTORS OF CHANGE

Young people constitute 1.2 billion (almost half) of the global population yet, despite their numbers, they remain largely excluded from local and global political and economic processes. This needs to change. Oxfam strongly believes in the power and potential of young people as a tremendous force for social change in their communities and society.

The guiding principle of our work with young people is to support and enable projects that are driven by youth as active citizens. Our focus is not on supporting specific issues in the youth sector but rather to work with young women and men as co-creators, collaborators and partners in order to harness their skills and talent in the fight against poverty, inequality and exclusion.

Youth-led work brings new and different ideas, new perspectives and energy to the development process. One of the examples of the power of

partnering with young people are the activist labs in Peru, where young people and older generations of academics and investigative journalists together developed a new way of engaging the general public on issues of political and cultural relevance. This enabled young people grow in confidence and emerge as potential leaders.

We have made special efforts to ensure the participation of young people from marginalized groups in our grant making, as can be seen in [Voice](#), the work in Peru and elsewhere, ensuring representation of people living with a disability, indigenous, ethnic and sexual minorities in our work. Looking at gender with young people can be particularly impactful as they hold the greatest potential for shifting attitudes that act as barriers to gender equality. We are using lessons learnt from these experiences to diversify our partnership models, understanding that partnering with young people as actors of change may require changes to more traditional ways of working.

## CASE 3

### PERU – ACT NOW AGAINST INEQUALITY!

Actúa.pe, “Act now!”, is a call-to-action that is engaging citizens all over Peru to raise their voice in the fight against extreme inequality and to challenge power. This was during a year of growing public outrage at the country’s scandal-hit government, and the swearing in of a new president pledging to tackle corruption.

Actua.pe frente a la desigualdad (Act against inequality) was formed in 2016 by activist youth collectives, national civil society organizations, NGOs, local experts and investigative journalists to generate public debate and put pressure on electoral candidates to make concrete commitments to addressing extreme inequality.

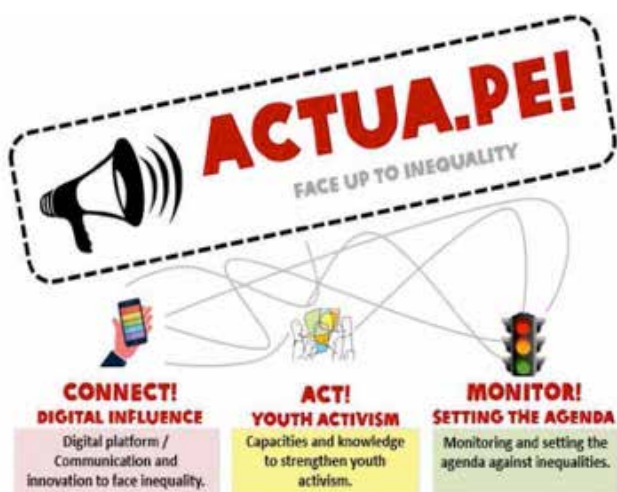
Oxfam supported the start up of this coalition and together we decided to build momentum and activism, raise our collective voices, and demand that the State initiate policies to create a society in which everyone can flourish.

The benefits of Peru’s economic development have failed to reach at least 40% of its population, where at least 12 million people are vulnerable and at risk of deepening poverty. To address this issue, we asked four well-established youth collectives - [Foro Juvenil de Izquierda](#); [TierrActiva](#); [Pazos, arte para la educación](#); [Kawsaypag](#) - to co-create and drive a campaign that built alliances with celebrities, artists and journalists, and used interactive social media (Facebook and Twitter) to spread the word. This would enable the public to express their views, monitor and influence the election debate.

This year, we held the first of nine [Activist Labs to End Inequality](#) to support and enable more than 100 young activists from diverse sectors to build a focussed and coherent lobbying campaign. In March 2018, they were joined by community leaders,

representatives of other civil society organizations, academics, and Oxfam staff from Mexico, Bolivia, Colombia and Brazil to develop the narrative for our transforming agenda. Over five busy days, we analyzed three key themes: economic justice, gender equality, climate change and environmental action, and identified three priorities: Connect (communication, innovation and digital campaigns); Act (youth activism to build change); and Monitor (to develop processes to monitor and evaluate government actions) that addressed or damaged the fight against inequality in Peru.

Also in 2017, we published [Extractives Industries and Political Capture](#) (Francisco Durand) to illustrate the extent to which ‘state capture (political corruption and a state’s prioritization of private interests to further their own) influenced extreme inequality in Peru. This publication drew on advocacy and influencing work that has been underway since 2015, when to coincide with the annual meeting of the World Bank and IMF in Peru, Oxfam helped to organize activities at a parallel summit to expose the myth of Peru’s ‘economic miracle’.





## SECTION 5

# GENDER JUSTICE

WORKING WITH

**640**

PARTNERS WE REACHED

**750,000**

PEOPLE THROUGH

**235**

PROJECTS

**66%**

OF THESE PEOPLE WERE WOMEN AND GIRLS

Opheus Dube shares tailoring skills with his wife Paulina Sibanda in their home in Zvishevane region, Zimbabwe. Paulina is a beneficiary of the OXFAM We-Care project and received a fuel efficient wood stove and solar panel, which have made cooking easier and brought light into their home. Opheus is also helping out more around the home, freeing up Paulina's time to learn new skills.

PHOTO © Aurelie Marrier d'Unienville / OXFAM



GOAL 2:

# ADVANCING GENDER JUSTICE

MORE POOR AND MARGINALIZED WOMEN WILL CLAIM AND ADVANCE THEIR RIGHTS THROUGH ENGAGEMENT WITH OTHER WOMEN AND THEIR ORGANIZATIONS, DEMONSTRATING TRANSFORMATIVE LEADERSHIP SKILLS; AND VIOLENCE AGAINST WOMEN WILL BE SIGNIFICANTLY LESS SOCIALLY ACCEPTABLE AND PREVALENT.

Gender justice is a human right; every woman and girl is entitled to live in dignity and freedom, without any fear. At Oxfam, we ensure that gender justice is rooted in all of our programs and integrated across all of our Change Goals because unless power relations between women and men, boys and girls, are transformed, we will not see the development and human progress that is vital to eliminate poverty.

To ensure that our work is transformative for the most marginalized and vulnerable groups in society, we start with recognition that root causes of poverty and inequality are complex. People are oppressed and lack power for multiple reasons – their gender, their age, their race, their caste, and – to address gender justice for women and girls - we ensure that all of our programs and campaigns are designed to tackle the multiple discriminations that they face in their communities and society.

Our worldwide [ENOUGH](#) Campaign to end violence against women and girls is now active in 28 countries globally, spanning Africa, Latin America and the Caribbean, Asia and the Pacific. The campaign works to change the widely accepted and harmful norms that too often justify violence against women and girls to ones that promote gender equality and non-violence.

The campaign uses social media, art, music, workshops and positive aspirational messages to bring people of all genders, ages and backgrounds together to speak out against violence and present alternatives to harmful societal norms. It places a strong emphasis on collaboration and co-creation, with women's rights and youth organizations in particular, recognizing the need to support the long-standing efforts of these groups to bring about social change in their communities. In the Solomon Islands, for example, music and street art were used to engage young people in conversations about gender equality by sharing positive examples of women leaders. #WomensWall street murals in the capital, Honiara, raised the visibility of female figures who have made notable achievements including the first woman pilot and engineer, well-known artists and a disabilities rights activist. The murals were shared widely on social media, raising awareness and engaging a broader audience.

ENOUGH is also the means through which everyone involved in the campaign can persuade governments, lawmakers and institutions to implement progressive policies and practice to change the imbalance of power in their societies. In 2018, we supported partner organizations in Morocco and Tunisia to further their campaign for new legislation to protect women and girls, which resulted in the governments of both countries enacting new laws to eliminate violence.

## CASE 1

### TUNISIA: RESULT! LEGISLATION TO PROTECT WOMEN AND GIRLS

**On July 26 2017, the Tunisian Parliament adopted a new law to eliminate of all forms of violence against women and girls, including domestic violence. This was a historic achievement and moment to celebrate with our partners, including women’s rights organizations.**

Despite very high rates of violence against women and girls, and around half of the women reporting experience of violence in their lifetime, it was only after decades of lobbying by women’s rights organizations that the Tunisian government made this change.

Oxfam worked alongside 60 feminist and human rights organizations to build a National Coalition of Associations to eliminate Violence against women and girls (CNAV) to facilitate and coordinate national campaign. To build campaign momentum and influence political and cultural change, it was important that the messages of all coalition members cohered as one voice. To achieve this Oxfam assisted with the development of advocacy, campaigning and communications strategies, provided training in lobbying

techniques, shared advice on how to monitor the legislative process and took up the role of influencing at an international level.

**“ To all the survivors of violence who have spoken out, to all the feminist activists and organizations that campaigned for decades for this law, to every Tunisian who stood up and said ‘Enough to violence against women and girls’: today we are a bit safer - thanks to you. ”**

SOUFIA GALAND

GENDER JUSTICE OFFICER, TUNISIA OXFAM

The advocacy campaign succeeded in bringing together multiple stakeholders from different political parties, as well as religious and secular leaders, to stand in solidarity in accepting responsibility for leadership to end violence against women and girls.

The new legislation puts in place measures to prevent violence and protect survivors, including providing legal, medical, and mental health services. It increases penalties for domestic violence, criminalizes sexual harassment and allows for restraining orders for survivors of domestic violence, and introduces mechanisms to monitor implementation through a national observatory in charge of collecting and producing relevant data. It also explicitly condemns women’s economic exploitation including discrimination against women in pay. It erodes the impunity for rape by ending the practice of a rapist being able to marry the woman he has raped and therefore escape punishment. Oxfam will continue to work alongside its partners to raise awareness of the new legislation and ensure that concrete, budgeted and efficient measures are enacted to drive violence against women and girls from Tunisian society.

## CASE 2

### HUMOR COMBATS GENDER STEREOTYPES

New media is a critical part of the movement to change the narratives around gender norms and stereotypes that fuel violence against women and girls in China. In 2015 China passed the first national Anti-Domestic Violence Law following decades of advocacy from feminist and women's rights organizations, nevertheless challenges still remain in terms of gaps in the implementation of the law, continued discrimination and gender bias in everyday life.

Oxfam adopted a strategy of community mobilization, working with local partners to nurture change makers, raising awareness about the norms and practices that fuel gender-based violence, and create an enabling environment for girls and women – including people from the lesbian, gay, bisexual, transgender and intersex (LGBTI) community. The [ENOUGH](#) Campaign worked with the Feminist Spring Society and Women Awakening Network on a series of [viral videos](#) that used humor to promote discussion of the everyday discrimination that women experience. The videos encouraged viewers to identify and reflect on gender stereotypes and norms. Engagement with the videos went beyond just high viewership, with many commenting and participating in online discussion about discrimination that they encountered or saw in advertisements and the media.

## CASE 3

### CHALLENGING MACHISMO THROUGH MUSIC AND EDUCATION

Young people in Latin America and the Caribbean still see violence against women as unwelcome but unavoidable, according to recent research carried out by Oxfam in eight countries across the region, including **Bolivia**. The persistence of violence is rooted in gender inequality and stereotypes around the role of men and women in society that shape the belief systems of young people.

To transform these beliefs and encourage young people to adopt more positive social norms that discourage the use of violence, the [ACTÚA, Detén la violencia](#) campaign, with backing from Oxfam, is partnering with social influencers, artists, Youtubers and TV celebrities to engage with youth across the country.

This year we partnered with the Bolivian reggaetón artist Bonny Lovy to get across the message to young couples that jealousy and control in a relationship was a form of violence and should not be confused with love. This alliance developed after one of the young Actúa activists wrote to Bonny asking him to lend his voice to the campaign. *"It really hit me when one of the activists of Actúa wrote me a letter to share her story in relation to violence and what is "not" love,"* said Bonny *"When I hear cases like hers or when I see that in my beloved country so many women die because of femicide, I simply cannot be indifferent to this reality".* Over different social media channels the ACTÚA, [video](#) has been watched over 800,000 times.



Young activists of the 'Actúa Detén la Violencia' Campaign hold up signs that say "True friendship doesn't tolerate violence" and "I can make a difference. I am a true friend" during the fair they organized for "The Day of Friendship" in La Paz, Bolivia.

PHOTO © Guy Simoneau / OXFAM

As the campaign's public image grew, Actúa's stakeholders, Oxfam and the Ministry of Education were asked to integrate a diploma on the prevention of gender-based violence into Bolivia's general curricula for teachers. The resulting *Prevention of Violence in Educational Contexts Diploma* includes research carried out by young activists of the ACTÚA campaign as mandatory reading. The diploma will also be adapted for directors and teachers of

alternative education systems and will be developed into short courses for the continuous training of existing teachers by the Ministry of Education. Over 300 teachers have successfully completed the diploma and gone on to apply their learning in schools and colleges, resulting in more than 6000 students participating in discussions about the causes of violence and how to prevent it.

## CASE 4

### MOROCCO SCORES ON GENDER EQUITY

**“BARAKA! Together against violence!” challenges the social and cultural norms that legitimate and perpetuate violence against women and girls in a country where 63% of women aged 18 to 30 have experienced violence. Oxfam’s campaign targets boys and girls living in urban areas, particularly through the arts and sport.**

In November 2017, Oxfam worked in collaboration with the association Mhashas Pour le Développement and the Catalan Agency for Development Cooperation to organize a day of awareness raising and advocacy for equality and the rejection of all forms of violence. Events included a literary café in which Moroccan writers, poets and musicians debated the concept of gender equality in literature and music, as well as a live theatre performance by fifteen young change agents about their personal experiences of violence.

Football was a fantastic way to bridge the gender divide, with mixed teams that included Larache’s girl players and their female coach. Initially, a few in the crowd were uncomfortable with the idea of ‘mixed teams’ but the discomfort soon gave way to adrenaline and skill, with spectators and players commenting on how skillful the girls players were. The girls said they felt valued and proud to participate in the tournament wearing BARAKA campaign t-shirts and displaying messages of equality. The match also set a precedent about normalizing spaces for girls and boys to play together and feedback from our partner, Mhashas, is that they continue to play regularly at the sports field with boys, reinforcing the idea that football is a game for both genders.

This event proved to be an integral platform for dialogue with the authorities, in particular the commune of Larache and various Ministries (Education, Youth and Sports, Employment and Health) in which views were exchanged on the implementation of a legal framework to promote gender equality in Morocco. We were able to reach more than 500 people through this event, many of whom were young people - girls and boys - from Larache.



**BARAKA !**  
ENSEMBLE CONTRE LES VIOLENES

"BARAKA! Together against violence!" challenges the social norms that legitimate and perpetuate violence by targeting young boys and girls, particularly through the arts and sport.

PHOTO © Fouad Daddouch / OXFAM



SECTION 6

# SAVING LIVES

WORKING WITH

**837**

PARTNERS WE REACHED

**17.3 MILLION**

PEOPLE THROUGH

**487**

PROJECTS

**54%**

OF THESE PEOPLE WERE WOMEN AND GIRLS

Rohingya refugees are moving to Bangladesh after waiting six hours in same place at Anjumanpara Border in Ukhiya, Cox's Bazar on 7 September 2017.

PHOTO © OXFAM NOVIB / INTERNATIONAL



GOAL 3:

# SAVING LIVES, NOW & IN THE FUTURE

BY REDUCING THE IMPACT OF NATURAL DISASTERS, FEWER MEN, WOMEN AND CHILDREN WILL DIE OR SUFFER ILLNESS, INSECURITY AND DEPRIVATION. THOSE MOST AT RISK WILL HAVE EXERCISED THEIR RIGHT TO HAVE CLEAN WATER, FOOD AND SANITATION AND OTHER FUNDAMENTAL NEEDS MET, TO BE FREE FROM VIOLENCE AND COERCION, AND TO TAKE CONTROL OF THEIR OWN LIVES.

In 2017-18, protracted conflicts around the world were the main drivers of humanitarian need, with the term 'extreme poverty' being increasingly used to describe the plight of hundreds of millions of people living in fragile and conflict-ridden states. Oxfam's country teams and local partners responded with life-saving interventions reaching over *10 million people* in more than 40 countries, and with our big responses in Syria, Iraq, Yemen, South Sudan and Ethiopia each reaching over a million people.

Globally we witnessed a rise in the scale and frequency of humanitarian crises and their impacts on vulnerable people. The gap is widening between humanitarian needs and the ability or resources to meet them. The scale and nature of these crises combined with the global political, social, and economic environment in which they occur, and the impact of climate change, have led us to put more emphasis on building the resilience of affected populations and communities and increasing national and local response capacity and ownership.

There were also ferocious natural disasters in 2017-18 and our humanitarian teams responded wherever we could: In April 2017, mudslides killed at

least 200 people in [Colombia](#). A few months later, in a similar event in [Sierra Leone](#), 300 people died and thousands were left homeless. On 20 September a powerful earthquake killed more than 200 people in [Mexico](#) and four days later, [Hurricane Maria](#) slammed into Dominican Republic and several other Caribbean Islands wreaking devastation and taking many more lives. After a second powerful Atlantic storm – [Irma](#) – Oxfam assisted those hardest hit in the Dominican Republic, Haiti and Cuba. Monsoon flooding took its toll in [Bangladesh](#), India and Nepal in August 2017, killing more than 1,200 people, and affecting the lives of more than 40 million in the region.

## PROTRACTED CRISES

**We live in an era of protracted humanitarian crises, in which violence and conflict continue to decimate the lives of hundreds of millions of people. By 2030, nearly 50% of people living in extreme poverty are projected to live in fragile states – and the tragedy for them is that self-interest and global indifference has become the new normal.**

This year, more so than any other, we worked in solidarity with other international humanitarian agencies to urge governments to be humane and accountable, and do everything possible to end these conflicts. Despite urgent appeals for funds and a critical imperative for governments to work together for peace, most lacked the political will to do so.

The rising need for humanitarian assistance and issues of fragility have created a humanitarian system that is under unprecedented pressure and demand. Adapting to these protracted, chronic and man-made crises is the new reality for humanitarian organizations such as Oxfam. In Syria and Yemen, hundreds of thousands of people continued to bear the brunt of conflicts marked by enormous human suffering, relentless destruction and a blatant disregard for human rights. Continued violence, bloodshed and suffering represent a catastrophic failure by the international community to bring peace and security. Brutal outbreaks of violence continued to drive millions of people from their homes in South Sudan where millions more are in need of emergency food. And in Iraq, 10 million people were still in need of humanitarian aid. The conflicts at the roots of all these emergencies are years old but there is no end in sight to the suffering. Donor countries not only failed

to adequately support efforts to resolve these conflicts but also, in Yemen, actually fueled it through arms sales.

While every conflict situation is unique, a combination of insecurity, weak governance and the inability of NGOs to access affected people are the primary drivers of the inevitable food and health crises that follow. In Ethiopia, Somalia and parts of Kenya persistent drought caused crops to fail and cattle to die, causing severe food and water shortages.

## GENDER EQUALITY IN EMERGENCIES

**In all of our humanitarian responses, we prioritized the needs of women and girls, and others who for reason of their gender, age, ethnicity, disability, caste, class or religion – might be discriminated against or have fewer resources to face and recover from emergencies.**

We promoted gender equality and women's rights, as well as the safe and accessible use of our humanitarian programs by women and girls. 'Gender' is not synonymous with women (and girls) – but instead it captures the dynamic relationship between and among women, girls, men and boys in all of the contexts within which we work. This is important because it enables Oxfam to design and implement programs that are more effective and target the most vulnerable people.

Oxfam's training manual: [Gender Leadership in Humanitarian Action](#), supported by the European Commission's Humanitarian Aid and Civil Protection department (ECHO), pulled together a range of sources that were adapted and updated for a five-day training module intended for use within Oxfam to develop a critical mass of leaders and agents of change – who together can influence changes in policy and practice across the humanitarian system.

## SHIFTING THE POWER

With the global humanitarian system under increasing pressure, there was increasing recognition in our sector of the need for a substantial shift in power and resources to local and national humanitarian organizations. They are often the first responders when crisis hits and are often best placed to assess need and provide immediate support to people in need.

In 2014, Oxfam joined a consortium of six international organizations in an ambitious project - **Shifting the Power** - to enable NGO partners to play a leading role in decision-making and disaster response. In 2017-18, less than 2% of overall humanitarian funding was directed to local aid

organizations and this program has been designed to redress this balance by strengthening the capacity of 55 selected partners in five countries – DRC, Kenya, Ethiopia, Pakistan and Bangladesh.

In Kenya, Oxfam helped communities to prepare, plan and demand the help that they need, to make them less vulnerable to future crises. *“Shifting the Power is one of the most ambitious projects in this part of the world,”* said **Abdifatah Yare** from the Wajir South District Development Association (WASDA). *“It empowers local communities so that they have the capacity to plan their own resources and come up with their own initiatives. It is a change of mindset.”*

Oxfam also implemented its own programs to strengthen the capacity of local and national humanitarian actors so that they have a stronger voice in designing the humanitarian agenda and can secure funding from international donors. We



Oxfam’s team in Iraq organized more than 100 cash distributions, reaching 2,965 people, in the governorate of Ninewa, including 73 in the city of Mosul, through which families were able to choose how to spend the money to address their unique needs.

PHOTO © Amy Christian / OXFAM

created a Humanitarian Response Grant Facility (HRGF) to enable local NGOs to fully implement their own emergency responses. This approach was realized in Bangladesh after serious flooding in 2017, and which, in turn, influenced UNHCR to fund a number of organizations directly. We also developed similar approaches in Myanmar, DRC, Burundi and Tanzania, drawing interest from other agencies and donors as a workable model for increasing direct funding.

Working with a wide range of stakeholders, we also established the ELNHA (Empowering Local and National Humanitarian Actors) project. Community led relief organization, Gana Unnayan Kendra (GUK), is highly valued for its expert local knowledge and networks but as a local organization GUK found it difficult to access direct funding from international donors. In September 2017, GUK received a grant from ELNHA to design and implement their own flood response program in the disaster-prone district of Kurigram, Haor. Their goal was to reach a thousand households with emergency hygiene kits and multipurpose cash grants. *“The voice of the community was heard,”* said Rokonzaman Zillula, Coordinator of the Kurigram HRGF flood response. *“This was the first time that I could show my skills in the field of designing and managing a quality disaster relief project.”*

Our approach to the design and implementation of programs has contributed to greater recognition and direct representation of local and national NGOs. Examples in Bangladesh include: the Humanitarian Coordination Task Team, the Joint Needs Assessment Group, the National Cash Working Group and the Bangladesh Women Humanitarian Platform.

## ZERO CASUALTIES IN THE PHILIPPINES

**Two years before Typhoon Vinta struck the island of Mindanao (in December 2017), Oxfam had joined forces with Tearfund and Christian Aid in a three-year pilot – the Financial Enablers Project – to build the capacity of communities to handle disasters without significant help from international agencies.**

*“We set out to build local leadership – to help develop effective, confident, proactive decision makers,”* said Jane Bañez-Ockelford who led the project for Oxfam, *“In the months before the typhoon struck, we worked with 15 riverside communities to prepare for just such an emergency, helping villagers to set up early flood warning systems and training 154 people as responders.”*

Community team leader Armando Amancio experienced a similar flood in 2013. Last time, he says, *“there had been no training in advance and we had no equipment. Our response was completely disorganized”*. This time, while more than 200 people died in Typhoon Vinta, in the areas where Oxfam’s FEP partners were working, there were no casualties.

## INNOVATION

**We recognize that the world is changing at an unprecedented rate - so we change with it. Failure to do so would mean failure to be as effective as we can be – and a failure to make the biggest difference to people’s lives.**

For Oxfam to achieve change at scale, we need intentional social innovation. This includes: supporting country programs to effectively develop cutting edge programs; exploring alternative models of delivery; focusing on innovation: and building a culture of considered risk-taking to accelerate solutions to the world’s most pressing social issues. We work with local partners but rely on our global expertise too. We encourage staff to think freely. We learn from what we see and do. And we adapt to a changing world and to technological innovation.

After successful trials in Tanzania, Oxfam’s innovative new Washstand is expected to go into mass production. Featured by *Reuters* and Voice of America, it’s light, easy to transport and assemble, with a one-touch tap and water reservoir that only needs to be filled once a day.

In Bangladesh, we introduced new automated water [vending machines](#) (ATM) for people living in Dhaka's Karial slums. One liter costs just 0.25 Tk (0.0026 Euros) and the profits from sales are invested in setting up new units. The system opens for 12 hours per day and 300-350 households and 50-60 shops are using it. *"It's like a magic box,"* said Rehana who loves having world-class technology close to home.

A similar, lower-tech, version is being used in the arid and semi-arid areas of northern Kenya. Rather than buying drinking water from busy kiosks, the advantage of Oxfam's new [water ATMs](#) is that they are open 24 hours a day and attached to boreholes, which reduces waiting time so that big queues don't build up.

- Drinking dirty water kills thousands of people every week. Oxfam helped design this new [water filter](#) to save lives.
- When drought turned the land to dust in Somaliland, Oxfam was able to provide [Chinow](#) and her children with help via a text message.

## SYRIA, JORDAN & LEBANON

**Oxfam provided clean water, sanitation facilities and vital food aid to more than 2 million people in Syria. In Jordan, Oxfam is working to increase livelihood opportunities for Syrian refugees and vulnerable Jordanians, as well as promote gender justice, and effective and accessible water and sanitation services.**

In Aleppo, where more than 1.8 million people were reliant on public wells and private water trucks to meet their daily needs, [Oxfam](#) worked with partners to rehabilitate seven wells and install four large water tanks (45,000 liters), and over 117 smaller household versions (500 and 1000 liters) to increase storage capacity in areas hosting a large number of people who were unable to live in their homes. We also distributed hygiene kits and winterization items to thousands of displaced people.

- With the conflict reducing in 2017, families started to return to their damaged homes in [Deir Ez-Zor](#), Syria. Oxfam's partner, Al Birr, provided 25,000 packs of warm clothing and delivered more than 400,000 packs of freshly cooked bread to 7,000 families.
- More than 30,000 people live in a tented camp in Herjalleh, south of Damascus, Syria. Oxfam used trucks to supply water to [2,000 households](#), providing clean water every day for two months, while improvements were made to the local water supply system.
- [Ali Fozi al-Riabi](#) used to run a restaurant in Daraa, southwestern Syria, but has now opened a popular falafel restaurant in Za'atari Camp. *"I'm hoping one day that the conflict in Syria will be resolved and everything will go back to the way it used to be,"* he says.
- In Za'atari Camp, Jordan, we established a [recycling project](#) for residents to earn cash for work and keep waste out of landfills. And the children of Za'atari are also making toys out of waste in the camp!
- [Ola Malkawi](#), Oxfam's Livelihood Officer, opened four greenhouses in Za'atari Camp, Jordan for 45 Syrian women to cultivate vegetables.
- Working for Oxfam as a plumber in Jordan, [Mariam](#) trained other women from poor urban areas in basic skills. *"I've proved to people, my community and the world around me, that women can do anything whether it is conventional or not,"* she says.

## YEMEN

**Oxfam reached more than 2 million people across nine governorates with water, sanitation services, cash assistance and food vouchers. We also provided aid to displaced Yemenis in Hudaydah, Hajjah and Taiz.**

The people of Yemen were pushed [ever closer to famine](#) in 2017-18 after 1,000 days of brutal war, exacerbated by a crippling blockade of its key northern ports, which starved its people of food,

fuel and medicine. Officially designated the world's worst humanitarian crisis, the two-year conflict had killed more than 6,000 civilians and forced nearly three million to flee their homes. With famine threatening the lives of seven million people, we [urged](#) governments to end the blockade of Yemen's ports and bring an end to the conflict.

In December 2017, nearly one million cases of suspected [cholera](#) were recorded, the world's largest ever outbreak. It was a [race against time](#). We rapidly scaled up our response to reach 100,000 people at risk, using 36 tonnes of water treatment equipment (pumps, pipes and tanks) to install safe water supplies (here being delivered in this [video](#)); provided households with water purification materials, soap, buckets and safe water containers; constructed latrines and solid waste management facilities; trained community volunteers to spread hygiene messages and conducted public awareness campaigns.

- Oxfam's Program Manager describes a [cash distribution](#) for Internally Displaced People (IDPs) at Al-Manjorah camp, Hajjah governorate. Most residents have no income, so cannot buy food to feed their families.
- [Oxfam's Media Brief](#), "Yemen's crisis: 1,000 days of disaster" describes the impact of the 1,000 days of war and the terrible levels of suffering Yemeni people are facing.
- [Oxfam's Policy Brief](#), "Missiles and Food: Yemen's man-made food security crisis" highlights how Yemen's food pipeline situation is leading to an increasing threat of famine.

## IRAQ

**In Iraq, millions of people were affected by the conflict with ISIS. While four million people returned home, two million remained displaced living in host communities, informal settlements or camps.**

Oxfam worked in five different governorates, fixing water treatment plants, providing hygiene promotion sessions, distributing restricted and unrestricted cash and offering protection services to people in need. The humanitarian teams worked tirelessly, reaching almost 3 million people this year.

Oxfam's team worked [close to the frontline](#) of the offensive to retake cities, towns and villages from ISIS, delivering [vital aid](#): water, food and blankets to traumatized families. In the Old City of Mosul, Oxfam fixed damaged pipelines bringing running water to 130,000 people. We also gave [cash assistance](#) to vulnerable households. *"As soon as areas become safe, we go in and create relationships with the [mughtars](#) and sheiks, and with the people themselves,"* said [Mivan Mahmood](#), one of the team.

- In the remote villages of Hamrin and [Beniwes](#) near the Iran-Iraq border, Oxfam worked with local engineers to bring clean water to 350 families. We returned [one year later](#) to see what had changed and to check progress on Oxfam's pipelines.
- Oxfam's [Ahmed Jani](#) talks about Oxfam's cash assistance program in Mosul where more than 5,000 families (31,000 people) were able to purchase food and other basic amenities.
- [Yasmin Muhammad Ali](#) is a Syrian refugee living in Iraq where she works as a baker, as part of an income generation project run by Oxfam.
- [Ideas in a Box](#) is a children's project in Hassansham camp that provides a safe space to read books, play on ipads, watch cartoons and have fun.
- Oxfam's partner, Afkar, renovated a [health clinic](#) in the town of Hit, where 100 patients a day are receiving care.
- [Gashaw Shareef](#) shows how Oxfam's public health team [fixed a toilet block](#) at Al Rusul School for girls in just three days.

## SOUTH SUDAN

**This year, we supported more than 1.2 million people with emergency food distributions, clean water, safe sanitation facilities, essential hygiene items and promoting good hygiene practices.**

Four years of a brutal civil war have pummeled South Sudan. Civilians have been attacked, and schools and hospitals looted and destroyed. Tens of thousands of people have been killed and a third of the population forced from their homes. Oxfam's team in [South Sudan](#) worked tirelessly from 12 bases across the country to hold back the worst affects of the conflict. As well as meeting the most urgent needs, we tried to help people put themselves in a stronger position to survive the shocks of war and prepare for peace by providing training on more productive farming techniques, developing business skills, and access to education.

- Oxfam's Winnie Byanyima visited Malakal in April 2017. In this [video](#), she talks about Oxfam's staff who are scaling up their response to enable families to earn an income and return to farming.
- Oxfam installed a new [solar](#) powered water treatment plant in the Gumbo area of Juba to provide clean water to 24,000 people and help to stop the spread of diseases like typhoid and cholera.
- Cathedral Camp is home to more than 10,000 displaced people in Wau where Oxfam ensured that everyone received minimum of 17.4 liters of water per day and built 9 blocks of communal latrines and gender segregated sanitation facilities. Paspulin feels safe in the camp, where she earns money from Oxfam by keeping the latrine blocks clean. *"This work is helping me buy food. It's also paying for school. My children want to study."*

- [Maliamongu Samuel](#) from Oxfam's Emergency Food Security team visits Kaikuny to distribute food to 25,000 individuals.
- Oxfam's media lead is joined by one of our partners, [Amani](#), to talk about our work with displaced people in a camp close to the city of Malakal.
- School children at [Akat Kol](#) Primary School and members of the [G2 Drama Group](#) are working with Oxfam's community hygiene promoters in Juba to help fight cholera in their community.

## DEMOCRATIC REPUBLIC OF CONGO

**Oxfam reached more than 700,000 internally displaced people, refugees and host communities with clean water and sanitation facilities to prevent the spread of disease. In collaboration with the World Food Program, we also distributed emergency food to 100,000 people.**

Prolonged and recent conflicts in Ituri, North and South Kivu, the Kasai provinces and Tanganyika have left 13 million people hungry and at risk of disease. With 4.5 million people displaced, the Democratic Republic of Congo (DRC) stood out as the country worst-affected by conflict displacement in the world.

Oxfam helped the most vulnerable households affected by the conflict by providing seeds to plant crops, running 'cash for work' programs and distributing cash and vouchers to enable people to buy food and basic necessities, while promoting local business. In Kasai province, where nearly 1.9 million people were hungry and in urgent need of assistance, Oxfam was one of the first International NGOs to provide lifesaving access to water and sanitation and, in collaboration with the UN World Food Programme, provided food assistance to 100,000 Internally Displaced People (IDP's).



In the DRC's Kasai Provinces, where conflict had caused massive displacement, nearly 1.9 million people were hungry and in need of urgent assistance. This man carries a sack of food distributed by Oxfam and the World Food Programme in October 2017. Oxfam was one of the first international NGOs to provide lifesaving access to water and sanitation to affected communities, and is giving food assistance to nearly 100,000 internally displaced people.

PHOTO © John Wessels / OXFAM

Oxfam GB's Chief Executive [Mark Goldring](#) visited Kasai and reflected on his visit where he heard the harrowing stories of people who had fled the fighting.

More than 17,000 people fled across the border into neighboring Zambia, most of whom (11,000 people) were initially hosted at the Kenani Transit Centre in Luapula province. A second permanent refugee settlement in nearby Mantapala (35 km away) received 500 refugees from Kenani each day. As families arrived in Mantapala, they received a hot meal and spent up to a week in a communal tent, before being allocated 20 x 35 meter plot of land to cultivate and build a home. In November 2017, we joined with [Action Africa Help International](#) (AAH) to deliver sanitation and livelihoods programs in both camps, constructing household latrines in Mantapala and mobilising community WASH groups

to clean latrines and spread messages of good hygiene. The plan is to build 898 household latrines. Livelihoods work involves providing seeds for vegetable gardens, bee keeping, providing stock for grocery shops, supporting women with hair styling tools for a salon, and clippers for male barbers, and training people to make fuel efficient braziers.

## ROHINGYA RESPONSE

**Close to 700,000 Rohingya refugees had fled violence in Myanmar's Rakhine State by the end of March 2018 to seek refuge across the border in Bangladesh. These unprecedented numbers of refugees, of whom more than half were children, caused a large-scale humanitarian crisis.**



They joined hundreds of thousands of Rohingya people who were already living in refugee camps and with local communities. With conditions in overcrowded camps woefully inadequate and unhealthy, Oxfam provided life-saving aid, installing water points, toilets and showers and distributing soap and other essentials, and worked with community-based volunteers to emphasize the importance of clean water and good hygiene. We reached at least 260,000 people in this initial stage of the response providing:

- 180,000 liters per day of safe drinking water to 25,500 refugees (and people from host communities) in Unchiprang camp, and 110,000 liters per day in Nayapara.
- 34,000-liters per day through water trucking to meet emergency demand in Unchiprang, and continuously provided 20,000 liters/day in transit camps.
- We also installed 80 deep tube wells in Kutupalong-Balukhali mega camp.

Oxfam worked with community-based volunteers to emphasize the importance of clean water and good hygiene. One of those volunteers, [Rajiah](#), was once a midwife in Myanmar and now, as a refugee, makes sure that she puts her experience to good use by supporting and informing pregnant women in her community.

## DROUGHT IN EAST AFRICA

**Persistent drought in the Horn of Africa led to devastating shortages of food and water, affecting people, animals and crops, eroding coping strategies and assets. As well as conflict, these harsh conditions were also exacerbated by [climate change](#), because the failed rains have come against a backdrop of higher temperatures and drier conditions.**

The international system so often responds too little and too late to drought and looming food crises – even when the warning signs have been known for months. This failure means that people lose their livelihoods and potentially their lives. Women are typically worst affected because they can often eat last and least in their family.

## ETHIOPIA

**More than 8.5 million people were affected by extreme drought in Southern and South Eastern Ethiopia where rains had failed for two consecutive years. Oxfam's response in [Somali Region](#) was another large-scale humanitarian program that reached more than 1 million people.**

Most water sources had dried up, and the lack of pasture resulted in the death of thousands of animals, leaving people dependent on humanitarian aid to survive. Oxfam's teams worked tirelessly to provide clean safe water and cash assistance to help families buy food and other vital items.

In 2017, we also reached more than 100,000 South Sudanese refugees who had fled across the border to Ethiopia. We worked in four refugee camps to provide water, sanitation and hygiene promotion (WASH) activities, as well as cash transfers to meet people's basic needs (and 275,000 refugees overall since 2011). We introduced a number of innovations including Urine Diversion Dry Toilets designed with two chambers to extend a single latrine structure's lifespan to 10 years.

The graphic (on the following page) shows the scale of our response in Somali Region.

## ETHIOPIA DROUGHT RESPONSE 2017 IN SOMALI REGION

South and South East parts of the Somali Region, Seven zones; namely in Fafan, Jarar, Korahey, Doolo, Jarar, Erer and Afder zones. A total of 98 Kebeles (smaller administrative units) within 36 districts are now receiving emergency WASH and food security and other livelihood supports.



1,055,077

Total people supported so far with daily water, sanitation, hygiene and EFSVL



611,945

Women supported through water supply



274,028.7 M<sup>3</sup>

Water supplied so far



209,174

People supported through cash transfers



1,455 M<sup>3</sup>

Of water (5l per day) supplied on a daily basis



123,672

People reached through hygiene promotion and community mobilization



1,779,497

Heads of animals vaccinated so far



56

Borehole rehabilitations and 14 borehole drillings completed



30,000,000

Required to support the needs of one million people



People in the Somali Region of eastern Ethiopia faced acute water and food shortages. Oxfam helped more than 280,000 people in Southern and South Eastern areas of the country through water trucking, repairing boreholes and wells, and giving out animal feed.

PHOTO © Tina Hillier / OXFAM

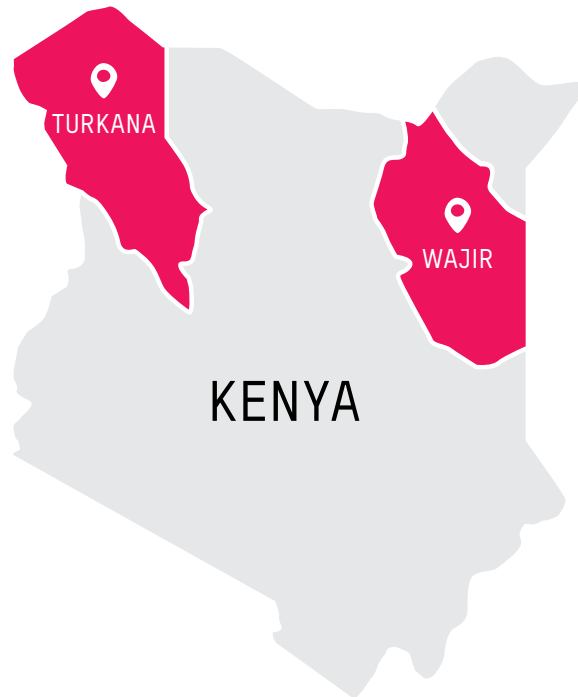
## KENYA

In Kenya, where 5.6 Million people were affected by drought, Oxfam improved access to safe water for more than 320,000 people with our local partners (the Diocese of Lodwar in Turkana, [ALDEF](#) and [WASDA](#) in Wajir). The drought undermined coping capacities and exacerbated vulnerabilities, for example by destroying livelihoods and triggering local conflicts over scarce resources.

Solar powered boreholes offer a constant flow of water during the day and are easily maintained – performing well for at least six months of the year.

A huge price hike in diesel had made it impossible for poorer communities to run the engines that pump water from the ground, so this low-cost way of accessing clean water has been huge benefit. In [Arbajahan](#) village, Wajir county, over 1,000 households are making use of their solar borehole. Abdi, one of the borehole operators, said: *“This is a technology that has changed our lives.”* Oxfam has equipped 12 boreholes in Wajir with solar panels using funds from the Sustainable WASH in Fragile Contexts (SWIFT) consortium (funded by DFID). We are also drilling boreholes, improving pipelines, constructing shallow wells, installing hand pumps, and rehabilitating and upgrading water points.

## KENYA DROUGHT RESPONSE



**3,4 MILLION**

People in need of food assistance in Kenya

**2,6 MILLION**

People in urgent need of safe drinking water in Kenya

**320,000**

Beneficiaries reached through interventions from Wajir and Turkana

**600,000**

People targeted in Wajir and Turkana counties



**\$ 5,128,684**

Budgeted by Oxfam for the drought response in Kenya



**\$ 1,697,337**

Kenya's drought response gap



**1,396**

Children in 5 schools have access to clean and safe water



**18,000**

People in Wajir benefitted from E-Wallet (Cah for Water) activities



**30,165**

People reached through hygiene and sensitization activities



**50,256**

People received cash to purchase food items



## SECTION 7

# SUSTAINABLE FOOD & NATURAL RESOURCES

WORKING WITH

**1,119**

PARTNERS WE REACHED

**2.2 MILLION**

PEOPLE THROUGH

**470**

PROJECTS

**52%**

OF THESE PEOPLE WERE WOMEN AND GIRLS

For Theophile and Calinie, the adoption of sustainable farming practices has resulted in a dramatic increase in yields (50-250 kgs of beans) and income to ensure a better quality of life for their children, now aged 6 to 22 years. Theophile now hopes to form a village farming cooperative as *"before we were dependent on outside help, now we can produce enough for ourselves."*

PHOTO © Lisa Murray / OXFAM

GOAL 4:

# SUSTAINABLE FOOD

MORE PEOPLE WHO LIVE IN RURAL POVERTY WILL ENJOY GREATER FOOD SECURITY, INCOME, PROSPERITY AND RESILIENCE THROUGH SIGNIFICANTLY MORE EQUITABLE SUSTAINABLE FOOD SYSTEMS.

The number of people going hungry in the world increased for a third consecutive year, largely wiping out progress made in the decade before. It is a deep injustice that in a world of plenty, one in nine people are chronically undernourished.

The food sector reflects the rampant inequality that we see in the global economy as a whole. At the top, corporate food giants – from big supermarkets that dominate food sales to the food brand manufacturers behind so many of the products on their shelves – control global food markets and reap the profits. Meanwhile at the bottom, the bargaining power of many of those who produce our food – especially the small-scale farmers and the workers on large plantations – has been steadily eroded.

Oxfam's work to demand a fairer and sustainable global food system so that everyone has enough to eat, always, is now more important than ever, and towards the end of 2017-18, we started to develop a new [public campaign](#) calling on supermarkets, traders and governments to do more to end human suffering behind the food we eat which sees the very women who produce our food facing hunger, discrimination and poverty.

That means standing alongside and supporting the small-scale food producers and the vulnerable workers behind much of the world's food. In particular, it means supporting the women whose vital role in producing our food goes unseen and whose voices are too often unheard by the most powerful actors in our food system.

We work to boost the productivity and the bargaining power of small-scale farmers by supporting them to work together in cooperatives and producer organizations, and to advocate to their governments for the investment they need. We help farmers to adapt to climate change, and to secure and protect their access to land. And because we know that above all else it is climate change that is driving the increase in global hunger, we're demanding governments and big businesses cut their greenhouse gas emissions.

We know that women are the driving force for an equitable and more sustainable food system but that governments and society must invest in them to protect their rights and challenge the discriminatory policies and societal norms and practices that hold them back.

This section focuses on the progress that we made to enable millions of people on the frontline of the fight against hunger 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. To achieve our intended impact, we identified three far-reaching objectives:

1. More government funding and a greater proportion of private investment will be available for **small-scale food production**, that helps, not harms, these farmers (many of whom are women).
2. Vulnerable communities will have greater access to the finances and other forms of support that they need to **adapt to a changing climate**.
3. Communities, and specifically women, will realize their **right to land ownership** in at least 10 countries.

Under our campaigning call to action – **GROW** - we developed a number of cross cutting strategies to reach out to civil society networks, allies, partners, progressive organizations and influential individuals to build a worldwide movement for change. We engaged ordinary people around the world with a vested interest in becoming active agents of change. With them we challenged supermarkets in several countries – among the most powerful actors at the top of global food supply chains - to play their role in ensuring everyone in their supply chains can realize their human rights. We worked in conjunction with other Oxfam campaigns (**Rights in Crisis**, **Even it up!** and **ENOUGH**) and, as with all of our strategic change goals, the equal representation and rights of women and girls remained at the heart of our advocacy, campaigning and influencing work.

## BUILD SUSTAINABLE FOOD PRODUCTION AND CONSUMPTION

Small-scale food production is more often than not, women’s work. The fruit, crops and livestock that they nurture are the mainstay of many an agricultural economy. We said that we would advocate for an increase in government investment in small-scale agriculture in at least 10 countries. We would influence new and existing private and public investment initiatives to ensure that they benefit and respect the rights of people living in poverty and promote alternatives to unsustainable agricultural production. We would ensure that the world’s largest food companies implement their commitments to the inclusion of women in their supply chains

and ensure the implementation of the Sustainable Development Goal on zero hunger by monitoring national progress in at least five countries.

In June 2017, we launched **Financing Women Farmers** – a report indicating that governments and donors were failing to meet their commitments to provide women farmers in Ethiopia, Ghana, Nigeria, Pakistan, the Philippines and Tanzania with relevant and adequate support for farming and adapting to climate change. To maximize exposure in advance of the G7 Agricultural Minister’s Meeting in Italy (October 2017), we paid specific attention to a symposium co-hosted by Oxfam, the Pan-African Climate Justice Alliance and Pan-Africa Parliament (PAP), and an Economic Community of West African States (ECOWAS) and Food and Agriculture Organization (FAO) training workshop. The online report resulted in over 60 media hits in Europe and G7 keynote speaker, the Hon. Jacqueline Amongin (Chair of PAP Committee on Rural Economy, Agriculture, Natural Resources and Environment) expressed her interest in working closely with Oxfam, stating that: *“Transformation in agricultural systems cannot be possible without prioritization of the marginalized especially women in agriculture.”*

The same month, we published - **Missing out on small is beautiful** – that drew on an analysis of more than 7,500 EU-funded projects to reveal that only a small portion of EU funding complied with commitments to target small-scale producers and women, and a clear bias towards funding industrial export crops and countries of strategic interest. This report achieved widespread exposure, through blogs, social media (tweets) and dissemination within the EU Commission, EU parliament, and other institutions, such as the Food and Agriculture Organization (FAO) and Technical Centre for Agricultural and Rural Co-operation (CTA). We used high profile opportunities to share the findings of both of these research papers, including at a trades union event at the African Union summit in Addis Ababa, Ethiopia and at the Global Policy Forum on Development where EU officials were



GOAL 5:

# FAIR SHARING OF NATURAL RESOURCES

THE WORLD'S MOST MARGINALIZED PEOPLE WILL BE SIGNIFICANTLY MORE PROSPEROUS AND RESILIENT, DESPITE RISING COMPETITION FOR LAND, WATER, FOOD AND ENERGY SOURCES; AND STRESSES CAUSED BY A CHANGING CLIMATE.

meeting to discuss the EU External Investment Plan (EIP). Our analysis also fed into dialogue related the development of the next phase of EU Multiannual Financial framework (MFF).

In January 2018, we published [Development - A private affair?](#) – a briefing paper that explored the involvement of the Italian private sector in rural development. Launched at a multi-stakeholder event to promote dialogue on the role of the private sector in achieving sustainable agricultural development, there was high-level representation from the Italian government, including the Director of Italian Directorate for Development Cooperation, Director of the Italian Development Bank (Cassa Depositi e Prestiti), Food Security Expert of the Italian Agency of Dev. Cooperation and representatives of major Italian food companies (Ferrero, Barilla and Lavazza). The outputs of this meeting fed into policies and guidelines that Italy's new Agency for International Development and the Cassa Depositi e Prestiti were developing to engage the private sector in development programs.

## STOP CLIMATE CHANGE MAKING PEOPLE HUNGRY

Supercharged storms, more intense droughts, rising seas and other weather events impact disproportionately on vulnerable people.

In April 2017, we issued [A climate in crisis](#) – a report showing clear evidence of the impact of climate change in East Africa where over 20 million people were dangerously hungry and in need of humanitarian assistance. We urged governments around the world to provide immediate humanitarian assistance and warned that without global efforts to reduce emissions and investment to help the world's poorest people cope, this would turn into a never-ending crisis.

Our aim is to enable small-scale farmers and agricultural producers to become more resilient in the face of climate change and to achieve this we worked alongside our partners and allies –

and especially those that represent women – to enable them to share their experiences, voice their concerns, and implement measures to strengthen their capacity to cope. Our role is to facilitate this engagement, to listen and learn, and then hold governments and donors to account for their commitment to funding initiatives that give vulnerable people a fighting chance to adapt. In November 2017, we published [Uprooted by climate change](#), a report highlighting the growing threat of displacement as a result of climate-related disasters. We described the impact of these events on communities and pressed for immediate action to be taken to end climate pollution, support resilient communities, and develop long-term strategies to ensure that those forced to move are able to do so safely and with dignity. This report helped to put the issue of displacement firmly on the climate agenda at international and regional levels, an important step forward for an issue that will only grow in importance as we continue to see the impacts of climate change hitting the most vulnerable populations first and hardest.

We urged wealthy countries to deliver \$100 billion in climate finance by 2020, and put pressure on them to support measures that were accountable, that focused on rights and gender protection, that promoted low carbon initiatives, and that were aligned with goals outlined in the Paris Climate Change Agreement goals. Working with allies we achieved significant results, with the World Bank announcing a phase out of funding for new oil and gas projects and the President of the new Asian Infrastructure Investment Bank publically announcing its commitment to renewable energy, with no intentions to fund coal. In the future, we expect to get to a point at which we can more

easily track spending and influence decisions, and in particular to identify and push for finance that supports the endeavors of women.

## THE FIGHT FOR LAND

**For local communities and indigenous peoples, land rights are not just an abstract concept – they're a matter of survival.**

To enable communities to realize their right to land ownership and protection, we committed to demonstrating success stories in at least 10 countries by 2019. We said that we would achieve progressive change in at least five public institutions, and would work to ensure that women and their communities had access to justice and redress mechanisms in a minimum of five cases. We would ensure that the world's 10 largest food companies implemented their commitments to no land grabbing and also oppose the expansion of biofuel industry in Europe to alleviate competition for land.

Communities struggling to defend their land, and those calling for fairer laws and policies, are fighting a harder battle to make their views heard. We have seen tightening constraints on civic spaces as powerful interests close down discussion. Land rights defenders have been ignored, vilified, denied access to work, arbitrarily arrested, threatened and even killed. Faced with these challenges, grassroots communities and national alliances have devised creative strategies to make sure that their voices are heard. This is a story of sustained work in dark times, over many years, as everyday people work together, often in incredible hardship, to the fight poverty and hunger that they face as a result of landlessness.

In 2017-18, Oxfam supported the endeavors of communities and partners in over 30 countries: work that increasingly needs to be flexible, adaptive and responsive to a rapidly changing environment. We add value to their struggle by bringing a combination of effective and targeted advocacy and campaigns at a national and global level – both of which have potential to achieve big wins. We joined indigenous communities in their struggle to halt the building of the massive Aqua Zarca dam in Honduras, a project that would devastate the environment and the rights of local people. After months of campaigning by Oxfam and allies, in July 2017 [FMO and Finnfund announced](#) they were quitting the project. And then turbine-supplier to the project, Voith Hydro, [finally confirmed](#) they were also pulling out. This was a huge victory for people power. The power of Berta Cáceres, the committed activist murdered for her cause, her family and COPINH activists who maintained their resistance, despite the danger. Ordinary people, including Oxfam supporters took a stand against injustice but the fight isn't over, as one of the investors is yet to quit the project and protesters continue to face death threats.

We also continued to call for less exploitative practices within the food and beverage sector to avert the destruction of carbon-rich forests for palm oil or soy, which contribute to climate change and social conflict. In Liberia, against a backdrop of land grabs for commodities such as palm oil, we joined with the [Land Rights Now](#) coalition to oppose government measures to reclassify 30% of customary and public land for development and use by multinationals. Together we petitioned President George Weah to back a new community-centered act, securing over 30,000 signatures, and we urged governments, donors and the private sector to invest in inclusive low-carbon and renewable initiatives that benefit the rural poor.

The tenure and productive use of land, forests and fishing areas by communities is increasingly understood to be an important way to avert natural disasters, including those that happen as a result of climate change. In Nepal, we continued to work with our partners and national authorities to identify durable solutions for reconstruction following the earthquake in 2015. Our focus has been to ensure that people who lost their land in the disaster – and specifically women whose needs so often go unheard – are consulted about recovery plans, with their needs and rights, documented.

If global food security is to be achieved, the marginalization of women and girls in decisions made about access to, and control of, land must be addressed. While it can be said that there is implicit understanding of this, it is not yet a defining factor and still largely remains invisible. We continued our work with allies to push for the inclusion of data on women's land rights in the official reports of the Sustainable Development Goals (SDGs). In November 2017, its Inter Agency Expert Group approved a methodology to track gender disaggregated data for the two land rights indicators, making it more likely that countries will track land rights as part of their reporting on the SDGs.

Oxfam was also part of the HerLandHerStory campaign, an initiative by the [Cadasta Foundation](#) and [Land Portal Foundation](#) to elevate the issue of women's land rights through [hisandherstory.com](#) - an online campaign using the power of story-telling. Oxfam partners in Malawi ([LandNet Malawi](#)), Mozambique (Forum Muller) and Cameroon ([Kilimanaro Initiative](#)) shared their stories as part of this campaign.



Tanzanian Female Food Heroes took part in a hugely popular East Africa TV series to promote the role and status of women in society and address government officials on food-related issues.

PHOTO © Coco McCabe / OXFAM

## CASE 1

### FEMALE FOOD HEROES

Small-scale food production is more often than not, women’s work. The fruit, crops and livestock that they nourish are the mainstay of many an agricultural economy, but their skills and huge contribution to achieving food security is so often under-valued. The World Food Program estimates that giving women farmers more resources could reduce by 100-150 million people the number of hungry people in the world.

Launched by Oxfam and local partners, The [Female Food Heroes](#) initiative is an annual award that identifies and champions women food producers

in Africa, as well as Armenia, Georgia, Indonesia and Russia, who are examples of what millions of women around the world are doing to ensure food security. In 2016, we developed an initiative with the Tanzanian network EATV (East Africa TV) to launch what became a [hugely popular](#) reality TV show, attracting 21 million viewers – about half of Tanzania’s population. Contestants used their newfound recognition as Female Food Heroes (Mama Shujaa wa Chakula) as a platform to promote the role and status of women in society and address government officials on food-related issues.

In October 2017, as world leaders prepared for the Climate Change Conference in Paris (COP 23), several of our [Heroes](#) travelled to Europe to urge delegates to increase their funding for adaption programs and to prioritize the needs of women farmers. Evelyn and Mary (farmers from Nigeria and Tanzania) met with policy makers in the Netherlands and EU-staff

and MEPs in Brussels, while others from Ethiopia travelled to Rome to attend the G7 conference on agriculture and meet with Italian policy makers.

In early 2018, we evaluated the initiative to increase citizen engagement and influence on agricultural policy and practice in Burkina Faso and Tanzania. In Tanzania, the review indicated that our village-level training and mobilization campaign had enabled women to increase their effectiveness as advocates for change and successfully link what was being achieved at a community level with national governmental process. Similarly, in Burkina Faso, women leaders said that the advocacy and budgeting training they had received had boosted their self-confidence as spokespeople, and enabled them to take advantage of opportunities for public speaking at national events (Women's Day and Rural Women's National Day) and for meetings with local authorities and Ministry officials.

## CASE 2

### CITIZEN AND GOVERNMENT COLLABORATION

Our work in urban Pakistan started with a practical water, sanitation and hygiene focus but has since transitioned into a holistic program that seeks to address national level policy issues in partnership with the Government of Pakistan, combined with a bottom-up approach that empowers citizens to become effective advocates of their own development and rights.

Pakistan is urbanizing rapidly, with over 38 percent of its population of 65 million currently living in cities. While jobs and opportunities are gained by

some, others are still struggle to make ends meet, with 45% of urban dwellers living in areas that have poor access to clean water, sanitation, durable housing and sufficient living space.

At the city level, these challenges far exceed the capacity of international NGOs to deal with directly and add value, but at a broader level [Oxfam](#) has brought a more rounded approach to tackling the high levels of poverty and inequality in urban Pakistan. The people who are trapped in highest degree of poverty and have the worst living conditions are always those with the least influence – women and girls, migrant and minority groups – who lack a voice and are therefore most vulnerable.

Together with our partners, we have created the space for citizens – and particularly those whose views are under-represented – to cohere as Effective Citizen Groups (ECG). These groups in urban areas of Sindh and Punjab are supported by us to make decisions about what they need to improve their lives and – by understanding how local government processes work – to lobby local officials for improved service provision.

We have worked hard to ensure that the ECGs are inclusive, ensuring a broad cross section of voices are heard, and that the needs of all citizens within program are addressed. Women have played a strong role within the ECGs, and have been among

the ECG members who have stood for election as group leaders. Additionally, at least one ECG has welcomed the participation of a transgender woman, who has praised the group for raising her status in the community. *“The ECG has returned my respect in society. Today, I sit alongside doctors, engineers and lawyers as an equal.”*

Group members capture their ideas and priorities in a standard Urban Participatory Influencing and Development Plan (IPIDP) – which is a professional lobbying tool that can be presented to local government officials for action. Over two years, we have seen significant results. The document itself has helped to improve connections and create links between different government departments, and ensured that citizen voices are heard at union councils and district level budget planning. There have also been cases of ECG members being formally elected to local governance bodies.

As a result of [this work](#) this work Oxfam was recognized by the government and UN-Habitat for our work supporting grassroots advocacy, and has been included on the National Habitat Steering Committee to support government in developing a new urban agenda for the forthcoming National Urban Policy. This role provides Oxfam, its partners and the citizens it supports with a powerful tool for influencing urban development at a much larger scale beyond the program.



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## SECTION 8

# FINANCING FOR DEVELOPMENT

WORKING WITH

**562**

PARTNERS WE REACHED

**700,000**

PEOPLE THROUGH

**487**

PROJECTS

**54%**

OF THESE PEOPLE WERE WOMEN AND GIRLS

Many children from impoverished families take to the traffic lights in congested parts of the city of Karachi, Pakistan. As soon as the light turns red they rush to clean the windshield of the car and then beg you to pay them. Very rarely do they get paid for this but some people driving take pity on them and may give them a few coins.

PHOTO © Khaula Jamil / OXFAM NOVIB



GOAL 6:

# FINANCING FOR DEVELOPMENT

AND UNIVERSAL ESSENTIAL SERVICES

THERE WILL BE MORE AND HIGHER QUALITY FINANCIAL FLOWS THAT TARGET POVERTY AND INEQUALITY, AND EMPOWER CITIZENS, ESPECIALLY WOMEN, TO HOLD GOVERNMENTS, DONORS AND THE PRIVATE SECTOR TO ACCOUNT FOR HOW REVENUE IS RAISED AND SPENT. MORE WOMEN, MEN, GIRLS AND BOYS WILL EXERCISE THEIR RIGHT TO UNIVERSAL QUALITY HEALTH AND EDUCATION SERVICES, MAKING THEM FULL PARTICIPANTS IN THEIR COMMUNITIES AND STRENGTHENING THE ECONOMIC, SOCIAL AND DEMOCRATIC FABRIC OF THEIR SOCIETIES.

For Oxfam, achieving fiscal justice – ensuring that the public purse works for everyone – is a critical way to arrest and reverse extreme inequality and poverty around the world.

Inequality damages the societies we live in because it fractures the social fabric, undermines the social contract between people and those in power, and leaves millions of people unable to meet their basic needs, feed their families or keep healthy. Women and girls – particularly those already living in poverty, pay the highest price. They lose out by paying unfair costs like higher taxes and expensive fees for basic services like healthcare and education.

Extreme inequality is not an accident. It is the result of historic discriminatory practices that have resulted in a skewed distribution of resources and decisions about who and what funds the public purse, and where and how these funds are spent. Over the last 10 years, we have learnt that if we are to beat poverty and injustice, our focus must be on enabling the most marginalized communities in society to find the space to challenge the status quo and secure the resources that they need to turn their lives around.

Working on fiscal justice with an inclusive focus enables Oxfam to deal with multiple injustices at a time. When people are discriminated against because of their gender, sexuality, age, race, ethnicity, or caste, this reinforces the regressive power and policies that keep many millions of people trapped in poverty. When people find the space to speak out against injustice, raise awareness of issues and demand their rights, all too often the door closes or is curtailed by those in power. The people, partners, groups and organizations that we work with around the world are finding ways to keep these fragile spaces for meaningful dialogue, engagement and freedom of expression open so that these voices and demands can be heard.

Women all over the world face multiple levels of inequality and Oxfam's priority is to ensure that they have access to spaces within which they can exercise their rights and influence fiscal systems that will result in greater revenue for gender-responsive public services. Oxfam's

### Fiscal Accountability for Inequality Reduction

(FAIR-EIU) program in over 30 countries empowers citizens, particularly women and young people, to demand progressive tax and spending policies that benefit the many and not the few. And this work is strengthened by Even it up! – a global campaign supported by partners and civil society organizations in more than 60 countries and the means by which momentum for change has been made visible on the world stage.

To mobilize the power of people against inequality, Oxfam and its allies challenged the injustice of a small political and economic elite holding the power to shape rules and regulations that impact on so many, often referred to as political and elite capture. Our intention is to reverse this trend so that citizens can influence the economic and fiscal decisions that impact them most and demand greater accountability. Ultimately this will lead to the implementation of more progressive tax systems, investment in universal and free public services, and the payment to workers of a living wage (with equal pay legislation and economic policies that give women a fairer deal), which will reduce extreme inequality and as such the alleviation of poverty.

The inequalities that Oxfam is trying to address through fairer budgeting have potential to shape the daily realities and needs of millions of people. More inclusive budgeting requires new ways of working, so we have developed advice and tools to enable civil society groups to persuade their governments of the benefits of implementing a more consultative approach to fiscal planning. If government ministers listen to the views of women and other under-represented groups, this will deepen their analysis and open up avenues for new ideas about how to build a more equal and inclusive society. For women, this means investing in initiatives to ease their burden of unpaid care and domestic service, in a way that releases their energy and capacity to take on new opportunities (and doesn't re-enforce an expectation that their status in society remains unchanged).

### **GROUNDSWELL OF SUPPORT FOR TAX JUSTICE**

As much as \$7.6 trillion of personal wealth is being hidden in offshore accounts. This has a devastating impact on poorer countries. In November 2017 the publication of the Paradise Papers – a huge leak



David is a crab hunter and collector of plastic. He lives with his family in the Simon Bolivar neighborhood, an area highly vulnerable to floods and storms. The Dominican Republic is one of the ten poorest countries in Latin America, where 45% of the population is vulnerable, and just a step away from extreme poverty.

PHOTO © Pablo Tosco / OXFAM

of financial documents that exposed the wealth and offshore affairs of hundreds of politicians, multinationals and high-net-worth individuals – fueled an already growing public anger over the abuse of elite power. Seven days before the leak, Oxfam GB had launched a powerful [video campaign](#) showing the impact of tax dodging on the world’s poorest people, and we maximized our use of this media moment to push for progressive reforms in many different countries, through inequality reports, fair tax monitors and targeted advocacy campaigns.

In January 2018, in advance of the World Economic Forum in Davos, Switzerland, Oxfam’s [Reward Work, Not Wealth](#) report was shared with world leaders, and a Global Survey published the same month, demonstrated a groundswell of support for our actions on inequality: with nearly two-thirds of the 70,000 respondents in ten countries saying that the gap between rich and poor should be urgently addressed. This level of global outrage is also clearly reflected in the rapid growth of movements such as the [Fight Inequality Alliance](#), which brings together social movements, women’s rights organizations, NGOs and trades unions to mobilize and organize in the quest for increased accountability and greater equality.

To maintain our position as a credible voice calling for progressive taxation and increase in public spending, we developed two evidence-based advocacy tools to enable our partners to hold governments to account for their commitments on reducing inequality. The Commitment to Reducing Inequality Index enables civil society to analyze and compare their government’s actions and commitment to social spending, taxation, and labor rights. Some countries have taken strong steps to reduce inequality but the majority of the 152 countries surveyed for [Oxfam’s Index](#) (July 2017), have failed to tackle the gap between rich and poor, with Nigeria and Bahrain adrift at the foot of the index and the USA scoring particularly low among rich countries. Similarly, the [Fair Tax Monitor](#), developed with Tax Justice Network Africa, empowers local partners in different countries to

develop in-depth understanding of their domestic fiscal context and use these to promote relevant reforms. In 2017-18, Oxfam initiated a new round of research including new countries, bringing the total to nine Fair Tax Monitor initiatives.

Strengthening alliances between grassroots initiatives and national coalitions helps us to live up to our commitment to enable people to claim their rights for a better future. Oxfam is a founding member of the Fight Inequality Alliance and this year we had much to celebrate - our global Week of Action in January 2018 was our most powerful yet and many national alliances have started to re-shape discourse in their own contexts to secure inequality fighting budgets and commitment for change during elections. Working in this way allows us to pool our experiences and generate the collective knowledge that forms the evidence and bedrock of our influencing, campaigning and policy work. Other coalitions that we worked with in 2017/18 were the [Global Campaign for Education](#), [Global Alliance for Tax Justice](#) and national [Tax Justice Networks](#) around the globe, including [Latindadd](#), [FEMNET](#), [Third World Network \(TWN\)](#) and [SAAPE](#).

When women from under-represented social groups have the knowledge, skills, confidence and cultural space to be part of budgeting, and more, to reshape that space and reset the economic model that surrounds it, the potential for change is huge. We are supporting initiatives that improve women’s economic literacy, as well as their confidence to enter and speak in traditionally ‘male’ spaces without fear of reprisal all over the world. Oxfam has also developed a set of gender-responsive budgeting resources with the [UK’s Women’s Budget Group](#) to enable users to monitor the budget cycle and take action to influence how money is spent. Over and above these initiatives, our global [She Pays the Price](#) campaign will amplify voices of citizens who demand equitable collection and spending of public resources that ensure women and girls have the space, voice and agency to shape their own futures.



Afghanistan is one of five countries most vulnerable to humanitarian crisis in the world. In 2017, more than 448,000 people were displaced by conflict, around 56,362 by natural disasters, and over 560,000 undocumented Afghans returned from Pakistan and Iran. Oxfam is working with its partners to provide high-quality seeds and fertilizers, poultry rearing kits, tailoring and carpentry tools, as well as training to enable people to plant crops and earn a living, alongside raising awareness about nutrition and gender-based violence.

PHOTO © Vincent Best / OXFAM

## CASE 1

### GENDER RESPONSIVE & PARTICIPATORY BUDGETING

**When vulnerable and marginalized people have access to information about their rights and understand local and state budgeting processes, they can make a strong case for investment in the social services that they need.**

Working with the Budget Transparency Coalition (BTAP) and Center for Education Promotion and Empowerment for Women (CEPEW), we have seen the active participation of civil society in Vietnam's budgeting process. This not only makes budgets more transparent and efficient, but it also enables citizens to use their knowledge to engage with local government and realize some much needed essential services for their communities.

Opening up discussions with communities about their development priorities and needs provided an opportunity for Oxfam to use gender-responsive and participatory budgeting tools to find entry points into their (local) government's budget processes. This approach ensured that the previously unheard voices - of women, ethnic minorities, LGBTI, those who are older or have a disability, and young people - were included in the dialogue that takes place between government and citizens.

As a result of this process, we have found a clear correlation between citizen participation and the allocation of more transparent and efficient budgets. In 2017, citizens in Quang Tri and Hoa Binh engaged with their local government and external experts, and were invited to prioritize which public investment projects best suited their needs and monitor how their state budget was spent on public services. This approach has helped them to improve their access to land, electricity, irrigation systems, and community schools.

Our approach has been to work with and support local community organizations, providing 253 individual members with the information that they need to encourage others to get involved. After reaching out to more than 900 community members at community and public meetings and through local news media, they were able to share their knowledge with others, creating a multiplier effect that has engaged more than 6,000 people in the state budgeting process.

The credit for these initiatives lies with the citizens, their communities and their increasingly productive dialogue with local government. This was a process facilitated by local civil society organizations, with support from Oxfam. The local governments are now more familiar with citizen participation in state budget management, and citizens now feel reassured that their active participation will bring benefit to their community.

## CASE 2

### BUILDING A FEMINIST ECONOMY

In May 2017, Oxfam published [Starting with People](#), a paper urging political and business leaders to shape profoundly different types of economy in Africa, that must *“start with the needs of Africa’s women and young people for good quality sustainable jobs, rather than the needs of the richest and of foreign investors.”* This sets the tone of our work in South Africa to initiate a ‘Peoples’ Economy’ in which everyone can thrive.

Oxfam’s leadership of a number of influential meetings this year resulted in breakthrough ideas about how to build humane and flourishing economies in Africa. The People’s Economy is one that is pro-poor, pro-black, and pro-‘womxn’.

The use of ‘x’ is to intentionally recognize the struggles, identities and diversity of the feminist and women’s rights organizations that are working with us to unlock the economic potential and power of *womxn*. In South African context, gender, race, class, sexuality are among the multiple intersections that collude to exclude and give rise to economic inequalities for *womxn* and gender non-binary individuals.

South Africa is one of the most unequal societies in the world, with levels of poverty and inequality steadily increasing. Over 50% of the South African population lives in poverty and, according to Stats SA, households headed by black African *womxn* constitute the largest proportion of the poverty share. It is for these reasons that feminist economics can be used as a lens that articulates a people-centered approach that aims to ensure the economic inclusion of all. Some of the changes we seek include recognizing the value of unpaid work and its contribution to the function of economies, investments in the informal economy and gender responsive budgeting. These changes will work towards building a feminist economy that benefits and is enjoyed by everyone in society.

We convened Southern Africa’s input into the UN Declaration on [Women’s Economic Empowerment](#), collaborating with networks, such as the [WIEGO](#) (Women in Informal Employment: Globalizing and Organizing). Oxfam International’s Executive Director, [Winnie Byanyima](#) is a member of the UN High-Level Panel. In her words: *“The power of women’s rights movements particularly in the South has been, and must continue to be, the driving force for change.”*

At the end of 2017, we held two People’s Economy Conventions involving participants from a wide range of organizations, and which helped to embed women’s economic participation as instrumental to economic development. We also joined with other civil society organizations to respond to South



Gabisi Mabizata, a jumper at the Alexandra Trampoline Club, in Alexandra township, Johannesburg.

PHOTO © Zed Nelson / OXFAM

Africa's National Budget Speech of 21 February 2018. Our joint statement focused on two key issues for government action: to increase resources to fight violence against women and children, and to put right the impact that VAT increases would have on poor households (many of which are female headed). This work became a platform for scaled-up advocacy by Oxfam and other civil society groups, which achieved widespread media attention and backing from the public.

In March 2018, we convened the first in a number of well-attended external workshops in which participants were asked to imagine what a feminist economy would mean for South Africa in relation to inequality. We interrogated the challenges of current neo-liberal economic models from a feminist perspective and this resulted in visionary ideas about how to do things differently, as summarized in the video [Economic Hustlers](#). The breakthrough thinking from this and other such discussions will be taken forward for debate in other influential spaces, such as the [Re-thinking Economics for Africa Festival](#) in 2018-19.

## CASE 3

### TRANSFORMATIVE FISCAL JUSTICE AGENDA IN BOLIVIA

Oxfam takes a rights-based, transformative approach to eliminating poverty. We recognize that poverty is complex and that different groups in society experience poverty in very different ways. If governments ignore the views and experiences of diverse groups, their policies, tax systems and public expenditure will increase or entrench existing inequalities rather than transforming them.

Oxfam is part of an alliance of women's rights organizations in Bolivia that are pushing for a fiscal system that is not only responsive to needs of diverse groups but actively tries to deal with their root causes of poverty. We know that gender, power and wealth inequalities exacerbate each other and that the most marginalized groups in society - and especially women and girls - are the most excluded from dialogue about how governments spend their money. And this is what we are seeking to change.

This year, we worked as part of an alliance to influence public policy and economically empower women in Bolivia. In December 2017, women's organizations from across the country came together as part of the National Women's Platform of Fiscal Justice. Demonstrating increased capacity to collectively engage, participants committed to achieving two key objectives: to urge their government to tackle gender inequality in their policy-making and budgetary processes and to shift the terms of public debate so that fiscal policy is seen as an essential tool to reduce inequality.

Our focus is to find ways to influence Bolivia's [Pacto Fiscal \(Fiscal Pact\)](#) - a space that is built into national law for dialogue to determine where public money comes from and how it gets distributed and spent. It is an opportunity for political agreement between different groups in society to define the longer-term direction of development in Bolivia.

To gain influence, alliance members needed to deepen their knowledge and understanding of the impact of the 'gender gap' in Bolivia. To know its dimensions in general terms would not be enough to convince politicians to take it seriously. Particular attention was paid to the elements that undermine women's empowerment and our initial task was to discuss and analyze data and build up the evidence needed to advocate for change. Oxfam's [gender responsive budgeting](#) tool helped to identify political opportunities and moments in the national budget cycle when advocacy stood the best chance of being heard.

Even though Bolivia has made progress on reducing income inequality, gender inequality is ingrained in every sector of society, the economy and political system. The nature of the problem requires shifting entrenched perspectives, norms and attitudes – not just influencing policy. To tackle this Oxfam, together with the [Aru Foundation](#), [Ciudadanía](#) and the [Gregoria Apaza Women’s Promotion Centre](#), are seeking to shift the population’s perspectives

on unpaid care work, a cornerstone of gender inequality. They are making visible, in economic terms, the contribution to the Bolivian economy made by unpaid care work. They are also trying to understand where the population stands on the issue. These two pieces of knowledge will inform future influencing and campaign work to increase the recognition and reward for unpaid care work that women are carrying out across the country.



Persistent violence in Niger and the drying out of Lake Chad have forced large groups of people to flee, many of whom are being cared for in a refugee camp in Diffa, close to the border with Nigeria.

PHOTO © Tom Saater / OXFAM



## SECTION 9

# SUPPORTER STORIES

Oxfam is deeply grateful for the continued and generous support that we have received from people around the world. Their commitment and passion is an inspiration. By giving to emergency appeals, leaving a legacy, taking part in sponsored events, taking campaign actions, forging innovative partnerships with brilliant businesses – running, baking, trekking, knitting or even sky-diving – each one of them has become part of a global movement to end poverty for everyone, for good. Here are two inspiring supporter stories from South Korea and India:

### BY SHARING FOOD, WE SHARE OUR HEART

Sam Kim is a celebrity chef who works for one of the best restaurants in Seoul and often appears on popular TV shows. His schedule is fully booked most of the time and it's not easy for him to volunteer especially at weekends. But he has found time to campaign and fundraise for Oxfam from his "Oxfam X Sam Kim's Food Truck".

*"When I studied at a culinary school in the U.S., I often volunteered at the local soup kitchen and homeless shelter with my friends," said Sam Kim. "My volunteering experiences are among my fondest memories from school and it has shown me what I aspire toward. As I have always wanted to help others, running a food truck program with Oxfam has been a great opportunity for me."*

Launched in May 2015, Sam's has taken his Food Truck onto the streets of 13 cities where he speaks to crowds of up to 1,000 people each time about global food problems and what motivated him to join this program. Then he shares his food with his audience for free and asks them to sign up for monthly giving at Oxfam's on-site campaign booth. Over three years, Sam has shared 12,300 special meals with the public and 1,520 people have joined Oxfam as regular donors.

Because of the success of the food truck, the Oxfam team will continue to run this program 3-4 times a year by linking it with popular events and through corporate partnerships. *"I'm happy to use my cooking skills to raise awareness of poverty and global food problems," he says. "I hope that people who visit our food truck remember those in need and are inspired to make a difference."*

## MAGIC TO ACHIEVE THE IMPOSSIBLE – TRAILWALKER, INDIA

Everyday more and more people are signing up for the ultimate endurance test and the one-of-a-kind team challenge to raise funds and reduce extreme poverty and inequality in India. By 2017-18, 4,700 walkers had covered a massive 4,70,000kms in eight Trailwalker events – five in Bengaluru and three in Mumbai. This is more than 11 times the circumference of the world!

After several months of training, when the weather is at its coolest, the teams of four embark on their challenge, having raised money in sponsorship for the event. After an arduous 48 hours, as they cross the finishing line and in the weeks and months after, many find that Trailwalker has been a life-changing event.

*“It was back in March 2017 that I first met Mr Srikanth walking in the park. His walk was brisk – equal to other people’s running,”* said Dr Venkatesh.

*“We got chatting and one thing led to another, he asked me to join him for an Oxfam walk in February. I had a motorbike accident in August and was hospitalized with fractured ribs, fluid in the lungs and a collarbone injury. It was a good three months before I could walk even three to four kilometers. I went for a few walks again with Mr Srikanth and presumed that I was now ready for Trailwalker. Boldly I registered as part of his team – fools rush in where angels fear to tread!”*

*“On the fateful day, I started walking. I had no preconceived goals; no thoughts about my ability; no thoughts that most of my team were about half my age; and of course, no idea of the enormity of the task that lay ahead. Thankfully, I finished, with no injury, no blisters on my feet, and no need for prolonged rest later! Did I have some aches and pains – YES!”* Would I do it again? Certainly yes, if more mishaps don’t befall me this year. I have benefitted from a newfound confidence, especially since I am over 60 and, in the opinion of my family, had been overtaken by madness. Oxfam creates the magic to achieve the seemingly impossible.”

**Dr Venkatesh raised 1,170 Euros (INR 1,000,000) for Oxfam to fight inequality.**



Dr Venkatesh (left) and a fellow team mate took part in Oxfam’s Trailwalker team challenge in India, raising funds to combat inequality.

PHOTO © Oxfam Trailwalker / OXFAM INDIA 2017

## SECTION 10

# OXFAM INTERNATIONAL

Oxfam International was formed in 1995 by a group of independent non-governmental organizations joining together as a confederation to maximize efficiency and achieve greater impact to reduce global poverty and injustice.

It is registered as a foundation (*Stichting Oxfam International*) in The Hague, Netherlands, and as a foreign company limited by guarantee in the United Kingdom. On 31 March 2018, there were 20 member organizations within the Oxfam International confederation: [Oxfam America](#), [Oxfam Australia](#), [Oxfam-in-Belgium](#), [Oxfam Brasil](#), [Oxfam Canada](#), [Oxfam IBIS \(Denmark\)](#), [Oxfam France](#), [Oxfam Germany](#), [Oxfam Great Britain](#), [Oxfam Hong Kong](#), [Oxfam Japan](#), [Oxfam India](#), [Oxfam Intermón \(Spain\)](#), [Oxfam Ireland](#), [Oxfam Italy](#), [Oxfam Mexico](#), [Oxfam New Zealand](#), [Oxfam Novib \(Netherlands\)](#), [Oxfam Quebec](#), and [Oxfam South Africa](#). We also have two public engagement offices - [Oxfam in South Korea](#) and [Oxfam in Sweden](#) – that focus on raising funds and awareness about our work.

[KEDV](#) (Kadın Emeğini Değerlendirme Vakfı), the Foundation for the Support of Women's Work (FSWW) in Turkey, joined Oxfam as an observer in October

2017 and is working towards application for affiliate status in October 2019. Observers are not considered members and as such have no voting rights and are not required to pay fees, but they have full rights to information and participation in working meetings.

Oxfam International has a [two-tier governance structure](#), comprising an Executive Board and a Board of Supervisors. The Executive Board is constituted of the Executive Director of each affiliate. It manages the Foundation and prepares, implements and updates Oxfam's Strategic Plan. The Executive Board organizes agreed common activities, manages risks to the Foundation and ensures that Oxfam's Code of Conduct and Rules of Procedure are followed. The Board of Supervisors (apart from the Chair and Treasurer if independent) is constituted of the affiliate Chairs. Its role is to supervise and approve the work of the Executive

Board and of the Oxfam International Secretariat. As such, it approves and adopts the Foundation's annual financial accounts, its Strategic Plan, Code of Conduct and Rules of Procedure.

**THE OXFAM INTERNATIONAL SECRETARIAT** leads, facilitates and supports collaboration between Oxfam's affiliates to increase impact on poverty and injustice through advocacy and campaigns, development programs and emergency response. It also provides line-management for regional teams and country program operations.

On 31 March 2018, the Oxfam International Secretariat employed 239 staff members: 142 were based in its offices in Nairobi, Addis Ababa, Brussels, New York, Oxford and Washington DC; 65 employees were hosted by various Oxfam affiliates globally; 21 people operated with a regional platform; and three are hosted by Oxfam International.

The Oxfam International head office has moved to Nairobi, Kenya. It was critical to be more 'globally balanced', with stronger roots and deeper representation in the South, so that its global Secretariat sits nearer to the people that we're working with to fight the injustice of poverty. Executive Director Winnie Byanyima explained this move [here](#).

The Oxfam International Secretariat has the following advocacy offices with specific purposes:

- **ADDIS ABABA**

We recognize the African Union as a positive force for realizing the social, economic, political and cultural rights of Africans. We focus on influencing change in three program areas: Active Citizenship, Peace and Security and Extractive Industries.

- **BRUSSELS**

We aim to influence key decision-makers to ensure that EU policies affecting poor countries have a far-reaching and positive impact on the lives of those most in need. Our work spans policy areas including food security, climate change, development policy and finance, and the provision of humanitarian assistance to victims of conflict and natural disasters. We work in collaboration with Oxfam's nine European affiliates and join forces with allied NGOs and civil society organizations.

- **NEW YORK**

Since 2002, our New York team have led Oxfam's campaigning and advocacy work at the United Nations Headquarters, with a focus on humanitarian issues associated with Oxfam's priority responses according to our Rights in Crisis campaign and humanitarian issues discussed within the UN Security Council.

- **WASHINGTON DC**

Our focus is on influencing 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 overcome poverty, fight inequality and secure food justice in a resource constrained world. We aim to ensure universal access to high-quality, free public services (particularly health and education); to fight effectively against climate change; to promote progressive fiscal policy including fairer tax systems; and to ensure better investment in agriculture.

## NUMBER OF OIS EMPLOYEES

As on 31.03.2018

COUNTRIES	EMPLOYED IN AN OIS OFFICE	HOSTED BY AN AFFILIATE	HOSTED BY OI	INTERN	OI REGIONAL PLATFORM	TEMPORARY AGENCY WORKER	GRAND TOTAL
Addis Ababa - Ethiopia	6		1				7
Australia		4					4
Barcelona		17					17
Belgium	16			3			19
Bolivia		1					1
Boston		2					2
Canada		4					4
Geneva	2		2				4
Germany		2					2
Ghana		2					2
Hanoi		1					1
India		6					6
Ireland		2					2
Italy		1					1
Kenya	45			2	20		67
Mexico		1					1
Netherlands		6					6
New York	3			1			4
Oxford	62				1	1	64
Pakistan		3					3
Russia		5					5
San Francisco		1					1
South Africa		3					3
Sweden		2					2
Thailand		1					1
Washington	8			1			9
Zimbabwe		1					1
<b>GRAND TOTAL</b>	<b>142</b>	<b>65</b>	<b>3</b>	<b>7</b>	<b>21</b>	<b>1</b>	<b>239</b>

## THE POWER OF PEOPLE

As on 31.03.2018

GENDER	NO. OF OIS EMPLOYEES
Female	164
Male	75
<b>GRAND TOTAL</b>	<b>239</b>



Iman, a young health educator with Oxfam, talks to a group of 25 women at a mobile clinic in Beit Ula, Palestine, where Oxfam is supporting local NGO – Health Work Committees (HWC) – with a project to improve access to health care and prevent violence against women and girls.

PHOTO © Tineke D'haese / OXFAM

## SECTION 11

# INCOME AND EXPENDITURE

Reporting period: 1st April 2017 - 31st March 2018. All figures in millions of Euros.

INCOME & EXPENDITURE	€ MILLION
Total Income:	€ 1 042
Total Expenditure:	€ 1 079
<b>EXCESS OF INCOME OVER EXPENDITURE:</b>	<b>-€ 37</b>

BALANCE SHEET	€ MILLION
Total Assets:	€ 678
Total Liabilities:	€ 326
<b>NET ASSETS</b>	<b>€ 352</b>

## CONSOLIDATED MONETARY VALUE OF FUNDING RECEIVED BY SOURCE

Reporting period: 1st April 2017 - 31st March 2018. 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.

REVENUE BY SOURCE	€ MILLION	PERCENTAGE
<b>Institutional Fundraising</b>	<b>€ 443,4</b>	<b>42,6%</b>
UN and UN Institutions	€ 63,6	6,1%
EU and EU Institutions	€ 68,0	6,5%
Other Supranational Institutions	€ 13,0	1,2%
Home Government Institutions	€ 200,3	19,2%
Other Governments	€ 57,3	5,5%
NGO & Other	€ 41,2	4,0%
Associated organisations	€ 0,0	0,0%
<b>Public Fundraising</b>	<b>€ 402,2</b>	<b>38,6%</b>
Fundraising Events	€ 18,7	1,8%
Humanitarian Appeals	€ 36,8	3,5%
Regular Giving	€ 172,9	16,6%
Single Gifts	€ 64,3	6,2%
Bequests	€ 30,2	2,9%
Lotteries	€ 18,0	1,7%
Other Corporate, Trust & Foundation Donations	€ 48,9	4,7%
Other Public Fundraising	€ 12,4	1,2%
<b>Interest and Investment revenue</b>	<b>€ 8,8</b>	<b>0,8%</b>
<b>Trading Revenue*</b>	<b>€ 174,8</b>	<b>16,8%</b>
<b>Other income</b>	<b>€ 12,8</b>	<b>1,2%</b>
<b>TOTAL REVENUE</b>	<b>€ 1 041,9</b>	<b>100,0%</b>

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

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

DONORS	€ MILLION
a. Home Government Institutions	€ 200,3
b. Trading Revenue*	€ 174,8
c. Regular Giving	€ 172,9
d. EU and EU Institutions (Institutional Fundraising)	€ 68,9
e. Single Gifts (Public Fundraising)	€ 64,3
f. UN and UN Institutions	€ 63,6
<b>TOTAL 6 LARGEST DONORS</b>	<b>€ 744,8</b>



NET TRADING REVENUE	€ MILLION
Trading Revenue	€ 174,8
Trading Costs	€ 151,3
<b>NET TRADING REVENUE</b>	<b>€ 23,4</b>

## EXPENDITURE

Reporting period: 1st April 2017 - 31st March 2018. All figures in millions of Euros.

CATEGORY	€ MILLION	PERCENTAGE
<b>Program</b>	<b>€ 752</b>	<b>69,7%</b>
Program Implementation	€ 649	60,2%
<i>Development &amp; Humanitarian</i>	€ 563	52,2%
<i>Influencing</i>	€ 86	8,0%
Program Management	€ 103	9,6%
<b>Non-program</b>	<b>€ 326</b>	<b>30,3%</b>
Management & Administration	€ 77	7,2%
Fundraising-Marketing	€ 98	9,1%
<i>Institutional fundraising</i>	€ 7	0,6%
<i>Public Fundraising &amp; Marketing</i>	€ 91	8,4%
Trading	€ 151	14,0%
<b>TOTAL EXPENDITURE</b>	<b>€ 1 079</b>	<b>100%</b>

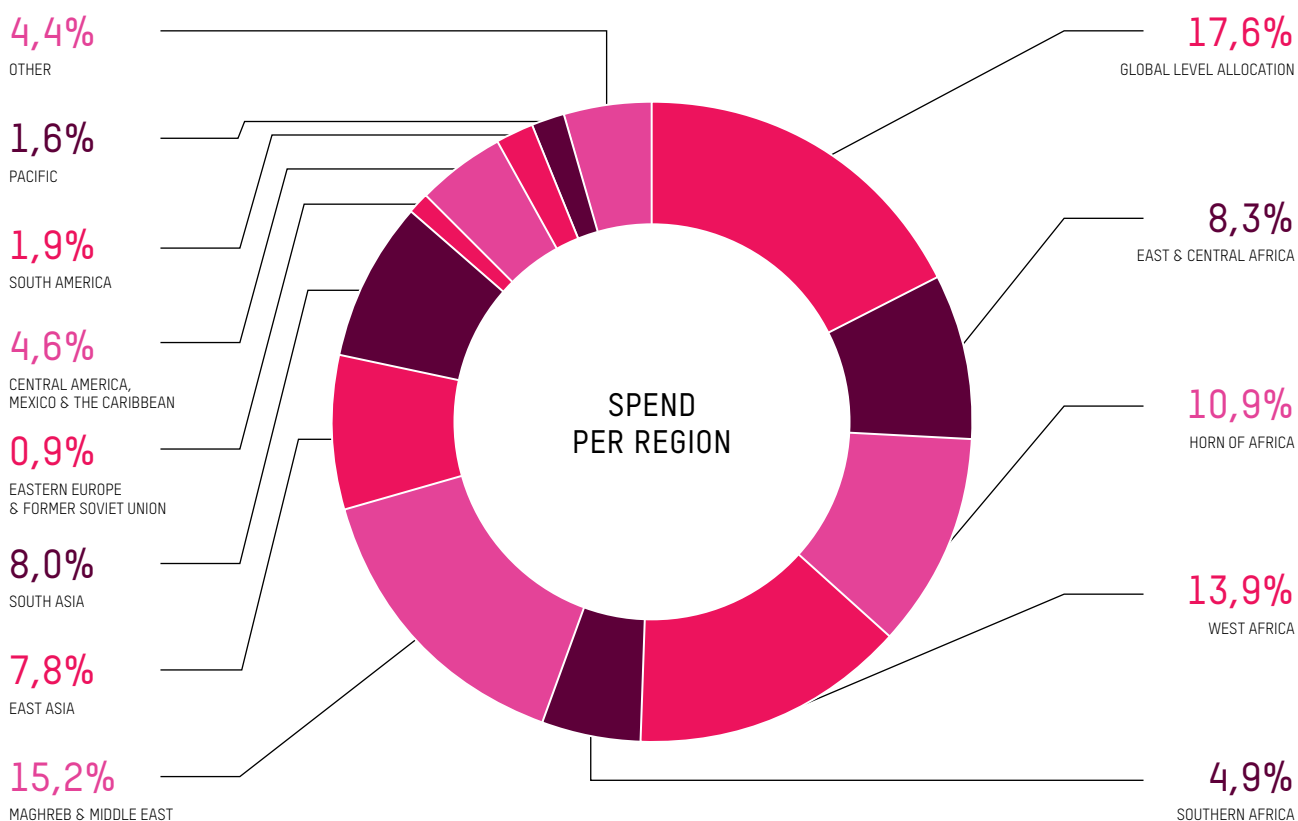
\* Expenditure figures do not include €21.8 million of gains

## PROGRAM EXPENDITURE

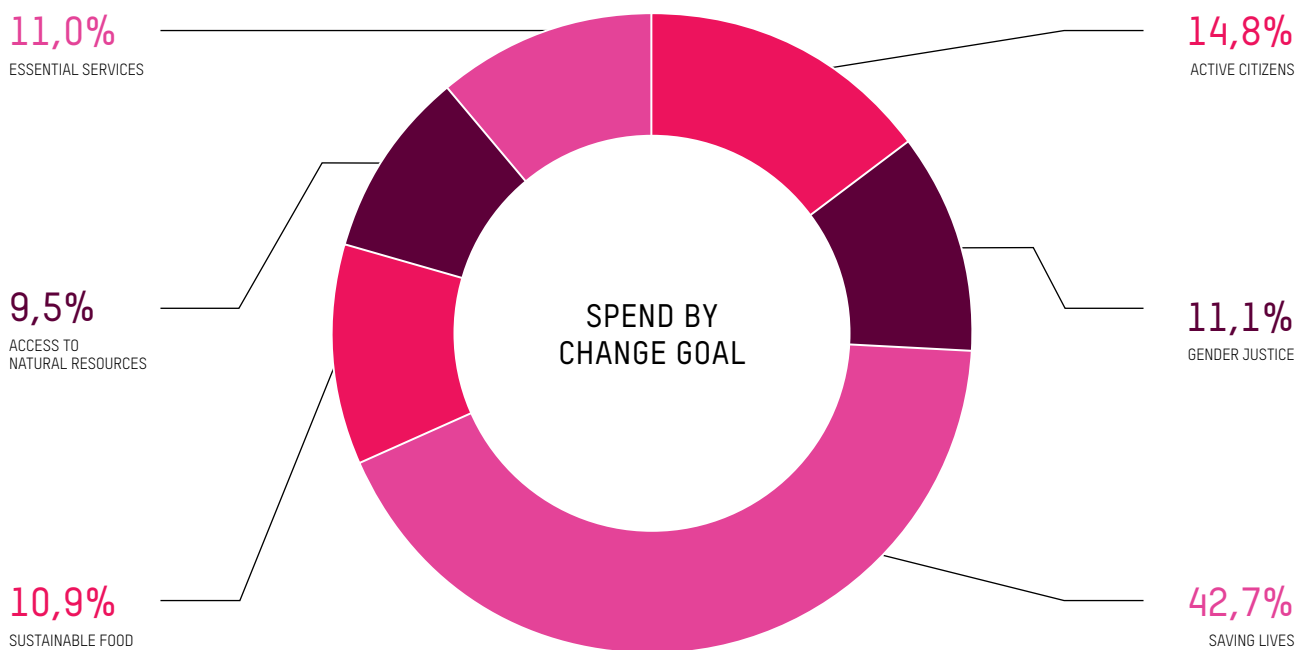
Reporting period: 1st April 2017 - 31st March 2018. All figures in millions of Euros.

OXFAM REGIONS	€ MILLION	PERCENTAGE
Global Level Allocation	€ 131,4	17,6%
East & Central Africa	€ 62,2	8,3%
Horn of Africa	€ 81,1	10,9%
West Africa	€ 103,4	13,9%
Southern Africa	€ 36,4	4,9%
Maghreb & Middle East	€ 113,7	15,2%
East Asia	€ 57,8	7,8%
South Asia	€ 60,0	8,0%
Eastern Europe & Former Soviet Union	€ 6,7	0,9%
Central America, Mexico & the Caribbean	€ 34,1	4,6%
South America	€ 14,4	1,9%
Pacific	€ 11,8	1,6%
Other*	€ 32,7	4,4%
<b>TOTAL</b>	<b>€ 745,6</b>	<b>100%</b>

\* 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	PERCENTAGE
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%
<b>TOTAL</b>	<b>€ 745,6</b>	<b>100%</b>



## PROGRAM EXPENDITURE - TOP 20 COUNTRIES

Reporting period: 1st April 2017 - 31st March 2018. All figures in millions of Euros.

Program expenditure for the top 20 countries represents 349 million Euro or 47% of total Program expenditure.

COUNTRIES	€ MILLION
Ethiopia	€ 36,2
South Sudan	€ 34,7
Yemen	€ 28,8
Palestinian Territory, Occupied	€ 22,9
Iraq	€ 22,7
Congo, The Democratic Republic of the	€ 21,6
Nigeria	€ 19,2
Bangladesh	€ 17,3
Nepal	€ 16,4
Uganda	€ 15,2
Burkina Faso	€ 14,5
Chad	€ 14,0
Haiti	€ 12,8
Afghanistan	€ 11,5
Mozambique	€ 11,2
Jordan	€ 10,3
Zimbabwe	€ 10,2
Tanzania, United Republic of	€ 10,0
Myanmar	€ 9,9
Mali	€ 9,3
<b>TOTAL</b>	<b>€ 348,7</b>

## PROGRAM EXPENDITURE - TOP 20 COUNTRIES 2017 - 2018

Reporting period: 1st April 2017 - 31st March 2018. All figures in millions of Euros.

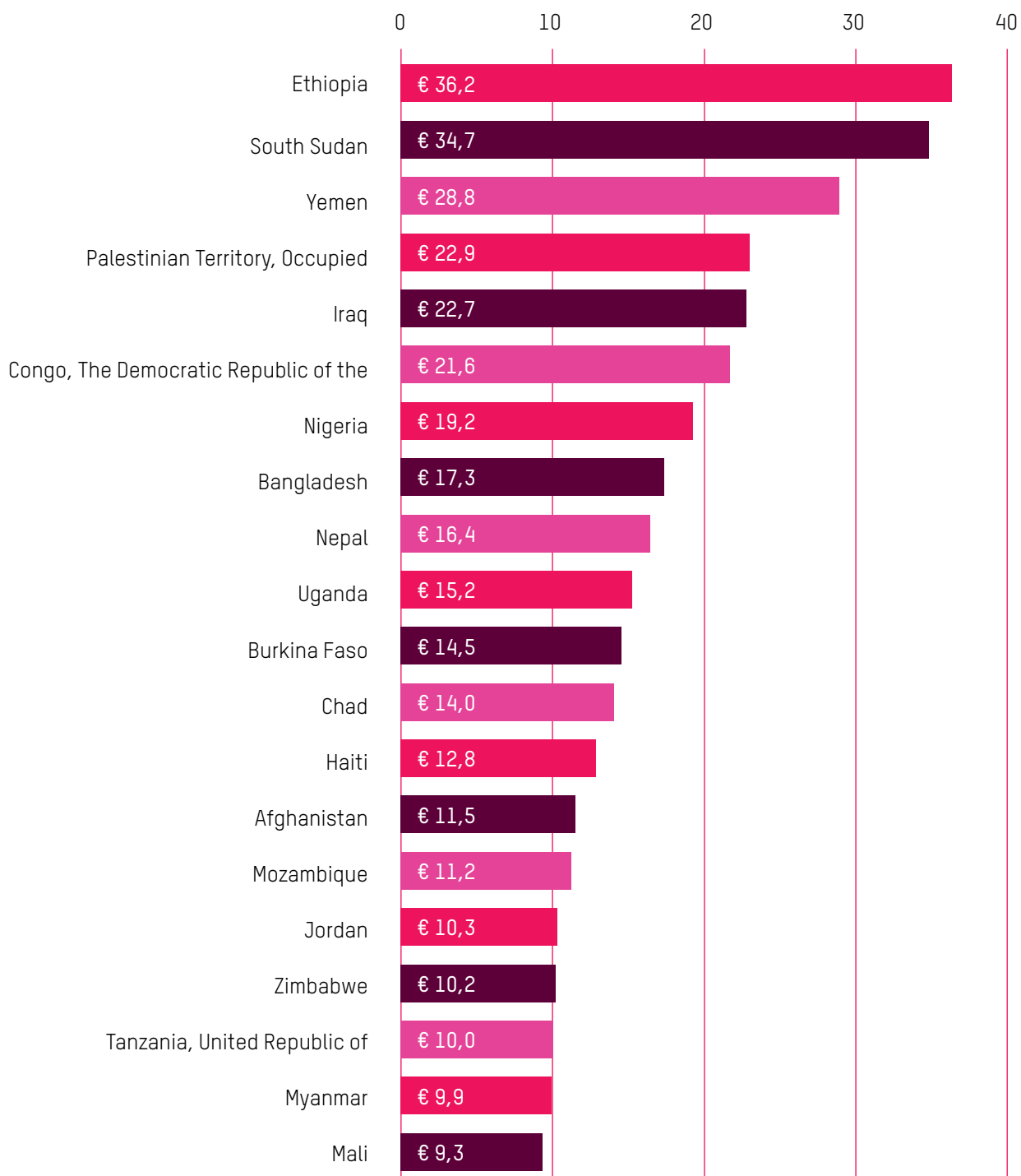


PHOTO (RIGHT) Peppers from Paraguay. Julia Leguizamón is a member of the SAN PEDRO II association, one of many small and medium-sized community led business enterprises that have been established in Paraguay, Bolivia, Burkina Faso and Mauritania, thanks to Oxfam's Businesses that Change Lives program.

PHOTO © Pablo Tosco / OXFAM INTERMÓN



## SECTION 12

# CONTACTS

Oxfam is a world-wide development organization that mobilizes the power of people against poverty. We are a confederation of 20 organizations working together in more than 90 countries.

The Oxfam International Secretariat provides co-ordination and support to the Confederation. For further information about this Report visit [www.oxfam.org](http://www.oxfam.org). To find out more about our affiliates, please visit their websites listed, or contact them using the details shown.

Oxfam is committed to being transparent about its activities and we welcome requests for information and feedback on our work. There may be circumstances where we are unable to disclose information, for example, for reasons of security, confidentiality or because of the sensitive nature of our internal documents. In the event that we are unable to disclose information, we will provide reasons for non-disclosure.

### OXFAM AMERICA

Chair: Smita Singh  
Director: Abby Maxman  
226 Causeway Street,  
5th Floor, Boston,  
Massachusetts, MA 02114,  
United States  
Email: [info@oxfamamerica.org](mailto:info@oxfamamerica.org)  
Phone: +1 617 482 1211  
(Toll-free 1-800-77-OXFAM)  
Fax: +1 617 728 2594  
[www.oxfamamerica.org](http://www.oxfamamerica.org)

### OXFAM AUSTRALIA

Chair: Dennis Goldner  
Director: Dr Helen Szoke  
Melbourne Head Office  
132 Leicester Street,  
Carlton, Victoria, VIC 3053,  
Australia  
Email: [enquire@oxfam.org.au](mailto:enquire@oxfam.org.au)  
Phone: +61 3 9289 9444  
Fax: +61 3 9347 1983  
[www.oxfam.org.au](http://www.oxfam.org.au)

### OXFAM IN BELGIUM

Chair: Guido van Hecken  
Director: Eva Smets  
Oxfam-Solidarité  
60 Rue des Quatre-Vents,  
1080, Bruxelles,  
Belgium  
Email: [oxfamsol@oxfamsol.be](mailto:oxfamsol@oxfamsol.be)  
Phone: +32 2 5016700  
Fax: +32 2 5118919  
[www.oxfam.be](http://www.oxfam.be)

### OXFAM BRASIL

Chair: Oded Grajew  
Director: Katia Drager Maia  
Rua Padre João Gonçalves,  
160 – Pinheiros,  
CEP 05432-040, São Paulo,  
Brasil  
Email: [contato@oxfam.org.br](mailto:contato@oxfam.org.br)  
Phone: +55 11 3028-0400  
[www.oxfam.org.br](http://www.oxfam.org.br)

### OXFAM CANADA

Chair: Ricardo Acuña  
Director: Julie Delahanty  
39 McArthur Avenue,  
Ottawa, Ontario, K1L 8L7,  
Canada  
Email: [info@oxfam.ca](mailto:info@oxfam.ca)  
Phone: +1 613 237 5236  
Fax: +1 613 237 0524  
[www.oxfam.ca](http://www.oxfam.ca)

### OXFAM IBIS (DENMARK)

Chair: Christian Damholt  
Director: [Vacant]  
Vesterbrogade 2B  
1620 Copenhagen V  
Denmark  
Email: [ibis@ibis.dk](mailto:ibis@ibis.dk)  
Phone: (+45) 35 35 87 88  
[oxfamibis.dk](http://oxfamibis.dk)

### OXFAM FRANCE

Chair: Brigitte Monsou Tantawy  
Director: Cécile Duflot  
104 rue Oberkampf,  
75011, Paris,  
France  
Email: [info@oxfamfrance.org](mailto:info@oxfamfrance.org)  
Phone: +33 1 56 98 24 40  
Fax: +33 1 56 98 24 09  
[www.oxfamfrance.org](http://www.oxfamfrance.org)

### OXFAM GERMANY

Chair: Andrew Hammett  
Director: Marion Lieser  
Am Köllnischen Park 1,  
10179, Berlin,  
Germany  
Email: [info@oxfam.de](mailto:info@oxfam.de)  
Phone: +49 30 4530 69-0  
Fax: +49 30 4530 69-401  
[www.oxfam.de](http://www.oxfam.de)

#### OXFAM GREAT BRITAIN

Chair: Caroline Thomson  
Director: Mark Goldring  
Oxfam House  
John Smith Drive,  
Oxford, OX4 2JY,  
United Kingdom  
Email: [enquiries@oxfam.org.uk](mailto:enquiries@oxfam.org.uk)  
Phone: +44 1865 473 727  
Fax: +44 1865 472 600  
[www.oxfam.org.uk](http://www.oxfam.org.uk)

#### OXFAM HONG KONG

Chair: Mr. Cheung Yuk Tong  
Director: Stephen Fisher  
17/F, China United Centre,  
28 Marble Road, North Point,  
Hong Kong, Hong Kong S.A.R.,  
China  
Email: [info@oxfam.org.hk](mailto:info@oxfam.org.hk)  
Phone: +852 2520 2525  
Fax: +852 2527 6307  
[www.oxfam.org.hk](http://www.oxfam.org.hk)

#### OXFAM INDIA

Chair: Mridula Bajaj  
Director: Amitabh Behar  
Shriram Bharatiya Kala Kendra,  
4th and 5th Floor,  
1 Copernicus Marg,  
New Delhi, 110001,  
India  
Email: [delhi@oxfamindia.org](mailto:delhi@oxfamindia.org)  
Phone: +91 (0) 11 4653 8000  
Fax: +91 (0) 11 4653 8099  
[www.oxfamindia.org](http://www.oxfamindia.org)

#### OXFAM INTERMÓN (SPAIN)

Chair: Ignasi Carreras  
Director:  
Jose María Vera Villacian  
Gran Via de les Corts Catalanes,  
641 7ª planta, 08010,  
Barcelona,  
Spain  
Email: [info@oxfamintermon.org](mailto:info@oxfamintermon.org)  
Phone: +34 902 330 331  
Fax: +34 93 482 0707  
[www.oxfamintermon.org/](http://www.oxfamintermon.org/)

#### OXFAM IRELAND

Chair: Dr Susan Murphy  
Director: Jim Clarken  
115 North Street,  
Belfast, BT1 1ND,  
United Kingdom  
Email: [info@oxfamireland.org](mailto:info@oxfamireland.org)  
Phone: +44 289 023 0220  
Fax: +44 289 023 7771  
[www.oxfamireland.org](http://www.oxfamireland.org)

#### OXFAM ITALY

President: Sabina Siniscalchi  
Director: Roberto Barbieri  
Via Concino Concini, 19,  
52100, Arezzo, Arezzo,  
Italy  
Email:  
[segreteria@oxfamitalia.org](mailto:segreteria@oxfamitalia.org)  
Phone: +39 05 75 18 24 81  
Fax: +39 05 75 18 24 872  
[www.oxfamitalia.org](http://www.oxfamitalia.org)

#### OXFAM IN KOREA

Chair: Tim Hunter  
(Representative Director)  
CEO: KyungYoung Chi  
20, Jahamun-ro 24 -gil,  
Jongno-gu, 110-033, Seoul,  
South Korea  
Email: [infokorea@oxfam.or.kr](mailto:infokorea@oxfam.or.kr)  
Phone: +82 1566-2707  
Fax: +82 02-722-8077  
[www.oxfam.or.kr](http://www.oxfam.or.kr)

#### OXFAM MEXICO

Chair: Mariclaire Acosta Urquidí  
Director: Ricardo Fuentes Nieva  
Manuel María Contreras,  
No.133, 5º piso, Desp 502,  
06500, Col Cuauhtémoc,  
Delegación Cuauhtémoc,  
Mexico  
Email:  
[contacto@oxfamMexico.org](mailto:contacto@oxfamMexico.org)  
Phone: + 52 55 5687 3002  
Fax: +52 55 5687 3002 ext. 103  
[www.oxfamMexico.org](http://www.oxfamMexico.org)

#### OXFAM NOVIB (NETHERLANDS)

Chair: Peter Verbaas  
Director: Michiel Servaes  
Mauritskade 9,  
Postbus 30919,  
2500 GX, Den Haag,  
Netherlands  
Email: [info@oxfamnovib.nl](mailto:info@oxfamnovib.nl)  
Phone: +31 70 342 1621  
Fax: +31 70 361 4461  
[www.oxfamnovib.nl](http://www.oxfamnovib.nl)

#### OXFAM NEW ZEALAND

Chair: Joanna Collinge  
Executive Officer:  
Rachael Le Mesurier  
P O Box 68357,  
Newton, Auckland, 1145,  
New Zealand  
Email: [oxfam@oxfam.org.nz](mailto:oxfam@oxfam.org.nz)  
Phone: +64 9 355 6500  
Fax: +64 9 355 6505  
[www.oxfam.org.nz](http://www.oxfam.org.nz)

#### OXFAM QUÉBEC

Chair: Donald Olds  
Director: Denise Byrnes  
2330 Notre-Dame Street West,  
suite 200, Montreal,  
Quebec, H3J 2Y2,  
Canada  
Email: [info@oxfam.qc.ca](mailto:info@oxfam.qc.ca)  
Phone: +1 514 937 1614  
Fax: +1 514 937 9452  
[oxfam.qc.ca](http://oxfam.qc.ca)

#### OXFAM SOUTH AFRICA

Chair: Mazibuko Jara  
Director: Siphon Mthathi  
2nd Floor, Ikusasa House,  
129 Fox Street, 2000,  
Johannesburg,  
South Africa  
Email: [OZAStaff@oxfam.org.za](mailto:OZAStaff@oxfam.org.za)  
Phone: +27 11 223 2440  
[www.oxfam.org.za](http://www.oxfam.org.za)

#### OXFAM IN SWEDEN

Chair: Pauline Mulder  
Director: Johan Pettersson  
c/o Office Room,  
Alströmergatan 22,  
112 47, Stockholm,  
Sweden  
Email: [info@oxfam.se](mailto:info@oxfam.se)  
Phone: +468 4118822  
[www.oxfam.se](http://www.oxfam.se)

#### OXFAM INTERNATIONAL SECRETARIAT

Chair: Dr Henrietta Campbell  
Deputy chair: Ricardo Acuna  
Executive Director:  
Winnie Byanyima  
Treasurer: Dennis Goldner

The Oxfam International Secretariat (OIS) leads and manages the strategic direction and priorities of the Confederation. It also facilitates and supports collaboration between the affiliates to increase Oxfam's impact on poverty and injustice.

#### OXFAM INTERNATIONAL HEADQUARTERS

The Atrium, Chaka Road,  
Kilimani, Nairobi,  
Kenya  
Telephone: +254 (0) 20 2820000  
Mobile number:  
+254 722 200417  
[www.oxfam.org](http://www.oxfam.org)

#### OXFORD

Oxfam International  
Oxfam House, John Smith Drive,  
Oxford, OX4 2JY,  
United Kingdom  
Tel +44 1865 780 100

#### ADDIS ABABA

Oxfam Liaison Office to the  
African Union  
Head of Office:  
Mr. Désiré Assogbavi  
TK Building 2, Bole Airport area,  
Suite 602, Addis Ababa, Ethiopia  
Tel: + 251 11 661 16 01  
Email: [addisababa@oxfaminternational.org](mailto:addisababa@oxfaminternational.org) /  
Twitter: @Oxfam\_AU

#### BRUSSELS

Oxfam International Advocacy,  
Brussels  
Head of Office: Marissa Ryan  
Rue du Trône 14-16, 1000  
Brussels,  
Belgium  
Tel: +32 2 234 1110  
Email: [eu@oxfam.org](mailto:eu@oxfam.org) or  
[eumedia@oxfam.org](mailto:eumedia@oxfam.org)  
Twitter: @OxfamEU

#### GENEVA

Representative Humanitarian  
Affairs: Charlotte Stemmer  
Oxfam International Advocacy  
Association 1-3, rue de  
Varembé, 1202, Geneva  
Tel: +41 (0)22 552 3662  
Mob:+41 (0)79 199 4550  
Email:  
[charlotte.stemmer@oxfam.org](mailto:charlotte.stemmer@oxfam.org)

#### MOSCOW

Oxfam International Advocacy  
Office, Moscow  
Incoming Head of Office:  
Elsa Vidal  
Acting Head of Office:  
Tatiana Intigrinova  
14A, Burdenko street, Moscow,  
Russia, 119121  
Tel: +7 499 248 30 51  
Email: [ois-team-moscowenquiry@oxfam.org](mailto:ois-team-moscowenquiry@oxfam.org)

#### NEW YORK

Oxfam International Advocacy,  
New York  
Head of Office: Sally Chin  
205 East 42nd Street, New York,  
NY 10017, USA  
Tel: +1 212 687 2091  
Email: [advocacy@oxfaminternational.org](mailto:advocacy@oxfaminternational.org)

#### WASHINGTON

Oxfam International Advocacy,  
Washington  
Head of Office: Nadia Daar  
1101 17th Street NW, Suite  
1300, Washington, DC 20036-  
4710 USA  
Tel +1 (202) 496 1176  
Email: [advocacy@oxfaminternational.org](mailto:advocacy@oxfaminternational.org) /  
Twitter: @OxfamFls



PHOTO (RIGHT): Shim, 12, holds an Oxfam food parcel she received from a distribution at Kutupalong Camp, Bangladesh.

PHOTO © Tommy Trenchard / OXFAM

BACK COVER PHOTO: Habiba lives in Kutupalong Camp, Bangladesh, with her three children. Oxfam has recently installed four handpumps near to her home.

PHOTO © Tommy Trenchard / OXFAM





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